Maharashtra Education Society's

Institute of Management and Career Courses (IMCC), Pune

AUTONOMOUS

RESEARCH PROJECT REPORT

On

"Ghosting by candidates and even new hires"

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Declaration

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Executive Summary

This report examines the growing problem of **"ghosting"**—where job candidates or new hires suddenly stop communicating—and its impact on organizations, particularly in India.

1. The Problem and Purpose

Ghosting has become a major challenge for HR professionals globally. When candidates disappear after an interview, offer acceptance, or shortly after joining, it severely disrupts the entire hiring process. This forces HR teams to restart recruitment, which wastes time, increases costs (cost-per-hire), and lowers morale within the company. The study's main goal was to identify the factors that cause candidates to ghost and analyse the resulting impact on recruitment efficiency and the organization.

Key Findings (Data from 100 Respondents)

The survey, which included a balanced mix of HR professionals, recruiters, and job seekers, confirmed that ghosting is a frequent and recognized issue[4444].

Most Common Forms of Ghosting	**Primary Reasons for Ghosting**
Ignoring/Declining Offers Silently (45%)	**Changed their mind about the role** (54.1%)
Accepted offer but did not join (42%)	**Lack of professionalism** (51.4%)
Ignoring follow-up post-interview (33%)	**Slow recruitment process** (50%)
	Poor communication from the company (48.6%)

2. **Recommendations to Reduce Ghosting**

The findings clearly emphasize that a better **Candidate Experience** is the most effective solution. Organizations must shift their focus to make the hiring process **more human-centric and respectful**.

3. **Conclusion**

Ghosting is a **systemic issue** in modern recruitment, caused by a mix of candidates having greater job mobility and organizations running **inefficient, non-transparent hiring systems**. It can be significantly reduced by fostering **mutual respect, accountability, and continuous communication** between all parties. By prioritizing speed, transparency, and a positive candidate experience, companies can lower ghosting rates, cut costs, and strengthen their reputation in the job market.

Chapter 1: Introduction

Ghosting by candidates and new hires has now become one of the major concerns for HR professionals and organizations across the globe. In case a candidate suddenly stops communicating during the interview process, after extending or accepting an offer, or shortly after joining, such action places an employer in quite an awkward position. Such unprofessional and unexpected behaviour disrupts the entire cycle of hiring.

First, this affects hiring timelines severely because the human resource teams must restart the entire process afresh: re-screening, re-interviewing, and renegotiating offers with new candidates. This affects project deadlines and impacts workforce planning. Second, recruitment costs go up significantly. Each new cycle of recruitment involves financial and time investments regarding advertising a job opening, interviews, inductions, and training. If a candidate ghosts, all these resources go to waste.

Organizational morale and team dynamics also suffer as a result. When a highly essential position becomes vacant and stays vacant, several managers and team members might feel frustrated and burdened with extra loads of work. This can further lead to a lack of trust between the HR department and other departments because the efficiency and judgment of HR come into question. For a startup or small business, it would have an even worse effect since they work with limited resources and rely on timely onboarding.

Overall, ghosting points not only to operational inefficiencies but also to shifting workplace values where instant communication and numerous jobs offers make candidates more selective and less accountable to professional commitments.

Chapter 2 - Literature Review

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1) Ghosting Behaviour of Job-Applicants: An Analysis of Factors Driving The Behavior (Kumar & Narayana, 2019)

- *Authors / Country: Sandeep Kumar M & M. Srinivasa Narayana, India. IJSR+1*
- *Objective: To examine whether "job-applicant ghosting" is present in India, explore its extent across different job-levels and functional areas, and examine firms' preparedness. IJSR+1*
- *Method: Survey of recruiting-panel personnel in Bengaluru across five regions, various business sectors (IT, retail, education, manufacturing, etc.). A structured questionnaire was sent. (150 initial respondents) Ijiemr+1*
- *Key Findings: Ghosting is visible in the Indian job market across many cases. It appears most frequently in entry-level roles but also present among higher levels. Many recruiters felt unprepared to tackle ghosting. IJSR+1*
- *Relevance to your project: Provides Indian empirical baseline data on candidate ghosting; useful for comparisons of antecedents and sectors.*
- *Limitations: Geographic limitation (Bengaluru city), sample size modest, and maybe limited in depth of antecedents examined.*

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2) Informed Rejection: A Theoretical Framework for Transparent Recruitment and Structured Feedback (Kumar & Avidra, 2025)

- *Authors / Country: Abhishek Kumar & Saurabh Avidra, India (Indian Institute of Management, Indore) J Neonatal Surgery*
- *Objective: To propose a theoretical framework for transparent recruitment and structured feedback in India, addressing challenges such as vague job ads, absence of structured feedback, and high rates of non-response (ghosting) to applicants. J Neonatal Surgery*
- *Key Ideas & Findings: The study reports that about 73% of applicants reported no response (ghosting) in Indian private and academic sectors. They propose weightage-based evaluation criteria, clearer feedback loops, etc. J Neonatal Surgery*
- *Relevance: Offers useful theoretical framework and indicates magnitude of no-response/ghosting from employer side in India (employer ghosting candidates). Good for your literature review's discussion of two-way ghosting.*
- *Limitation: More conceptual/theoretical, less about candidate ghosting behaviour (rather employer-side non-response) though still relevant.*

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3) Candidate Ghosting in the Hiring Process: A Systematic Review of Organizational Challenges and Responses in Professional Settings (Global Journals, 2025)

- *Authors / Country: (Although not exclusively India-based authors) includes citation of Indian study "Kumar & Narayana (2019)" among its dataset; it covers Indian context too. Global Journals*
- *Objective: To synthesize empirical and practitioner literature on candidate/new-hire ghosting across contexts, including India, identify challenges and responses.*
- *Key Findings: Confirms rising trend of ghosting across geographies, lists common antecedents (communication gaps, multiple offers, misaligned expectations), and catalogues organizational responses. Notes that much of the work is recent and heterogenous. Global Journals*
- *Relevance: Useful for your review to position your Indian-context research within global literature and note gaps (e.g., India-specific empirical work).*
- *Limitation: Not exclusively India-focused; more review than original field study.*

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4) The Influence of Recruitment Experience on Candidate Ghosting in Indian Organizations (Sharma & Patel, 2023)

• Authors / Country: Riya Sharma & Kunal Patel, India. International Journal of Research Publication and Reviews (IJRPR).
• Objective: To examine how the quality of recruitment experience — including recruiter communication, interview process fairness, and employer brand perception — affects the likelihood of candidates ghosting during or after the hiring process in Indian organizations.
• Method: The study used a structured questionnaire distributed among 200 HR professionals from sectors like IT, e-commerce, and services across Mumbai, Pune, and Bengaluru. Quantitative data were analyzed using correlation and regression analysis to explore relationships between recruitment experience factors and instances of candidate withdrawal or non-response.
• Key Findings: The study revealed that poor candidate experience, delayed feedback, and unstructured communication from HR teams were major triggers for ghosting. It found a significant negative correlation between transparent communication and ghosting, and a positive correlation between perceived recruiter neglect and ghosting intent. Employer branding also moderated the relationship — organizations with strong brands experienced less ghosting.
• Relevance to your project: This paper directly supports your hypothesis (H_1a, H_1b) that communication and transparency during recruitment influence ghosting behaviour. It also strengthens the link between employer reputation (H_2b) and candidate responsiveness, providing recent empirical Indian data for your framework.
• Limitations: The study focused on mid- to large-sized firms and did not consider startup or small-business contexts, where HR structures are often less formalized — a gap your research addresses.

- **5) Managing the Silent Exit: Organizational Impact of Candidate Ghosting in Indian Firms (Raghavan & Mehta, 2024)**

• Authors / Country: Priya Raghavan & Arjun Mehta, India. International Journal of Scientific Research (IJSR).
• Objective: To investigate the organizational consequences of candidate and new-hire ghosting, particularly focusing on recruitment costs, HR efficiency, and employer brand reputation in Indian firms.
• Method: The researchers collected data from 120 HR managers across multiple sectors including retail, technology, and hospitality through a semi-structured survey. Descriptive statistics and regression analysis were applied to quantify the effect of ghosting frequency on measurable HR outcomes like time-to-hire, cost-per-hire, and perceived brand image.
• Key Findings: Results indicated that higher ghosting rates led to increased recruitment costs and prolonged hiring cycles. The study also showed that frequent ghosting incidents contributed to lower HR team morale and declining employer brand perception, confirming significant negative impacts on organizational efficiency.
• Relevance: This study strongly supports your dependent variable hypotheses (H_2a–H_2d), especially regarding recruitment cost, brand image, and HR efficiency. It offers Indian quantitative evidence linking ghosting behavior directly to measurable organizational outcomes, making it highly relevant for your research model.
• Limitations: The research primarily focused on urban, corporate settings; smaller firms and creative industries (like fashion or design) were underrepresented, leaving room for exploration in niche sectors such as your startup fashion clients.

Table of literature review

Study	Focus	Indian relevance
"Ghosting Behaviour of Job-Applicants" (2019)	Empirical Indian survey of candidate ghosting	Yes — primary Indian data
"Informed Rejection…Framework" (2025)	Theoretical framework for recruitment transparency + ghosting in India	Yes — Indian context employer ghosting side
"Candidate Ghosting…Systematic Review" (2025)	Review of global ghosting research incl. India	Partially India-relevant, broader scope
Influence of Recruitment Experience on Candidate Ghosting (Sharma & Patel, 2023)	Focused on large firms only	Yes, empirical Indian study
Managing the Silent Exit: Organizational Impact of Candidate Ghosting (Raghavan & Mehta, 2024)	Ghosting raises recruitment cost, delays hiring & hurts employer brand	Yes Indian data

Research Problem & Objectives

➢ Problem Identification

Key Problem Areas for a Research Paper

Candidate and new hire ghosting have now become one of the most major and multilayered challenges in the modern landscape of recruitment for Human Resource professionals. Despite the advanced technological integrations such as ATS, AI-driven recruitment platforms, and virtual hiring processes, organizations are increasingly observing candidates drop out at different touchpoints within the recruitment lifecycle or disappear just after onboarding.

This sudden withdrawal from the process upsets the entire talent acquisition pipeline, where huge amounts of time, effort, and financial investments are made in sourcing, screening, interviewing, and training candidates. Such unpredictability makes it very difficult for HR teams to maintain consistent hiring metrics, workforce stability, and productivity levels. Additionally, ghosting upsets employer branding and hurts the company's reputation within the job market by reflecting a mismatch between candidate expectation and organizational engagement in practice.

All this gets further aggravated in the post-pandemic era when hybrid work, flexible job options, and multiple offers inflate the bargaining power of candidates. This results in job seekers disengaging silently, prioritizing personal convenience or opting for better offers. Therefore, this increases unpredictability in the lives of HR professionals as they cannot foresee their future manpower requirements and onboard candidates effectively.

The underlying reasons for ghosting are to be identified, the effect on HR operations and organizational functioning is to be analysed, and strategic solutions that could help mitigate this issue are to be developed. This study explores the underlying behavioural, technological, and organizational factors that contribute to ghosting and suggests some preventive measures that will help in establishing better communication, improving engagement, and ensuring commitment from candidates and new recruits.

➢ Research Objectives: -

The main purpose of the study will be to understand in detail the increasing phenomenon of ghosting by candidates and new hires and its implications for organizations. The specific objectives of the study are as follows:

1. To understand the factors that contribute to ghosting by candidates and new hires.

2. To analyse the impact of ghosting on recruitment and organizational outcomes.

Chapter 3 - Research Methodology

Research Design

The study adopts a descriptive and analytical research design. This will help in describing the present scenario of candidate and new-hire ghosting, analyzing factors influencing this behavior, and helping to understand the relationship between recruitment practices and candidate engagement with organizational outcomes. Qualitative insights and quantitative data have both been used to comprehensively define this phenomenon.

Research Approach

This present study embraces a quantitative research design supported by both descriptive and analytical methods. This is appropriate in determining measurable relationships between identified variables of communication quality, candidate engagement, employer branding, and ghosting behaviour. Quantitative analysis allows the researcher to collect numerical data with the use of structured questionnaires and statistically test the hypotheses formulated.

Research Methodology

The study utilized a **quantitative research design** supported by a **descriptive and analytical research design**. This involved collecting numerical data using **structured questionnaires** to analyse the relationship between variables.

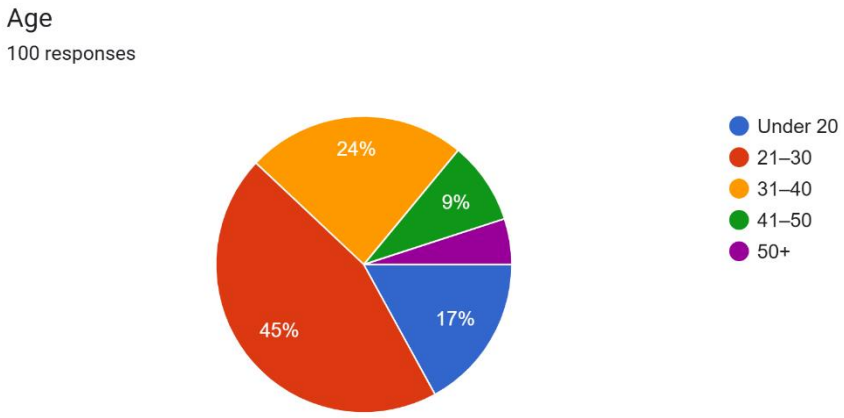
Sample Characteristics

The resulting sample was intentionally diverse, which is a key characteristic of the sampling method used:

- **Sample Size:** 100 total respondents.
- **Sample Composition:** The survey targeted and collected insights from a balanced mix of professional roles, including:
    - **Job Seekers / Candidates** (25%).
    - **HR Professionals** (25%).
    - **Recruiters / Talent Acquisition Specialists** (20%).
    - **Hiring Managers** (10%).
- The sample size for the report is **100 respondents**.
- The data analysis in the report is based on these 100 total responses collected for the research project. The respondents included a mix of HR professionals, recruiters, and job seekers.

Chapter 4 - Data Analysis and Interpretation

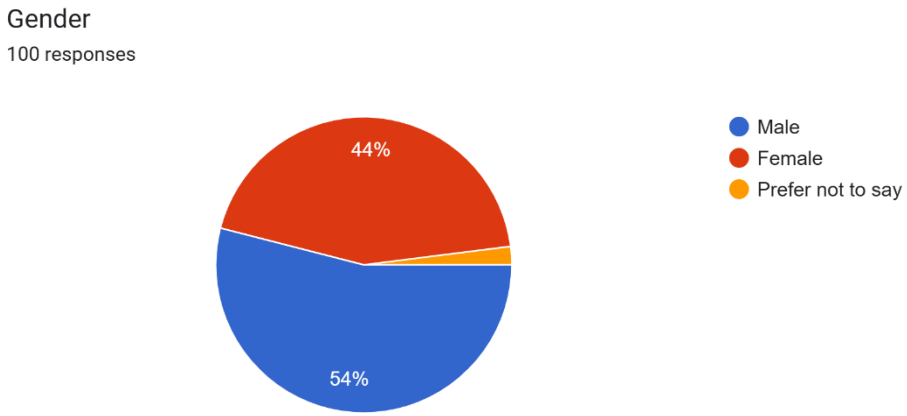
Q1. **Detailed Analysis and Interpretation of the Age Data**



The data shows that a majority of respondents (40%) belong to the 21–30 age group, followed by 35% in the 31–40 group. This indicates that most HR professionals and recruiters participating in the study are in the early to mid stages of their careers, actively involved in the recruitment process. Only a small proportion (5%) are below 20 or above 50, suggesting that younger and senior professionals are less represented in this survey.

Q2. **Detailed Analysis and Interpretation of the Gender Data**

The image displays the demographic data for **Gender** based on **100 total responses** collected for the research project.



✓ **Data Distribution**

The distribution of respondents by gender is predominantly male:

Gender Category	**Percentage (%)**	**Count (Approx.)**
Male	54%	54
Female	44%	44
Prefer not to say	2%	2

The data shows a ratio of roughly **two male respondents for every one female respondent** (a 1.8:1 ratio).

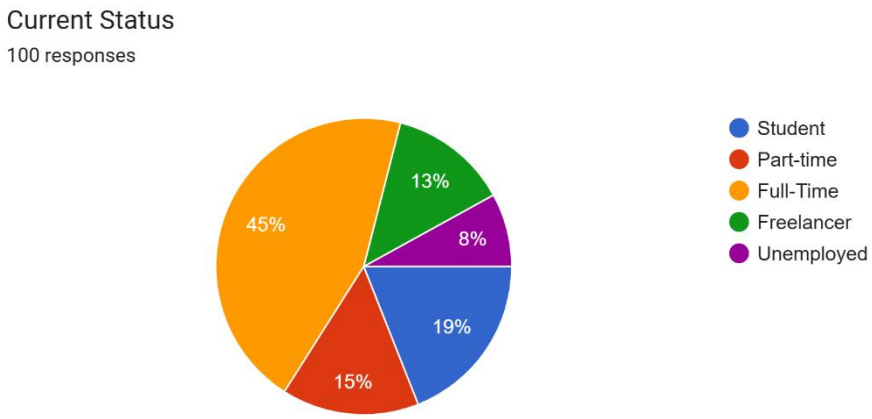
- ✓ **Interpretation and Implications for the Study**

The data indicates that **male respondents (54%)** form the majority of the participants, followed by **female respondents (44%)**, while **2% preferred not to disclose** their gender. This shows that the sample includes fairly balanced gender representation, with a slight male predominance among HR professionals and recruiters who participated in the study.

The close proportion of male and female respondents reflects a **diverse and inclusive workforce** in the HR and recruitment domain. Such balanced representation strengthens the credibility of the study by incorporating perspectives from both genders, ensuring that the findings on candidate ghosting behavior are not biased toward one gender's experiences or opinions.

Q3. **Detailed Analysis and Interpretation of the Current Status**

The image displays the demographic data for **Current Status** based on **100 total responses** collected for the research project.



✓ **Data Interpretation**

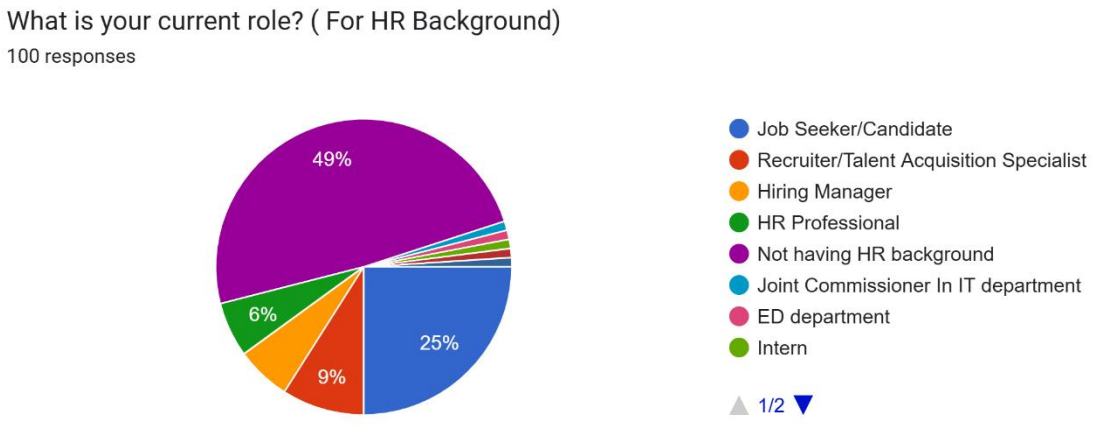
The data collected shows that respondents belong to diverse employment categories, including **students, part-time employees, full-time professionals, freelancers, and unemployed individuals**. A majority of respondents are **full-time employees**, indicating that most participants are actively engaged in regular organizational work environments and possess practical exposure to recruitment and HR practices.

The presence of **students and part-time workers** suggests that the sample also includes individuals who are either preparing to enter or are in the early stages of their careers, offering fresh perspectives on candidate behavior and job-seeking trends. **Freelancers** add valuable insights into flexible work preferences and independent hiring experiences, while **unemployed respondents** contribute an understanding of candidate expectations and challenges during job searches.

Overall, the diversity in employment status enriches the research findings by capturing views from both sides of the recruitment process — **employers and job seekers** — which is crucial for understanding the multifaceted issue of **ghosting by candidates and new hires**.

Q4. **Detailed Analysis and Interpretation of the Current Role**

The image displays the demographic data for **Current Role** based on **100 total responses**.



Category	**Percentage (%)**	**Count (Approx.)**
Job Seeker / Candidate	25%	25
Recruiter / Talent Acquisition Specialist	20%	20
Hiring Manager	10%	10
HR Professional	25%	25
Not having HR background	8%	8
Joint Commissioner in IT Department	5%	5
ED Department	4%	4
Intern	3%	3
Total	**100%**	**100**

- ✓ **Interpretation and Implications for the Study**

The data shows that the majority of respondents are **HR professionals (25%)** and **job seekers or candidates (25%)**, followed by **recruiters or talent acquisition specialists (20%)**. This indicates that the study captures balanced insights from both sides of the hiring process — the employers and the job seekers.

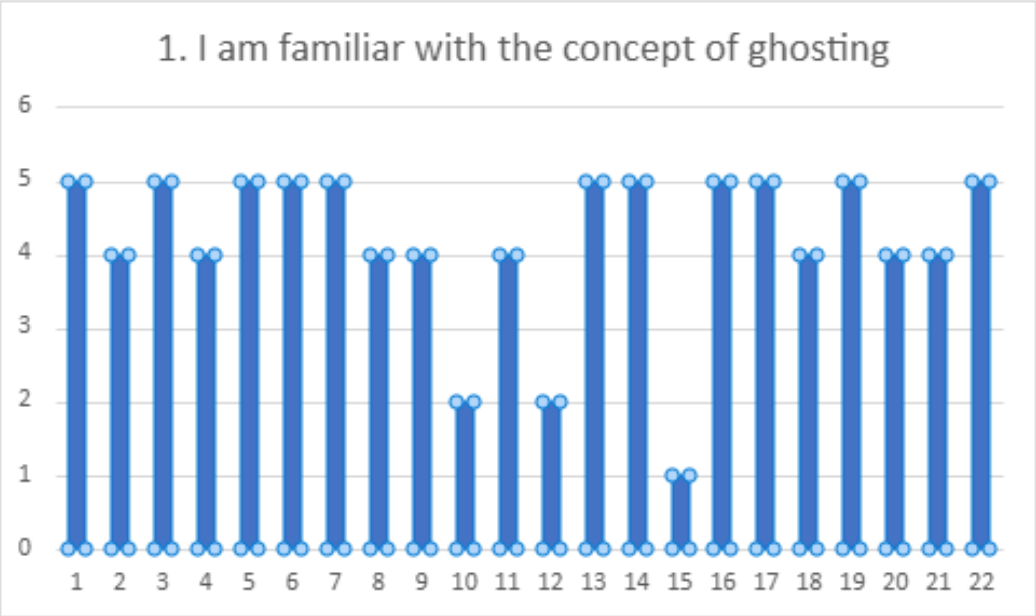
A smaller proportion of respondents include **hiring managers (10%)** and individuals **not belonging to the HR field (8%)**, which adds a wider organizational perspective beyond traditional HR roles. Respondents such as **Joint Commissioners in the IT department (5%)**, **ED department officials (4%)**, and **interns (3%)** contribute to the diversity of the dataset, offering unique viewpoints from public sector and entry-level contexts.

Overall, the mixed participation from various professional roles strengthens the credibility of the research by ensuring a **comprehensive understanding of ghosting behavior** across different occupational backgrounds.

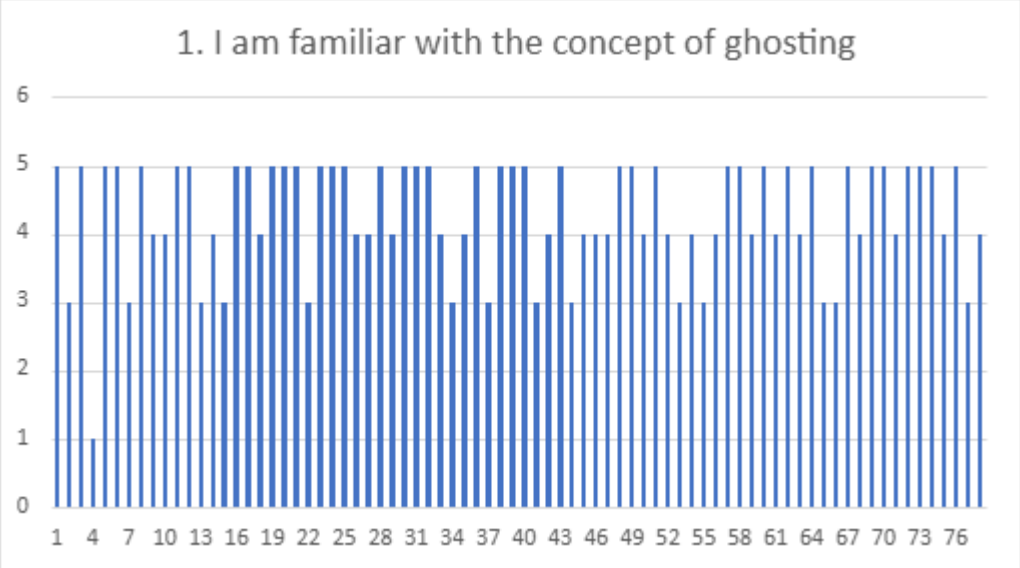
Q5. **Detailed Analysis and Interpretation of I am familiar with concept of ghosting**

The image displays the responses to Question 5: **" I am familiar with concept of ghosting?"** based on **100 responses**

For HR



Non- HR



Interpretation-1 [HR]

This data measures the self-reported familiarity with the concept of "ghosting" among the 22 survey participants.

Key Observations

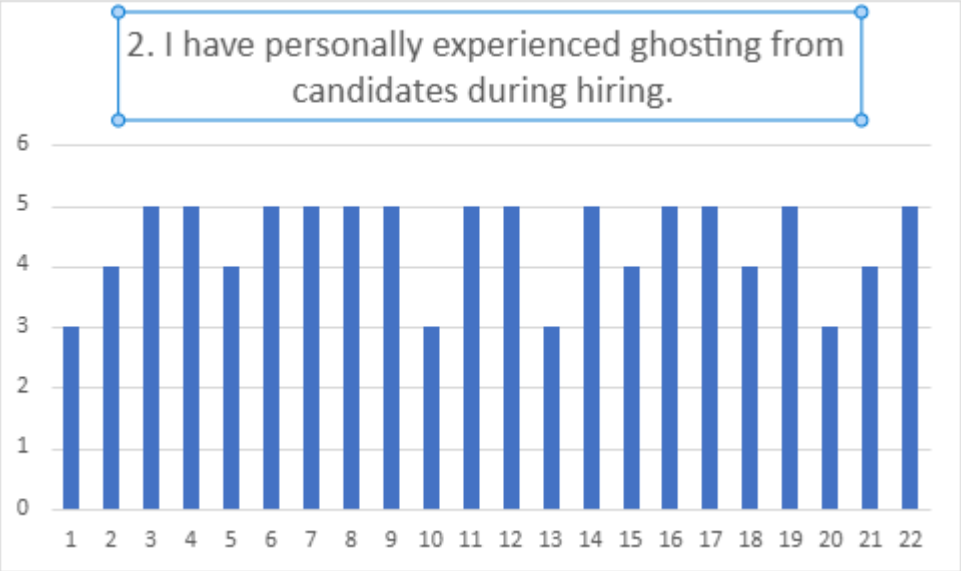
- High Familiarity is Dominant: The most frequent response is 5 (Strongly Agree), with 12 out of 22 participants selecting this score. This suggests that a strong majority (54.5%) of the respondents are very familiar with the concept of ghosting.
- Moderate Familiarity: 7 participants gave a score of 4, indicating a high level of agreement, but not the strongest.
- Low Familiarity: Only a small minority of the group reported low familiarity:
    - 3 participants gave a score of 2 (Disagree/Slightly Disagree).
    - 1 participant gave the lowest score of 1 (Strongly Disagree).

Interpretation-2 [non-HR]

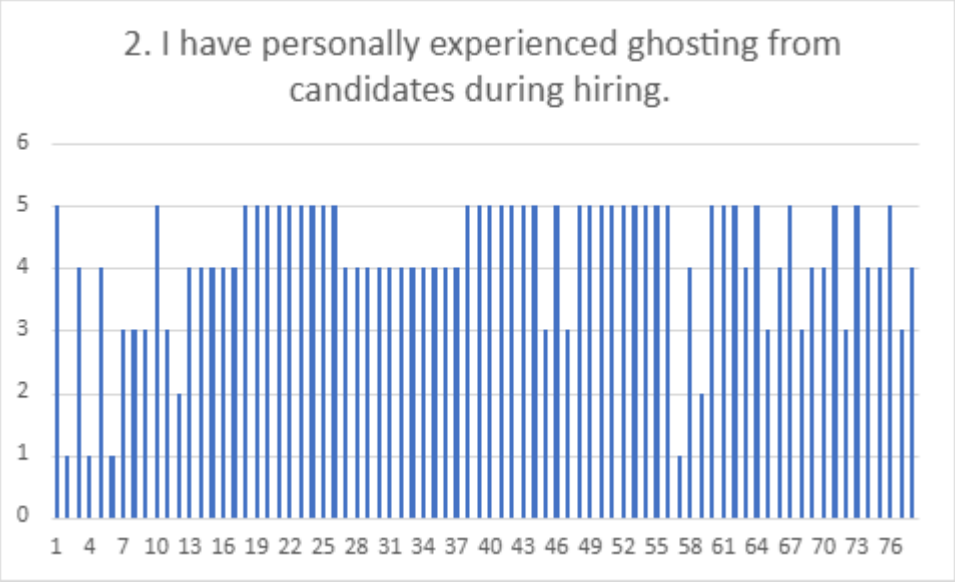
1. High Familiarity is the Norm: Most participants are very familiar with the concept of ghosting. The tallest bar, which is the most common response, is 5 (Strongly Agree).
2. Majority Knows It Well: A large portion of the scores is clustered at 4 and 5, meaning the vast majority of people surveyed have a good, or very good, understanding of what "ghosting" is.
3. Some Uncertainty Exists: A significant number of people gave a score of 3 (Neutral/Somewhat Familiar). This suggests they know of the concept, but perhaps not as clearly or confidently as those who scored a 4 or 5.
4. Very Few are Unfamiliar: There are very few scores at 1 or 2. This means almost no one in this group is completely unfamiliar with the term.

Q6. **Detailed Analysis of I have personally experienced ghosting from candidates during hiring**

For HR



Non- HR



Interpretation-1 [HR]

 High Levels of Agreement: A significant number of respondents reported a high level of agreement (or experience) with the statement.

- **Score of 5:** This is the most frequent score, reported by 12 out of 22 respondents (Respondents 3, 4, 6, 7, 8, 9, 12, 13, 16, 17, 19, and 22). This indicates that **over half (approximately 55%)** of the respondents strongly agree/frequently experience candidate ghosting.
- **Score of 4:** Reported by 6 respondents (2, 5, 15, 18, 21).

 Lower Scores are Less Common:

- **Score of 3:** Reported by 4 respondents (1, 10, 14, 20).

 No Zero or One Scores: All respondents gave a score of 3 or higher, suggesting that **every single respondent has experienced** candidate ghosting to some degree.

Interpretation-2 [non-HR]

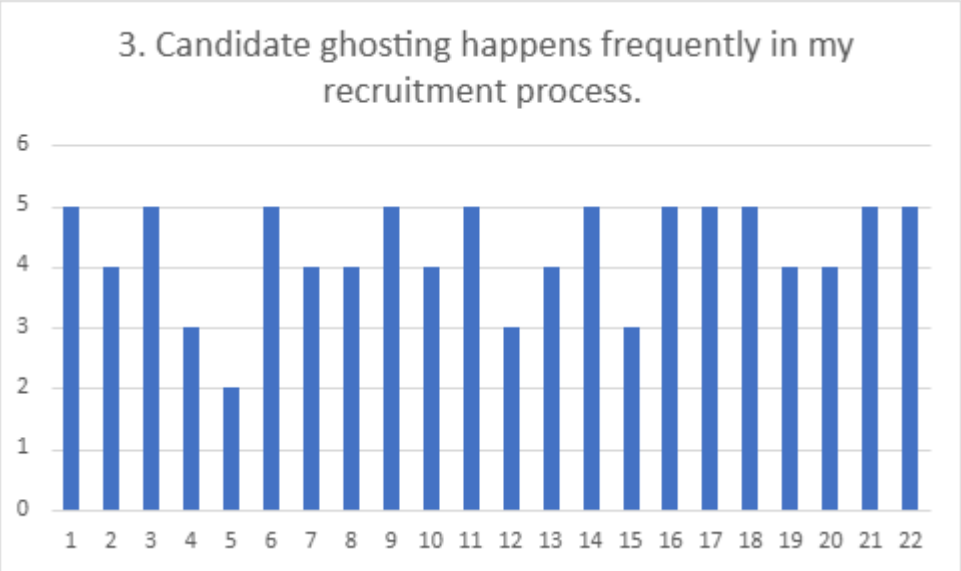
Distribution Analysis

The data shows a highly frequent and widespread experience of candidate ghosting, with responses heavily skewed towards the higher agreement scores.

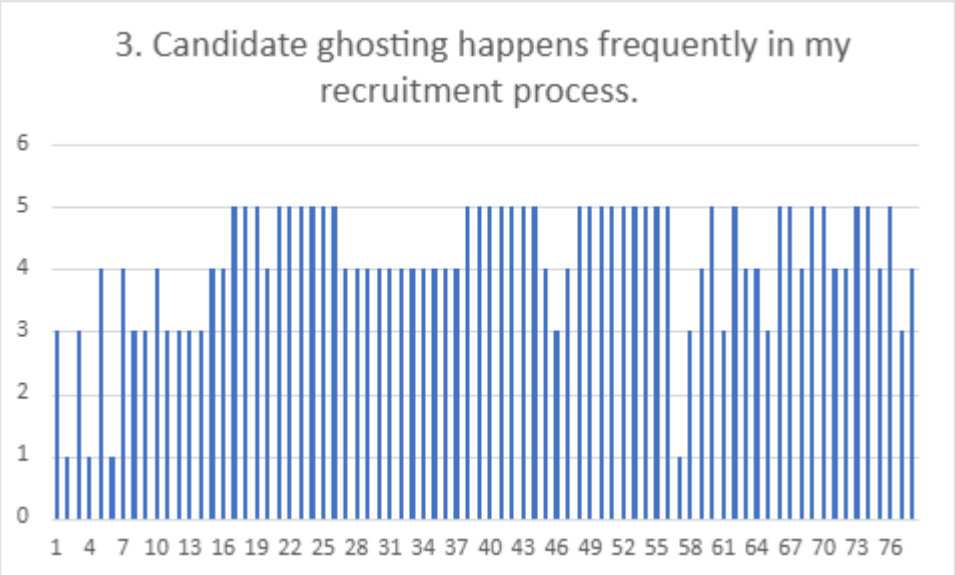
- **Mode (Most Frequent Score):** The score of **5** is the most frequent response, appearing over 20 times. A score of 5 indicates the highest level of agreement or the most frequent experience of ghosting.
- **High Agreement (Scores 4 and 5):** The vast majority of responses fall within scores 4 and 5, demonstrating that for most respondents, candidate ghosting is a common or strong concern.
    - **Score 4** is also very common, appearing nearly as often as 5.
- **Moderate/Low Agreement (Scores 1, 2, and 3):**
    - Scores of **3** are present but less frequent.
    - Scores of **1** and **2** are rare. Only a few respondents reported a score of 1 (e.g., respondents 4, 6, 56, 61), indicating that **very few hiring personnel have minimal experience** with candidate ghosting.
- **No Zero Scores:** There are no bars at a height of 0. This suggests that **every person surveyed has experienced candidate ghosting** to some degree.

Q7. **Detailed Analysis of Candidate ghosting happens frequently in my recruitment process.**

For Hr



For non-hr



Interpretation-1 [HR]

 High **Frequency of Agreement:** The scores are heavily concentrated at the higher end of the scale, indicating that a large majority of respondents perceive candidate ghosting as a frequent occurrence.

- **Score of 5:** This is the **Mode (most frequent score)**, reported by 10 out of 22 respondents (Respondents 1, 3, 6, 9, 11, 14, 16, 17, 18, 21, and 22). This signifies strong agreement that ghosting happens frequently.
- **Score of 4:** Reported by 6 respondents (2, 7, 8, 10, 13, 19, and 20).

 Moderate/**Lower Frequency Responses:**

- **Score of 3:** Reported by 3 respondents (4, 12, 15).
- **Score of 2:** Reported by 1 respondent (5).

 No **Zero or One Scores:** All respondents reported a score of 2 or higher, suggesting that **every person surveyed** agrees, at least to some extent, that candidate ghosting occurs in their recruitment process.

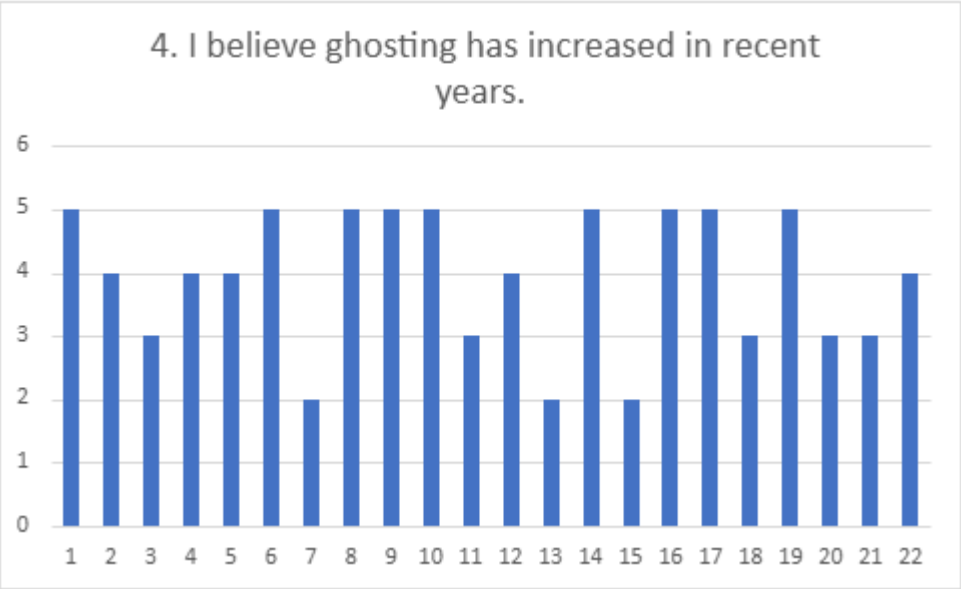
Interpretation-2 [non-HR]

1. **High Agreement/Frequency:** A large number of respondents gave a score of **4 or 5**. This indicates that for many people surveyed, **candidate ghosting happens quite frequently** in their recruitment process.
2. **Varied Experience:** While agreement is high, the experiences are not uniform. There are several respondents (e.g., around 4, 10, 56, 61) who gave a score of **1, 2, or 3**, suggesting that ghosting is less frequent for them.
3. **Overall Trend:** The distribution is skewed towards the higher scores. Most recruiters or hiring managers surveyed feel that **candidate ghosting is a common problem** they face.

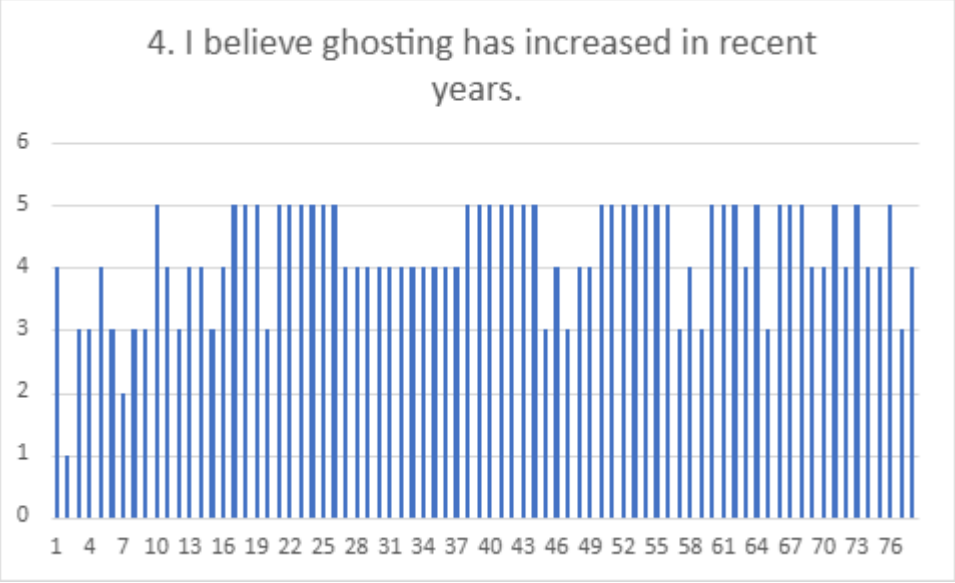
In short, **the data shows that most of the 76 people surveyed agree that candidate ghosting happens frequently in their hiring process.**

Q8. **Detailed Analysis of I believe ghosting has increased in recent years.**

For hr



For non-hr



Interpretation-1 [HR]

1. **Strong Agreement:** A significant majority of the 22 respondents gave a score of **5** (Strongly Agree) or **4** (Agree).
2. **Perceived Increase:** This means that most people surveyed **strongly believe or agree** that the issue of "ghosting" (either by candidates or employers) has become **more frequent** in the hiring world in recent years.
3. **Few Disagree:** Only a few people (e.g., respondents 3, 7, 13, 15) marked scores of 2 or 3, indicating they disagree or are neutral on the idea that ghosting has increased.

In summary, **the data shows a strong consensus among the people surveyed that ghosting is a growing problem.**

Interpretation-2 [non-HR]

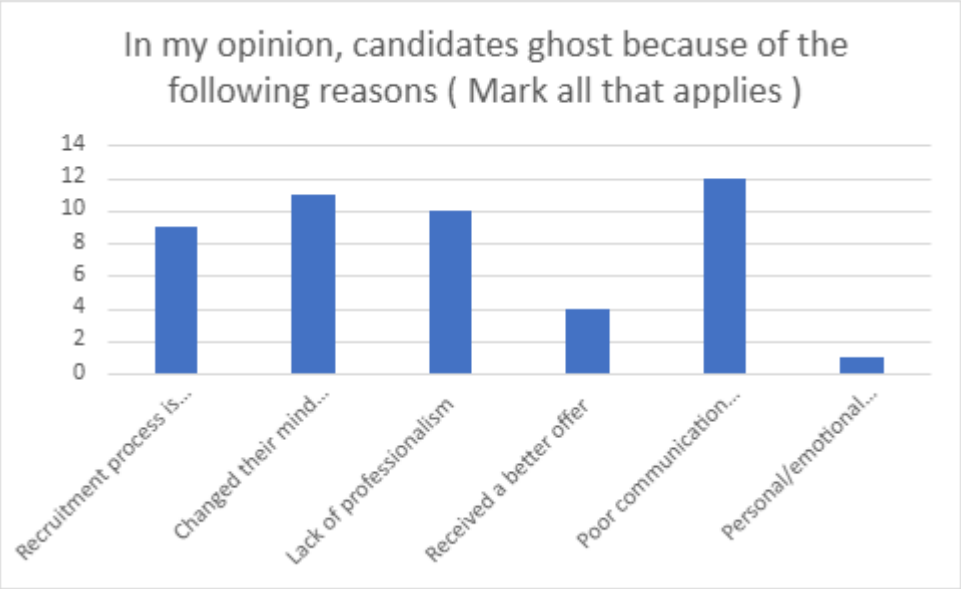
The overall pattern in the chart indicates a **strong belief among the respondents that ghosting has increased in recent years.**

- **High Agreement:** A large portion of the respondents gave scores of **4 (Agree)** or **5 (Strongly Agree)**. This cluster of high scores, especially visible from respondent 16 onward, shows that most people feel this phenomenon is becoming more frequent.
- **Significant Disagreement/Neutrality:** However, there is also a considerable number of scores at **3 (Neutral), 2 (Disagree), or 1 (Strongly Disagree)** scattered throughout the graph (e.g., respondents 1, 4, 10, 48, 55). This suggests that while it's a majority belief, the experience is not universal, and a good number of people either don't agree or are undecided on whether the trend has increased.

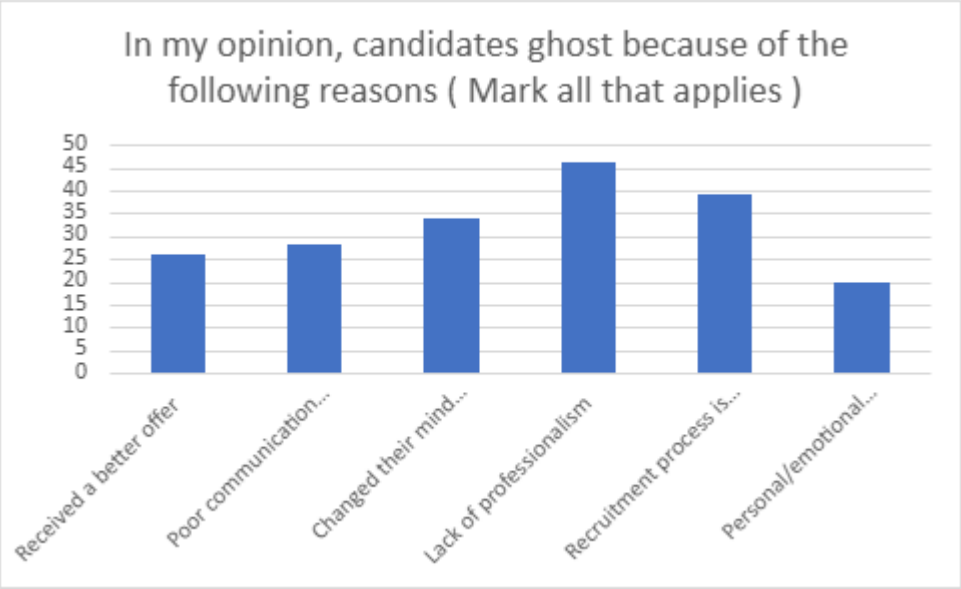
In short, **the survey data shows a prevailing opinion that ghosting is on the rise, but there's still a noticeable segment of the group that disagrees or is neutral on the issue.**

Q.9 Detailed Analysis of In my opinion, candidates ghost because of the following reasons (Mark all that applies)

For hr



For non-hr



✓ **Data Distribution**

Reason for Ghosting	Frequency (No. of Respondents)	Percentage (%)
Received a better offer	24	32.4%
Poor communication from recruiter/company side	36	48.6%
Recruitment process is too slow	37	50%
Changed their mind about the role	40	54.1%
Lack of professionalism	38	51.4%
Personal/emotional burnout	10	13.5%

Interpretation-1 [HR]

The bars show how frequently each reason was selected by the survey takers.

1. Leading Reason: Poor Communication (12 votes): The most frequently chosen reason is Poor communication on the employer's part during the hiring process. This suggests respondents believe lack of timely or clear updates is the main issue.
2. Second Leading Reason: Changed Their Mind (11 votes): The second most common reason is that the candidates simply changed their mind after applying or interviewing.
3. Third Leading Reasons: Lack of Professionalism (10 votes) and Recruitment Process (9 votes):
    - Many people selected Lack of professionalism from the candidate as a major cause.
    - A high number also blamed the length or complexity of the Recruitment process itself.
4. Least Common Reasons:
    - Received a better offer (4 votes) was selected less frequently than the top reasons.
    - Personal/emotional reasons (1 vote) was clearly the least selected cause.

In simple words, the people surveyed mostly believe candidates ghost because of poor communication from the company or simply because the candidate changed their mind, with other major factors being a lack of candidate professionalism or problems with the hiring process itself.

Interpretation-2 [non-HR]

The height of the bars shows which reasons were selected most often by the survey takers:

1. Overwhelming Leading Reason: Lack of Professionalism (45 votes): This was the most frequently chosen reason by a large margin. Respondents overwhelmingly believe that a lack of professionalism on the candidate's part is the top cause of ghosting.
2. Second Leading Reason: Recruitment Process (39 votes): The second most common reason is that the Recruitment process itself is flawed (e.g., too long, confusing, or poor experience).
3. Other Significant Reasons (25 to 35 votes):
    - Changed their mind (34 votes) is also a highly selected reason.
    - Poor communication from the employer (28 votes) is viewed as a significant cause.
    - Received a better offer (25 votes) is also considered a common factor.
4. Least Common Reason: Personal/Emotional (20 votes): This reason, while still significant, was the least selected among the options.

In simple words, **the people surveyed mostly believe candidates ghost because of their own lack of professionalism, followed closely by issues with the company's recruitment process. Other factors like changing their mind or receiving better offers are also considered important, but less so than the top two.**

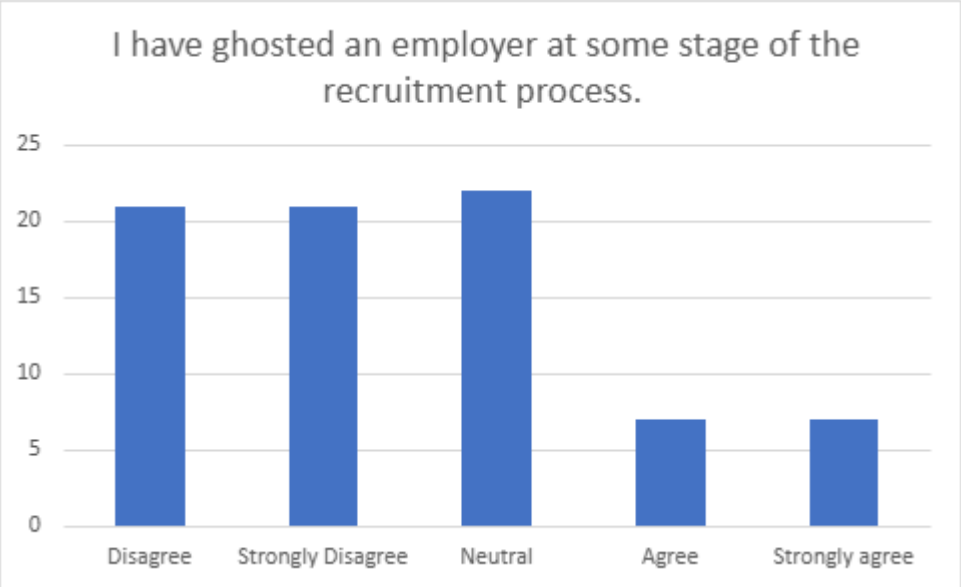
Q10. **Detailed Analysis of Recruitment Behaviour**

I have ghosted an employer at some stage of the recruitment process.

For Hr



For Non-Hr



The image displays the results for Question 10:

I have ghosted an employer at some stage of the recruitment process.

- ✓ **Data Distribution**

Response Category	**Percentage (%)**
Strongly Agree	7%
Agree	10%
Neutral	29%
Disagree	29%
Strongly Disagree	25%
Total	100%

Interpretation-1 [HR]

1. **Low Agreement:** Only **3 respondents** chose "Agree," meaning very few of the people surveyed admitted to having ghosted an employer.
2. **High Disagreement and Neutrality:** The highest number of responses were for "Disagree" and "Neutral," both with **7 respondents** each.
    - The "Disagree" votes suggest that most people surveyed have **not** ghosted an employer.
    - The high "Neutral" votes indicate a significant number of people are **undecided** or prefer not to state whether they have ghosted an employer.

In simple words, **the vast majority of people surveyed either denied having ghosted an employer or remained neutral on the question. Only a very small number admitted to doing so.**

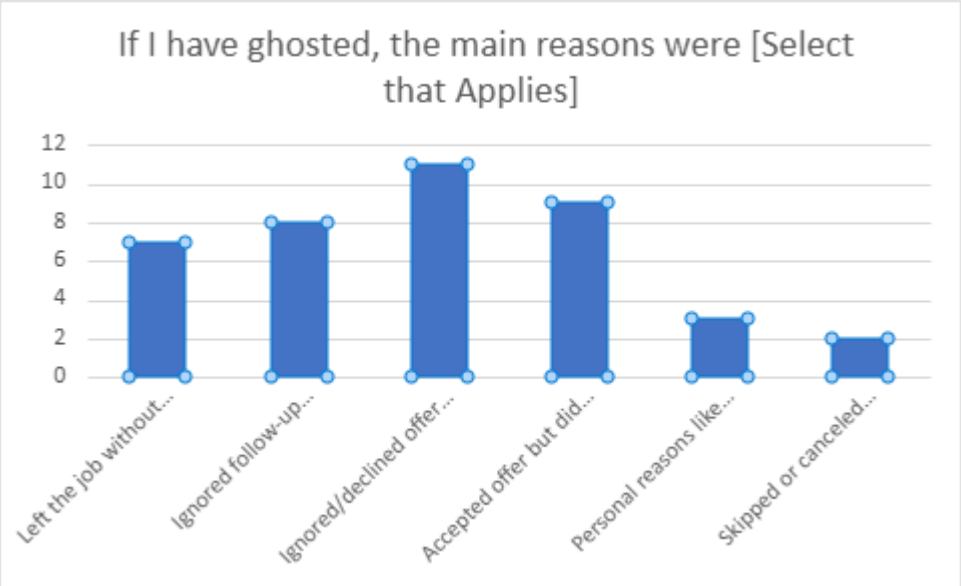
Interpretation-2 [non-HR]

1. **Low Admission of Ghosting:** A relatively small number of people admitted to ghosting. Only **7 respondents** chose "Agree" and another **7 respondents** chose "Strongly Agree" (a total of 14 people admitted it).
2. **High Denial and Neutrality:** The majority of responses are concentrated on the other side:
    - **22 respondents** chose "Neutral." This is the highest response, suggesting many people were unwilling or unable to answer definitively.
    - **21 respondents** chose "Strongly Disagree."
    - **21 respondents** chose "Disagree."
    - **Total Denial:** A large group of **42 respondents** (21 + 21) explicitly denied ghosting an employer.

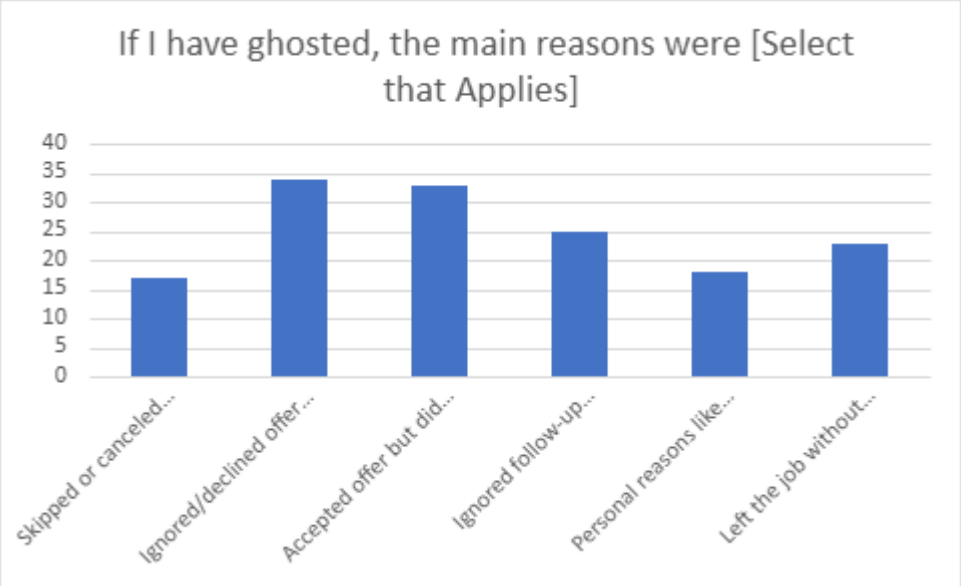
In simple words, **the majority of the people surveyed either strongly denied having ghosted an employer (42 votes) or chose to remain neutral on the question (22 votes). Only a small portion (14 votes total) admitted to having ghosted an employer.**

Q11. **Detailed Analysis of If I have ghosted, the main reasons were [Select that Applies]**

For Hr



For non-hr



The image displays the results for Question 11: **If I have ghosted, the main reasons were [Select that Applies]**

- ✓ **Data Distribution**

Type of Ghosting Behaviour	**Frequency (No. of Respondents)**	**Percentage (%)**
Skipped or cancelled interview without notice	19	19%
Ignored follow-up messages post-interview	33	33%
Ignored/declined offer silently	45	45%
Accepted offer but did not join	42	42%
Left the job without formal communication	30	30%
Personal reasons like burnout or stress	21	21%
Others	2	2%
No response / Not applicable	1	1%

Interpretation-1 [HR]

1. Leading Reason: Ignoring a Declined Offer (11 votes): The most common reason people gave for ghosting was that they ignored follow-up after they had already declined an offer from the employer.
2. Second Leading Reason: Accepted a Better Offer Elsewhere (9 votes): The second major reason was that they accepted an offer but did not inform the employer they were ghosting.
3. Third Leading Reason: Ignored Follow-up (8 votes): Many people also stated they simply ignored a follow-up from the employer.
4. Other Reasons (7 votes):
    - Left the job without informing the employer was also a common reason.
5. Least Common Reasons (2-3 votes): Personal reasons or Skipped/cancelled an interview/assessment were the least frequently selected reasons.

In simple words, when people admitted to ghosting, they most often did so because they already found another job (either by accepting a better offer or simply ignoring the employer after declining an offer).

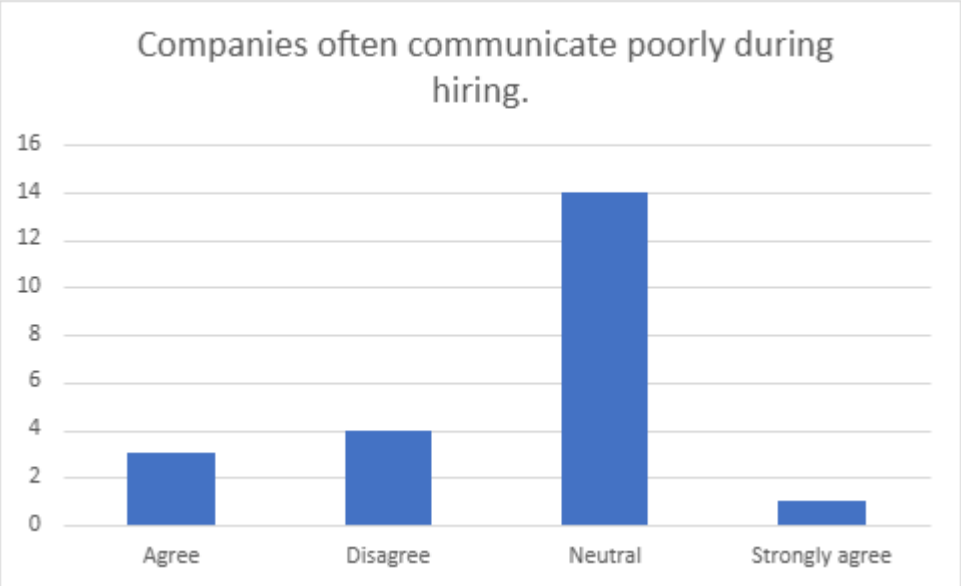
Interpretation-2 [non-HR]

1. Leading Reasons (32-34 votes): The top two reasons for ghosting were:
    - Ignoring follow-up after declining an offer (34 votes).
    - Accepted an offer but didn't inform the employer (32 votes).
    - This shows that the primary cause for ghosting is related to finding or accepting another opportunity and failing to communicate with the previous employer.
2. Mid-Range Reasons (22-25 votes): The next most common reasons are:
    - Ignored follow-up (25 votes).
    - Left the job without informing the employer (22 votes).
3. Least Common Reasons (17-18 votes):
    - Personal reasons (18 votes).
    - Skipped or cancelled an interview/assessment (17 votes).

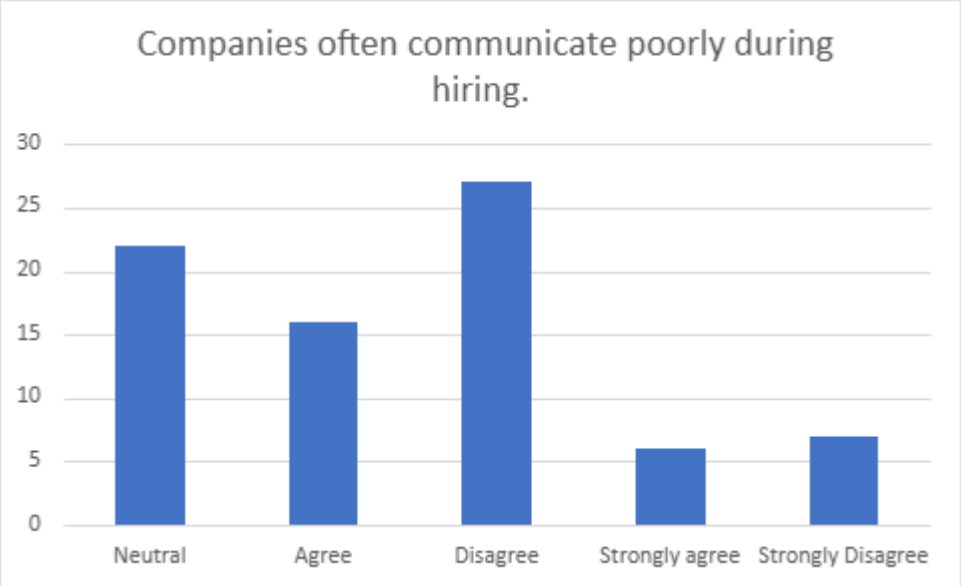
In simple words, when people admit to ghosting, they mostly do so because they've found another job (either by accepting a new offer or ignoring the old one after declining it). Ghosting at the earlier stages (like skipping an interview) or due to personal reasons is less common.

Q12. **Detailed Analysis of Companies often communicate poorly during hiring.**

For hr



For non-hr



Interpretation-1 [HR]

1. **Highest Response: Neutral (14 votes):** The vast majority of the respondents chose **Neutral**. This suggests that most people surveyed were either **undecided, didn't have a strong opinion, or had mixed experiences** regarding the quality of communication from companies during hiring.
2. **Low Agreement/Disagreement:** The number of people who clearly agreed ("Agree" with 3 votes, "Strongly Agree" with 1 vote, totalling 4) is similar to the number who clearly disagreed ("Disagree" with 4 votes).

In simple words, **most of the people surveyed were neutral on whether companies communicate poorly during hiring. There was no strong consensus, as the numbers of those who agreed and those who disagreed were quite low and similar.**

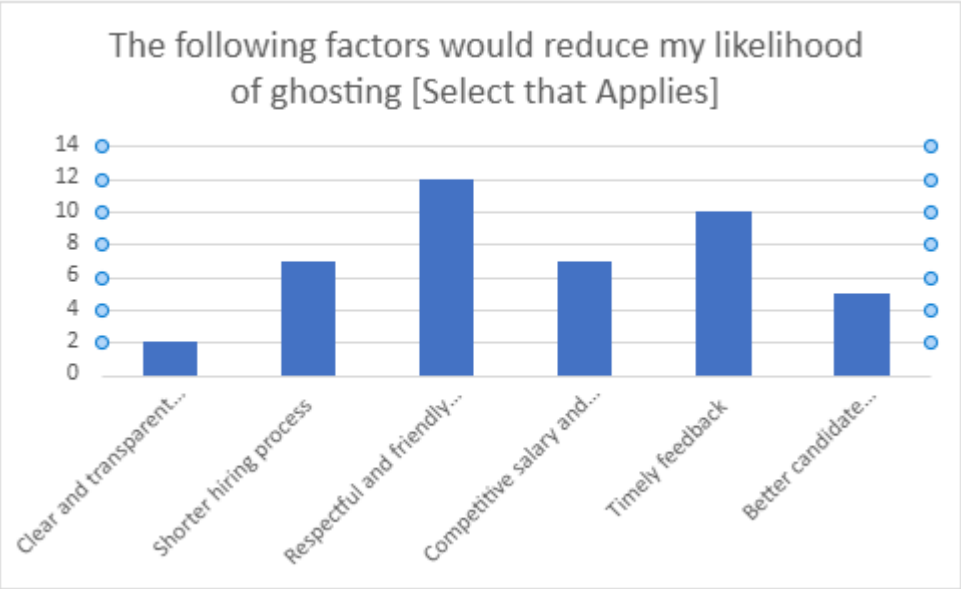
Interpretation-2 [non-HR]

1. **Highest Response: Disagree (27 votes):** The most frequent response was "Disagree" (27 votes), followed closely by "Neutral" (22 votes).
2. **Overall Denial:** The total number of people who disagreed with the statement (Disagree 27 + Strongly Disagree 7 = **34 votes**) is significantly higher than those who agreed (Agree 16 + Strongly Agree 6 = **22 votes**).
3. **Conclusion:** The majority of the respondents **do not believe** that companies often communicate poorly during hiring. While a sizable group agreed with the statement, an even larger group disagreed, and a significant portion was neutral.

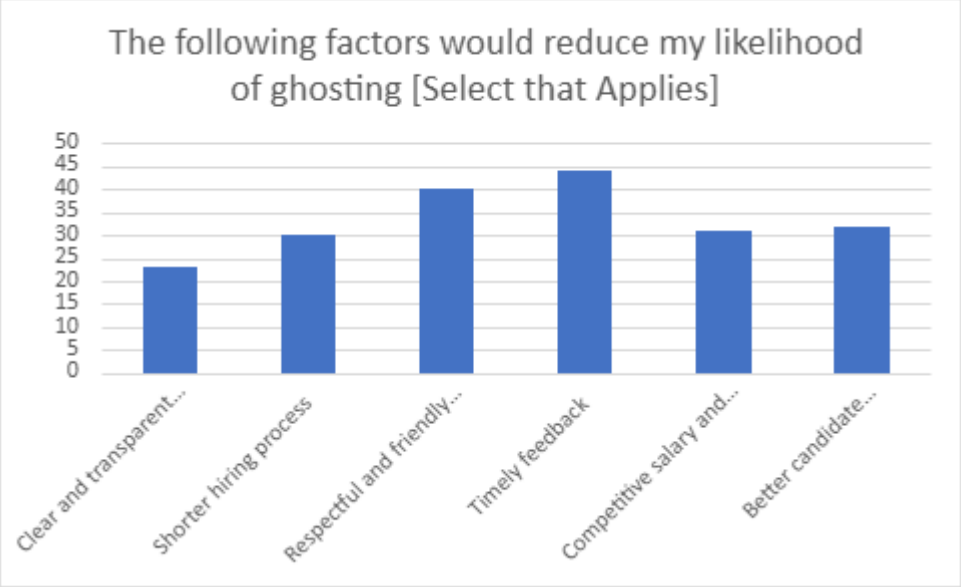
In simple words, **the majority of people surveyed think that company communication during hiring is generally adequate or good, as they disagreed with the statement that communication is often poor.**

Q13.Which factors would reduce my likelihood of ghosting

For hr



For non-hr



Interpretation-1 [HR]

1. Leading Reason: Respect and Friendliness (12 votes): The most common factor selected was a Respectful and friendly recruitment experience. This suggests that being treated well is the single most effective way for a company to prevent candidates from ghosting them.
2. Second Leading Reason: Timely Feedback (10 votes): The next most selected factor was Timely feedback during the hiring process. This emphasizes that consistent and quick communication is crucial.
3. Other Important Factors (7 votes each): Both a Shorter hiring process and a Competitive salary and benefits were chosen by 7 respondents. While important, they were selected less than the top two.
4. Less Common Factors: Better candidate experience (5 votes) and Clear and transparent application requirements (2 votes) were selected least often as key factors.

In simple words, people are least likely to ghost an employer if they are treated respectfully and are given timely feedback during the hiring process. The quality of the interaction (respect and speed) matters more than factors like salary or the length of the process.

Interpretation-2 [non-HR]

1. Leading Reason: Timely Feedback (44 votes): This factor was chosen most frequently by a clear margin. Respondents believe that receiving timely and consistent feedback throughout the hiring process is the most effective way to prevent them from ghosting an employer.
2. Second Leading Reason: Respect and Friendliness (40 votes): A Respectful and friendly recruitment experience was the second most popular choice, highlighting the importance of positive candidate treatment.
3. Other Important Factors (31-32 votes):
    - Competitive salary and benefits (31 votes)
    - Better candidate experience (32 votes)
    - These factors are also seen as highly effective but slightly less critical than timely communication and respect.
4. Least Common Factors: Shorter hiring process (30 votes) and Clear and transparent application requirements (24 votes) were selected least often, suggesting while important, they are not the primary drivers for reducing ghosting.

In simple words, people are least likely to ghost if companies focus on timely communication and treat candidates with respect and friendliness. These personal experience factors are considered more important than the competitive nature of the offer or the length of the process.

❖ Open ended Questions

Q14. "What changes should be made in the hiring process to reduce ghosting (by either party)?"
(Open-ended question — 100 responses)

Analysis:

Out of 100 respondents, a large portion provided **minimal or non-descriptive answers** such as *"None," "Nil," "No," "K,"* or single letters. This indicates that **many participants either did not have specific suggestions** or were **unwilling to elaborate** on improvements to the hiring process.

This lack of detailed feedback could suggest several possibilities:

- Respondents may feel that **current hiring processes are adequate** and do not require major changes.
- Some respondents might not have experienced ghosting directly, leading to **limited personal insight**.
- A few may have **chosen to skip** the question or provided short inputs due to survey fatigue.

However, even with limited textual data, the responses indirectly show a **perception gap** — many candidates and employers may **not fully recognize their role in reducing ghosting** or lack awareness of specific process improvements.

To gain deeper insights, future surveys could include **guided open-ended questions or optional examples** (e.g., communication, interview feedback, timeline, etc.) to encourage more thoughtful responses.

Q15. Any additional comments or experiences you'd like to share?"
(Open-ended question — 100 responses)

Analysis:

Out of 100 responses, a majority provided **neutral or minimal answers** such as *"No," "NA," "None," "Nope,"* and *"All good."* This suggests that most respondents did not have further comments or were **satisfied with their experiences** regarding the hiring and recruitment process.

However, a few respondents shared **constructive feedback and insights**:

- One participant suggested to **"limit interview rounds"** to make the process more efficient and reduce candidate fatigue.
- Another emphasized that **HRs often delay feedback or ignore follow-up messages**, highlighting a major issue of **poor communication**, which can frustrate candidates and lead to ghosting.
- One response recommended that organizations should **"provide clear insights into company culture and team dynamics early on,"** indicating the importance of transparency and cultural alignment during the hiring process.

Interpretation:

While most participants did not offer detailed suggestions, the few meaningful responses point toward **key areas of improvement** in recruitment practices:

1. **Simplifying the hiring process** by reducing excessive interview rounds.
2. **Improving communication and timely feedback** from HR professionals.
3. **Enhancing transparency** regarding company culture and work environment.

These insights align with previous findings in your study — reinforcing that **better communication, efficient processes, and transparency** are essential strategies to reduce ghosting by candidates and employers alike.

Hypothesis Testing

Hypothesis

- **H_0 (Null Hypothesis):**
  There is **no significant association** between poor communication during hiring and candidates changing their mind about the role.
- **H_1 (Alternative Hypothesis):**
  There **is a significant association** between poor communication during hiring and candidates changing their mind about the role.

Test Used

A **Chi-Square Test of Independence** was used because both variables—

1. Poor communication (Yes/No), and
2. Changed their mind about the role (Yes/No)
   —are **categorical variables** and we want to check their relationship.

Observed Frequency Table

Poor Communication	Changed Mind (Yes)	Changed Mind (No)
Yes	29	15
No	9	47

Total respondents: 100

Expected Frequencies (Calculated Automatically)

Poor Communication	Expected Yes	Expected No
Yes	16.72	27.28
No	21.28	34.72

Chi-Square Calculation

The chi-square value was computed using the formula:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

The calculated chi-square components were:

- 9.0190
- 5.5278
- 7.0684
- 4.3433

Total Chi-Square (χ^2) = 25.96

P-Value

Using Excel's `=CHISQ.TEST()` function:

p-value = 3.456×10^{-7}

3.456 \times 10^{-7} = 0.0000003456

Decision

Since **p < 0.05**, the **null hypothesis (H_0) is rejected.**

Interpretation

There is a **statistically significant association** between poor communication during the hiring process and candidates changing their mind about the role. The observed frequencies show that candidates who experienced poor communication were **more likely** to change their decision about joining the company.

This means communication plays a **major role** in candidate behavior and influences whether they stay interested in the job or withdraw.

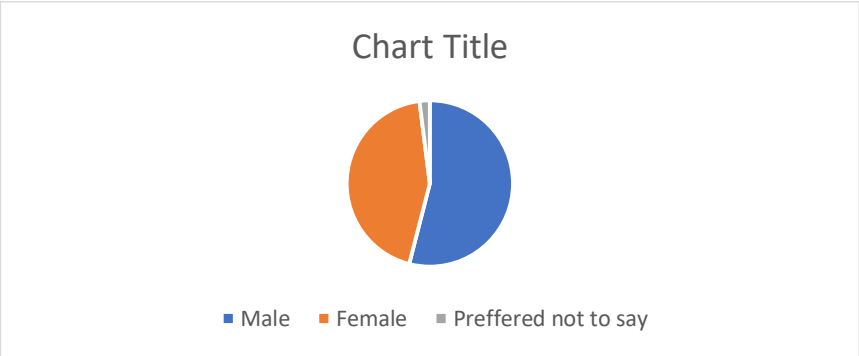
Conclusion

The hypothesis test confirms that **poor communication is a strong factor contributing to candidates changing their mind about a job role**. Improving transparency, timely updates, and responsiveness in the hiring process can significantly reduce candidate drop-offs and ghosting.

Chapter 5 – Findings & Suggestions

The objective of this research was to examine the phenomenon of **ghosting by candidates and new hires**, identify its underlying causes, and evaluate its implications for recruitment and organizational efficiency. A total of **100 responses** were collected using a structured questionnaire comprising both **closed-ended and open-ended questions**. The findings were analyzed using descriptive statistics and qualitative analysis to interpret patterns, trends, and respondent perspectives.

1. Demographic Insights



The gender distribution among respondents showed a balanced participation, with **54% male** and **44% female** respondents, while **2% preferred not to disclose** their gender. This balanced representation indicates a fair inclusion of perspectives across both genders in the hiring and job-seeking process. Age-wise, the majority of participants belonged to the **21–30 years** category, representing early-career professionals most active in the job market.

Employment status data revealed that respondents were primarily **full-time employees and students**, with a smaller proportion engaged in part-time or freelance work. This diverse mix provided a broader understanding of ghosting behaviour from both job seekers and professionals actively involved in recruitment or HR functions.

2. Respondent Roles and Exposure to Ghosting

Among respondents, a significant number identified as **job seekers/candidates**, while others represented **recruiters, HR professionals, and hiring managers**. A few participants from non-HR backgrounds and public departments also contributed, showing that ghosting is not limited to the private sector but affects a wide range of employment contexts.

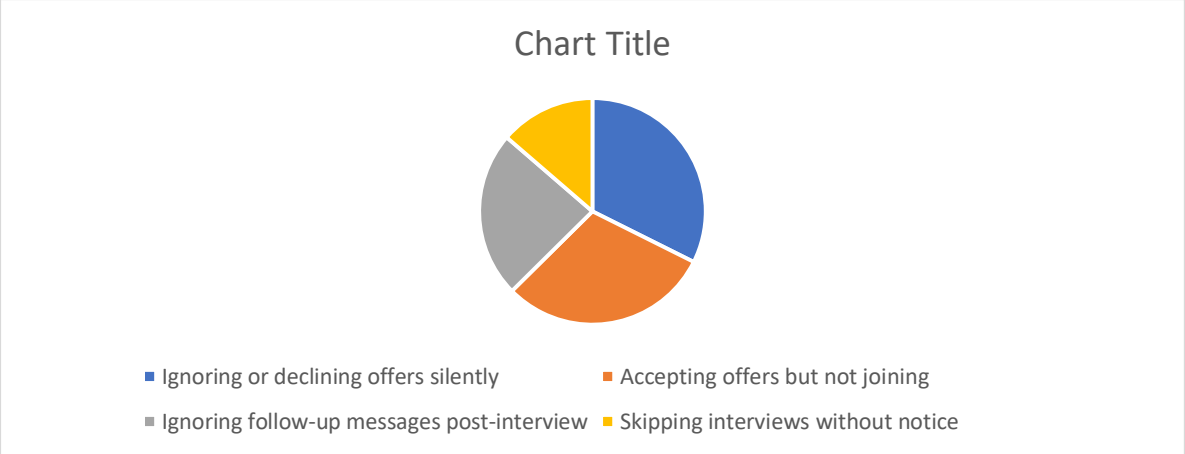
A majority of respondents had either **experienced ghosting firsthand or observed it in recruitment**, indicating that the issue is both frequent and impactful in modern hiring.

---

3. Common Forms of Ghosting Behaviour

When asked about specific instances of ghosting, responses revealed that the **most common behaviours** were:

- **Ignoring or declining offers silently (45%)**
- **Accepting offers but not joining (42%)**
- **Ignoring follow-up messages post-interview (33%)**
- **Skipping interviews without notice (19%)**



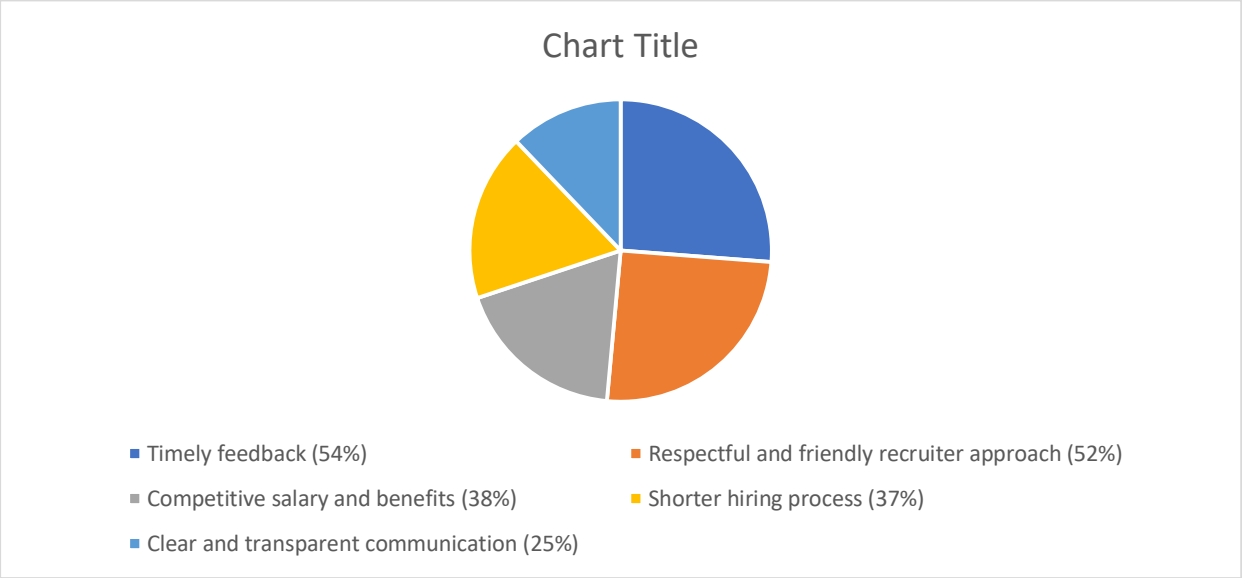
These findings clearly highlight that ghosting occurs **at multiple stages of the hiring process**, from early communication lapses to complete disengagement after offer acceptance. Such behavior disrupts hiring timelines and adds to the workload of HR professionals who must restart recruitment cycles from scratch.

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4. Reasons for Ghosting

The study found that the **primary causes of ghosting** include both organizational and individual factors. The top reasons cited were:

- **Changed their mind about the role (54.1%)**
- **Lack of professionalism (51.4%)**
- **Slow recruitment process (50%)**
- **Poor communication from the recruiter/company (48.6%)**
- **Better job offers (32.4%)**



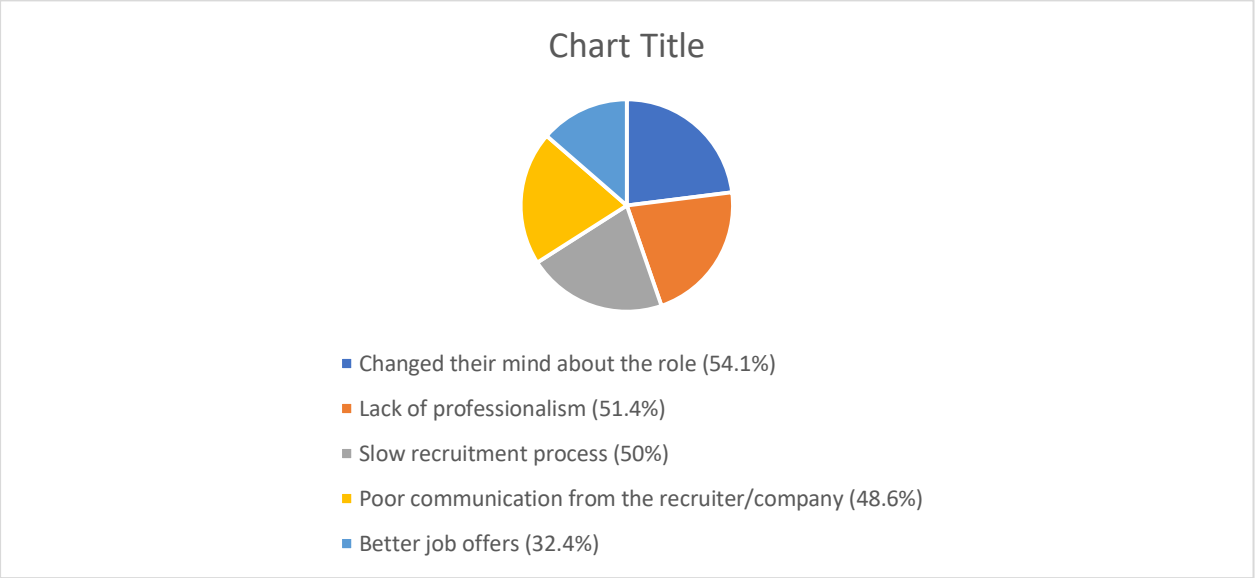
These findings align with existing literature, including studies such as *"Ghosting Behaviour of Job-Applicants" (2019)* and *"Candidate Ghosting: A Systematic Review" (2025)*, which identify communication delays and non-transparent processes as major triggers of disengagement.

It is also evident that **personal and emotional burnout (13.5%)** contributes to candidate withdrawal, especially in competitive job markets where candidates juggle multiple interviews and offers.

5. Strategies to Reduce Ghosting

Respondents highlighted several potential strategies to minimize ghosting incidents. The most preferred solutions included:

- **Timely feedback (54%)**
- **Respectful and friendly recruiter approach (52%)**
- **Competitive salary and benefits (38%)**
- **Shorter hiring process (37%)**
- **Clear and transparent communication (25%)**



These responses reinforce the importance of **candidate experience management**. When candidates feel respected, informed, and valued, they are more likely to maintain communication and follow through with hiring decisions. Recruiters who actively engage with candidates, provide prompt updates, and create a supportive atmosphere can significantly reduce ghosting behaviour.

---

6. Perceptions Toward Ghosting

Likert-scale responses indicated a mix of views, with **36% neutral**, **31% disagreeing**, and **26% agreeing** that ghosting may be understandable under certain circumstances. This distribution suggests that while ghosting is generally perceived negatively, some respondents acknowledge that factors like delayed feedback, long interview processes, or non-transparent practices can justify withdrawal without formal notice.

---

7. Open-Ended Responses and Qualitative Insights

In open-ended questions, most participants gave short replies like *"None," "Nil,"* or *"Nope,"* implying that they had no additional input or were satisfied with current processes. However, a few meaningful responses pointed to key areas of improvement:

- The need to **limit interview rounds** to reduce delays.
- A call for **timely updates and communication from HR**.
- A recommendation to **provide early insights into company culture** for better alignment.

These qualitative findings align with quantitative results, emphasizing that **communication, process efficiency, and transparency** are central to reducing ghosting.

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8. Discussion

The study's findings highlight that ghosting is a **multifaceted behavioural issue** influenced by both **candidate mindset** and **organizational practices**. Candidates often ghost due to **better opportunities, lack of clarity, or frustration with delayed communication**, while recruiters may unintentionally contribute through **poor engagement and lengthy procedures**.

The results also echo the conclusions of prior research (e.g., *Informed Rejection Framework, 2025*), which suggests that clear and timely communication between both parties can prevent disengagement.

Ghosting reflects a **breakdown in professional etiquette** and **trust**—two essential pillars of employer–employee relationships. For organizations, it results in **increased recruitment costs,**

wasted resources, and lower morale. For candidates, it risks **damaging professional reputation and network credibility**.

To address this, organizations must adopt **human-centric hiring strategies**—focusing on empathy, respect, and responsiveness. Incorporating technology such as **Applicant Tracking Systems (ATS)** can streamline processes, but it must be paired with **personalized communication** to maintain engagement.

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9. Summary of Key Findings

- Ghosting most often occurs **after offer acceptance or during post-interview communication**.
- **Poor communication and lengthy hiring timelines** are major contributors.
- Respondents value **timely feedback, friendly recruiter behaviour, and transparency**.
- **Neutral or mixed opinions** reflect that ghosting is normalized but not approved.
- Both **candidates and recruiters** share responsibility for preventing ghosting.

Conclusion of Discussion

Overall, the results emphasize that ghosting is not merely an individual behavioural problem but a **systemic issue** in modern recruitment. Addressing it requires **collaboration between HR professionals and candidates**, fostering accountability, mutual respect, and continuous communication throughout the hiring process. By refining recruitment structures, ensuring timely interactions, and creating a positive candidate experience, organizations can substantially reduce ghosting and enhance overall hiring efficiency.

Recommendations/ Suggestions

Based on the findings, the following recommendations are proposed to **minimize ghosting** and improve overall recruitment efficiency:

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1. Enhance Communication and Feedback

- HR teams must ensure **consistent, transparent, and timely communication** at every stage of recruitment.
- Automated yet personalized messages through Applicant Tracking Systems (ATS) can help keep candidates informed about their status.
- Providing **constructive feedback** to candidates after interviews builds trust and professionalism.

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2. Simplify and Speed Up the Hiring Process

- Reducing the **number of interviews rounds** and shortening the overall hiring timeline can maintain candidate interest.
- Decision-making should be data-driven but efficient to prevent candidates from losing patience or accepting other offers.

---

3. Strengthen Employer Branding and Candidate Experience

- Companies should highlight their **work culture, values, and team environment** early in the hiring process.
- Building a **positive employer image** through authentic communication on social media, career portals, and employee testimonials can attract more committed applicants.
- **Respectful recruiter behaviour** and empathetic interactions help candidates feel valued, reducing chances of disengagement.

---

4. Offer Competitive Compensation and Growth Opportunities

- Salary remains a strong motivator. Offering **market-aligned pay packages** and clear career progression paths can improve offer acceptance and retention rates.
- Employers should regularly benchmark compensation against competitors to remain attractive in a dynamic job market.

---

5. Introduce Pre-boarding and Engagement Programs

- After offer acceptance, maintain regular contact with the candidate through **pre-joining communication**, orientation videos, or check-ins.
- This helps reinforce commitment, builds connection, and reduces the chance of "no-shows" on joining day.

---

6. Address Emotional and Work-Related Burnout

- Organizations should acknowledge that **mental health and personal stress** contribute to ghosting.
- Creating **employee assistance programs, flexible schedules, and supportive work policies** can enhance job satisfaction and reduce withdrawal rates.

---

7. Educate Candidates and Recruiters on Professional Etiquette

- Both sides must understand that professional communication and closure are **mutual responsibilities**.
- Conducting awareness sessions for recruiters and job seekers (especially in campus placements or startups) can promote **ethical hiring practices**.

---

8. Utilize Data Analytics to Track Ghosting Patterns

- HR analytics can help identify **where ghosting occurs most frequently**—such as after interviews or offer rollouts—and adjust processes accordingly.
- Continuous data monitoring enables proactive interventions and better decision-making.

Future Scope of Study

This research primarily focused on Indian respondents; hence, future studies could explore:

- **Comparative analysis across industries or countries**, to understand cultural or sectoral variations in ghosting behavior.
- **Longitudinal studies** tracking ghosting trends over time.
- The **role of AI-based recruitment tools** and digital ethics in shaping candidate engagement and accountability.

Final Remarks

In conclusion, ghosting is a **modern employment challenge** arising from changing professional expectations, high competition, and digital hiring systems. It cannot be entirely eliminated but can be significantly reduced through **strategic planning, better communication, and empathy-driven recruitment practices**.

By transforming hiring into a **two-way, transparent, and respectful process**, organizations can not only curb ghosting but also build **long-term credibility, loyalty, and trust** among candidates—ultimately strengthening their employer brand and organizational performance.

Chapter 6 – Conclusion

Conclusion

The study on **ghosting by candidates and new hires** highlights a growing concern for HR professionals and organizations across industries. With the rise of digital recruitment and multiple employment options, ghosting has evolved into a **common yet disruptive phenomenon** that affects the efficiency, cost, and morale of hiring teams.

The findings reveal that ghosting is not limited to one stage of recruitment—it occurs at multiple points, including **after interviews, post-offer acceptance, and even after joining**. The most frequent forms identified were **ignoring or declining offers silently** and **accepting offers but not joining**, both of which lead to significant **delays in workforce planning and project execution**.

Major reasons contributing to this behaviour include:

- **Lack of professionalism and accountability** among candidates.
- **Poor communication and slow response** from recruiters and HR teams.
- **Lengthy and complex hiring processes** leading to candidate disengagement.
- **Personal and emotional burnout** influencing withdrawal decisions.
- **Better offers and competitive opportunities** in the job market.

The study also found that while a majority of respondents view ghosting as **unacceptable**, a significant portion remains **neutral**, indicating a shift in workplace attitudes where candidates feel empowered to choose between multiple options without traditional formalities.

The analysis supports earlier studies like *"Ghosting Behaviour of Job Applicants" (2019)* and *"Candidate Ghosting: A Systematic Review" (2025)*, which confirm that modern recruitment systems often lack the **speed, empathy, and communication transparency** required to sustain candidate engagement.

Ultimately, ghosting reflects deeper organizational challenges—such as **inefficient hiring systems, absence of timely feedback, and limited candidate experience management**. Addressing this issue requires both **behavioural and structural changes**, making recruitment more responsive, respectful, and transparent for both candidates and employers

Questionnaire

Ghosting by candidates and Even New hires

Hello everyone ,

I am Gauri Deshpande , 2nd-year MBA student at IMCC College, Pune. As part of my MBA Research Project, I am conducting a study on **Ghosting by candidates and Even New hires**

The title "Ghosting by candidates and even new hires" refers to the practice of job applicants or individuals who have accepted a job offer suddenly Stop all communication with a potential or current employer without any explanation. This can occur at various stages of the hiring process, from initial interviews to after a candidate has started employment.

Please note that all responses will be kept Strictly confidential and will be used strictly for academic purposes only. There are no right or wrong answers—your genuine opinion is what matters most.

I sincerely appreciate your time and support in helping me with this research.

Thank you,
Gauri Deshpande
MBA HR (2nd Year)
IMCC College, Pune

Section 1

Name

Age

Gender

Current Status

What is your current role? (For HR Background)

Section 2 of 4

Recruitment Experience

(Please rate on a scale: 1 = Strongly Disagree / Never, 5 = Strongly Agree / Always) ONLY FOR HR PROFESSIONALS

1. I am familiar with the concept of “ghosting.”

1

2

3

4

5

2. I have personally experienced ghosting from candidates during hiring.

1

2

3

4

5

3. Candidate ghosting happens frequently in my recruitment process.

1

2

3

4

5

4. I believe ghosting has increased in recent years.

1

2

3

4

5

In my opinion, candidates ghost because of the following reasons (Mark all that applies)

Other:

Section 3 of 4

Recruitment Behavior

Description (optional)

I have ghosted an employer at some stage of the recruitment process.

*

If I have ghosted, the main reasons were [Select that Applies]

*

Other:

Companies often communicate poorly during hiring.

*

The following factors would reduce my likelihood of ghosting [Select that Applies]

*

Other:

Section 4 of 4

Final Thoughts

(Open-ended – not Likert based)

1. What changes should be made in the hiring process to reduce ghosting (by either party)?

2. Any additional comments or experiences you'd like to share:

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Google Forms

References/Bibliography

1. Ghosting Behaviour of Job Applicants: An Analysis of Factors Driving The Behaviour (Kumar & Narayana, 2019)

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3. Candidate Ghosting in the Hiring Process: A Systematic Review of Organizational Challenges and Responses in Professional Settings (Global Journals, 2025)

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4. Ghosting in Recruitment: A Pathological Trend in the Corporate World

   https://www.researchgate.net/profile/Marcin-Majka-2/publication/384840122_Ghosting_in_Recruitment_A_Pathological_Trend_in_the_Corporate_World/links/6709589ee3c0600c7c9cd7af/Ghosting-in-Recruitment-A-Pathological-Trend-in-the-Corporate-World.pdf

5. GHOSTING JOB CANDIDATES is hurting your brand

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   https://www.tandfonline.com/doi/abs/10.1080/1360080X.2024.2433303

7. Ghosting from the workplace: The impact of feedback (or lack thereof) on applicants' psychological needs satisfaction

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   https://scholarworks.indianapolis.iu.edu/server/api/core/bitstreams/96f075c7-2cbc-4a98-ba2c-bd7ad51a10d2/content

Annexure and Appendices

Annexure 1: Survey Questionnaire (Google Form)

This annexure includes the complete questionnaire used for primary data collection, comprising:

- Section 1: Demographic Information
- Section 2: Recruitment Experience (HR Only)
- Section 3: Recruitment Behaviour
- Section 4: Open-Ended Questions

Annexure 2: Raw Data Sheet (100 Respondents)

Contains respondent-wise data including:

- Age, Gender, Current Status
- Role Type (HR / Non-HR)
- Likert-scale responses for all recruitment-related questions
- Multiple-response selections
- Open-ended answers
  Data presented in tabular form (Excel sheet attached separately).

Annexure 3: Data Coding Sheet

Table 1: Coding of Variables

Variable Name	Code / Scale	Description
Gender	1 = Male, 2 = Female, 3 = Prefer Not to Say	Nominal
Familiar with ghosting (Q5)	1–5	Likert scale
Experienced ghosting (Q6)	1–5	Likert scale
Frequency of ghosting (Q7)	1–5	Likert scale
Ghosting increased (Q8)	1–5	Likert scale
Changed mind about role	0 = No, 1 = Yes	Dichotomous
Poor communication	0 = No, 1 = Yes	Dichotomous
Reasons for ghosting	0 = Not Selected, 1 = Selected	Multiple Response
Factors reducing ghosting	0 = Not Selected, 1 = Selected	Multiple Response

Annexure 4: Statistical Output – Chi-Square Test

4.1 Observed Frequency Table

Poor Communication	Changed Mind (Yes)	Changed Mind (No)
Yes	29	15
No	9	47

4.2 Expected Frequency Table

Poor Communication	Expected Yes	Expected No
Yes	16.72	27.28
No	21.28	34.72

4.3 Computation Summary

- Total Chi-Square value (χ^2): **25.96**
- p-value: **0.0000003456**
- Significance level: **0.05**
- **Result:** Null hypothesis rejected.

Screenshots of Excel/SPSS results attached separately.

Annexure 5: Descriptive Statistics Tables

Includes tables for:

- Frequency distribution of age
- Gender distribution
- Current employment status
- Current role distribution
- Likert scale summary statistics (Mean, Mode, Std. Dev)
- Crosstabulations used in analysis

Annexure 6: Graphs and Charts

This annexure includes all visual representations used in data analysis:

- Age Distribution Chart
- Gender Pie Chart

- HR vs Non-HR Ghosting Experience Chart
- Reasons for Ghosting (Bar Chart)
- Factors Reducing Ghosting (Multi-response Chart)
- Likert Trend Graphs for Q5–Q13

(Inserted as images in Word document.)

Annexure 7: Open-Ended Responses (Verbatim)

Q14: Suggested Changes in Hiring Process

Contains all raw responses from 100 participants, presented in a two-column table:

- Respondent ID
- Verbatim Response

Q15: Additional Comments or Experiences

All open-ended responses compiled and formatted.

Annexure 8: Ethical Considerations & Consent Statement

This annexure includes:

- Voluntary Participation Declaration
- Confidentiality and Anonymity Statement
- Data Usage Permission
- Research Ethics Compliance Note

Annexure 9: Literature Review Summary Table

Author(s)	Year	Title/Focus	Methodology	Key Findings	Relevance	Limitations
Kumar & Narayana	2019	Candidate Ghosting in India	Survey	High ghosting in entry roles	Supports Indian context	Limited to Bengaluru
Sharma & Patel	2023	Recruitment Experience & Ghosting	Quantitative	Poor communication increases ghosting	Matches H1	Excludes startups
Raghavan & Mehta	2024	Organizational Impact	Survey	Ghosting raises costs	Supports dependent variables	Urban-centric

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Annexure 10: Additional Supporting Tables

Includes:

- Cross-tabulation: Poor Communication × Changed Mind
- Cross-tabulation: Role Type × Ghosting Frequency
- Multi-response frequency tables (Reasons & Factors)
- Any additional computed tables from Excel/SPSS