STUDENT DEMOGRAPHIC ELEMENTS AND SUCCESS FACTORS IN CAMPUS RECRUITMENT

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ABSTRACT

Talent acquisition strategy needs to be consistent with the organisation's long-term objectives, and it is critical to validate the sources of talent in the context of diversity and practicality. The study reveals the impact of different student groups from various Institutions, geographies with diverse career priorities and family backgrounds available for hiring in the domestic job market. Resources are short in skill, knowledge levels and need enhanced investments in training and development to bring them to speed to meet business expectations. The study involved the evaluation of the hiring practices at the various campus colleges be it Management or Engineering. A sample of 250 campus hires and their relative performance and tenure were studied over a period of 2 years. The study highlights that the souring of talent from specific institutions and students coming from a specific background, consistently delivers performance and employee stability-in comparison to an unstructured approach to hiring. A tailored approach to campus hiring pays off in the long run, rather than hiring based on B-School or Engineering school ratings or rankings is established by this study.

Keywords: Artificial Intelligence, Career Aspiration, Lateral Hires, Talent Acquisition, Urban-Rural Background.

INTRODUCTION

The telecom services segment in India is a significant industry for hiring talent to cater to telecommunication services. The total employees working in the government and private sector put together amounts to 2.2 million employments and indirectly to 1.8 million jobs. This sector is expected to contribute 8% to India's GDP in 2022. Large multinationals, leading Indian Telco's play a major role in the landscape and continue to attract the new generation workforce. The large pool of resources is not translating to skilled talent in equal measure, and hence organizations are incurring a massive cost on training and up-skilling. The academic curriculum does not match industry requirements. The wide gap in skills, knowledge, communications, and presentation skills of the large pool of fresh talent or experienced resources puts a significant burden on organizations to invest a lot of time and money validating the suitability of the resources and hiring them in the context of the evolving business needs.

According to various industry estimates and evaluations, the Telecom sector would require an extra 47 lakh skilled workers by 2021-22, in addition to the current workforce of roughly 40 lakhs. Many government flagship programmes, such as Digital India, Make-in-India, and Smart Cities, are expected to offer job opportunities in the telecom sector (Economic times, 2018). With 1.16 billion subscribers, India is one of the largest telecommunications market, and it continues to develop. The Indian mobile economy is growing rapidly and contributes significantly to the country's GDP (GDP). The policies of the Government, including strong consumer demand, have been important in the sector's rapid

expansion. Foreign Direct Investment (FDI) norms have been deregulated, making the sector one of the fastest expanding and top five job creators. (Krishnan, 2012) states the career is quite rewarding, as this industry is booming, and it provides a wide range of opportunities. On the talent recruiting and retention front, the penetration of rural markets has opened up opportunities and problems for employers.

Attrition of Campus Hires

Attrition rates are between 22-23% (Analyticsindiamag, 2021), and this puts enormous pressure on organizations to hire, retain talent to ring fence their organization's interests and manage workforce costs. Investments in training, payroll costs, providing the latest tools and tackles to empower the resources are of utmost priority for employers. The increased competition in the recruitment space has led to organizations investing lot of time, effort, and resources in developing their strategy on the hiring front, besides technology up-gradation. Competition among organizations for recruiting the best talent has enhanced the focus on technology, innovation, creativity and leadership decision-making. Recruiters aim to hire only the top talent who fit the corporate culture, ethics, and climate specific to the organization (Priyanka et al., 2015). The use of machine learning, artificial intelligence, and AR is helping recruiters target the right talent in the right measure by capturing the right traits required for the individual's success in the organization. Technology is aiding decision-making and making the process more reliable and predictable. HR analytics with various descriptive, diagnostic, prescriptive, and predictive models are helping the talent acquisition function more reliable in a complex hiring environment.

Career Choice of Students

Career decisions are considered essential and are taken with utmost care and thought as they shape the lifestyle of the concerned person. With new jobs coming up almost every day, the students are confused about choosing their career path and seek the necessary guidance and information from various sources. Career choices made by students are associated with all kinds of situations not restricted to physical, psychological, socio-economic inequalities, which continues well into their adult hood. Therefore, it is a significant issue and has a substantial Impact on the life of students. A Student's career decision-making is required to go through a process of understanding what they want to pursue. Proper analysis and decisive choices affirm individual identity and foster wellbeing, job satisfaction, and stability. Career choices are affected by self-beliefs, expectations on outcomes, gender, ethnicity, culture, socio-economic status, social backing etc. The career choice they make influences their entire life both positively and negatively. A majority of students go through college without knowing their interests and preferred career paths.

## Effect of Economic Background on Career Choice

While there may be various factors why someone chooses a particular career path, economic circumstances tend to play a significant role. Although this should not be the case, and students should be free to pursue whatever career path they choose, their families' economic status and beliefs are barriers to the youth. Students from lower socioeconomic backgrounds face additional challenges in terms of lack of preparation and experience. (Arulmani et al., 2003) revealed that career science discussions are focused on the importance of probing how socio-economic backgrounds affect career growth.

According to (Mkpughe, 2017), there is a connection between parent's socioeconomic status and their children's career choices, and it should not be based on the family's wealth. (Leppel et al., 2001) describes her research highlights the effects of socioeconomic status and parental occupation on college primary choice, focusing on female and male differences. Students benefit more from having a male parent in a technical or executive employment than male students benefit from having a female parent in a similar occupation. (Famolu, 2020) looked into the impact of parent's socioeconomic status on undergraduates' career choices. It was found that parent's social status influences their career choice. (Pettigrew, 2009) compared the means between financially disadvantaged students and others. Students' performance and industry exposure were also influenced by socioeconomic status and race. In their paper, shows that people with lower incomes choose careers with higher returns and fewer savings. Higher-income subjects pursue courses with more demanding entry requirements, according to the applicants' choices.

The objective of the Study

1. The study analyses the campus recruitment process and its impact on the employee attrition process
2. It analyses the students' demographic profile in the career success factors
3. To analyse the parents' employment status and its impact on student stability

Conceptual Framework
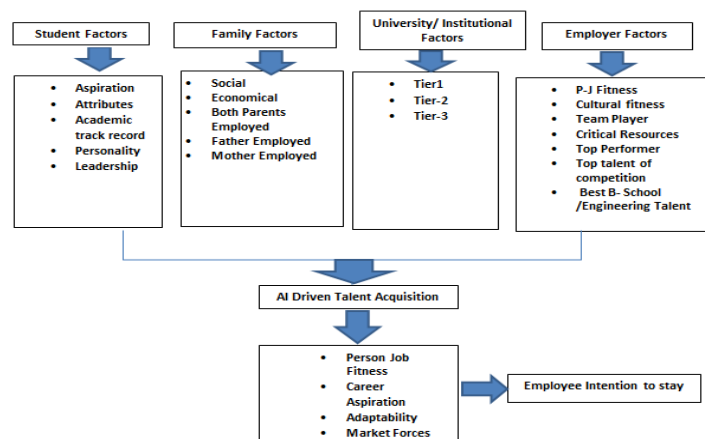
FIGURE 1
CONCEPTUAL FRAMEWORK SHOWS THE CAMPUS RECRUITMENT STRATEGY AND ITS IMPACT ON THE EMPLOYEE INTENTION TO STAY

LITERATURE REVIEW

Before selecting an employer for a campus recruitment process, students need to conduct extensive research on a variety of factors (Raya et al., 2015). For new age recruiters, dealing with student's parents' involvement in communication, as well as their choice of placement on a few grounds, is a huge issue (Aithal et al., 2016) Figure 1. Another issue that needs to be addressed is attracting students to specific areas and industries, some firms are finding it increasingly difficult to attract people to fewer appealing locations (rural areas and urban areas with a high cost of living) or sectors (Jayashree & Maheshwari, 2013).

Many applicants lack relaxation, enthusiasm, and vitality as a result of intense strain during graduation and strict academic schedules. When they get to corporate, they are even

more anxious and stressed, which leads to significant burnout and a loss of passion. Burnout among knowledge workers is caused by a variety of factors, including career- job expectations, length of service, pay disparity, unfair appraisal, and a lack of autonomy, among others. These factors, among others, create stress that leads to burnout among research and development employees in Hitech industries (Jianwu & Xiangqian, 2013). In the IT industry, there is a clear correlation between job demands and burnout (Gan & Gan, 2014).

Employee's perception on the demands of the job and control over their career leads to burnout among information systems employees (Armstrong, 2015). Several personnel in the IT industry have been spotted contemplating leaving their jobs, or maybe the IT industry altogether. Burnout, perceived interaction with superiors, lack of role clarity or job satisfaction, among other factors, are predominant factors for employees leaving the IT industry, while heavy workload, training requirements, and family-work conflict are shown to lead to the intention of leaving the IT industry (Shropshire & Kadlec, 2012). Over time, students have favoured multinational corporations to small and medium businesses as places to start their careers. (Jane & Sze, 2002) According to student opinion, the benefits provided by MNCs have pushed SMEs to the back of the line for graduating students. Working for a multinational corporation provides students a brand image even in India. MNCs use numerous activities on campus and in the media to improve their reputation and image among their stakeholders.

Lack of experience, along with high expectations that lead to reality shock, causes stress and tension among newly hired employees, as well as behavioural retreat and interpersonal conflict (Ganster & Rosen, 2013). Employee unhappiness and turnover are common outcomes of these emotionally and mentally demanding work environments (Kammeyer et al., 2005).

(Amruta, 2020) location is critical; it has a direct impact on prospective candidates' mind sets, as they may view going from home to work as a waste of time and energy. As a result, it is argued that a location influences decision-making and greatly improves a company's long-term success, whilst a bad location may have an impact on the company's overall productivity (Rajnish & Shalini, 2020). Employee turnover is a major issue for Telecom companies today, especially in a competitive labour market where specific talents are in high demand. It can take months to find replacements and a lot of effort to employ management and attract staff. Rather than haphazard hiring, retaining valued people makes good business sense. Recruitment and selection are critical aspects that determine an organization's long-term sustainability, well planned and managed recruitment and selection practises lead to organisational success in today's competitive business environment, where employees are constantly looking for better opportunities with competitive pay, benefits, flexibility, training and up-skilling, and advancement career opportunities. A practical strategy to recruiting and selection can help a company optimise competitive advantages by rapidly and cost-effectively selecting the best pool of candidates (Kleiman, 2005).

METHODOLOGY

The study is a combination of empirical and theoretical work. The structured table was framed from the primary data collected from the institutes visited for recruitment in two years frame. Statistical analysis tools were used to analyse data and to determine whether arrived information is statically significant. Dimensions considered for the study include students

originating from Rural and Urban settings, parents' employment status, Tier 1, Tier 2, and Tier 3 Institutes.

Hypothesis

H₁: *Students demographic profile has a significant impact on student / employee intention to stay*

Data Analysis and Interpretation

Table 1 EFFECT OF ECONOMIC BACKGROUND ON CAREER CHOICE			
Question	**Options**	**Frequency**	**Percentage**
Rate how much the financial status and economic background of your parents influenced your career choice.	1	20	10.64
	2	25	13.30
	3	54	28.72
	4	51	27.13
	5	38	20.21
Did parent's economic background impact the choice of school/university?	Yes	101	53.72
	No	87	46.28
Would you have chosen a different career path if your parents weren't financially stable? If so, please state your alternate career choice.	Yes	79	42.56
	No	108	57.44

Source: Primary data

Inference

Refer Table 1 to understand the career choices. Around 47.34% (rating 4 and 5) of respondents answered in favour that parents' financial status influences the child's career choices. This proves that the student's interests are not given much importance and the students are compelled to take up a high-paying job to compensate for the family's financial crisis.

53.72% of the respondents feel that quality of education should not be compromised no matter how bad the financial background of the family is still, it is essential to note that an almost equal percentage (46.28%) of respondents feel strongly that the economic environment plays a vital role in determining the kind of education a child receives.

42.02% of the respondents expressed their interests in alternative fields/career paths when asked if they would have opted for a better career path if they were financially stable. When asked specifically what their alternative career choices would include, the responses included professor/lecturer, astronaut, higher studies, sports, acting, etc. This may indicate that financial stability played an important role in choosing a career rather than their interests.

Table 2 INTER ITEM CORRELATION MATRIX											
	Rural	Urban	Father employed	Both employed	Tenure 0to6	Tenure 7to12y	Tenure 1to2y	Tenure 2to3y	Tenure 3to5y	Tenure 6to10y	Tenure above10y
Rural	1.000	-0.863	-0.962	0.968	0.929	0.929	0.821	-0.137	-0.545	-0.789	-0.619
Urban	-0.863	1.000	0.968	-0.709	-0.613	-0.613	-0.420	0.619	0.046	0.370	0.136
Father employed	-0.962	0.968	1.000	-0.864	-0.792	-0.792	-0.635	0.402	0.296	0.592	0.381
Both employed	0.968	-0.709	-0.864	1.000	0.992	0.992	0.938	0.115	-0.737	-0.918	-0.795
Tenure0to6y	0.929	-0.613	-0.792	0.992	1.000	1.000	0.974	0.240	-0.817	-0.961	-0.866
Tenure7to12	0.929	-0.613	-0.792	0.992	1.000	1.000	0.974	0.240	-0.817	-0.961	-0.866
Tenure1to2y	0.821	-0.420	-0.635	0.938	0.974	0.974	1.000	0.452	-0.926	-0.999	-0.956
Tenure2to3y	-0.137	0.619	0.402	0.115	0.240	0.240	0.452	1.000	-0.756	-0.500	-0.693
Tenure3to5y	-0.545	0.046	0.296	-0.737	-0.817	-0.817	-0.926	-0.756	1.000	0.945	0.996
Tenure6to10y	-0.789	0.370	0.592	-0.918	-0.961	-0.961	-0.999	-0.500	0.945	1.000	0.971
Tenureabove10y	-0.619	0.136	0.381	-0.795	-0.866	-0.866	-0.956	-0.693	0.996	0.971	1.000

Interpretation

Each cell in Table 2 shows the correlation between Rural, Urban, Parent employment and tenure in the organization. Here most of the values are greater than 0.50 (i.e.) 0.968, 0.929, 0.821, 0.619, 0.592, 0.992, 0.938, 0.929, 0.974, 0.945, 0.996, 0.996, 0.945, 0.971 which shows the internal consistency and reliability. When both parents are employed, students' tenure in the organization is around one to two years. In case the father only employed, tenure in the Corporate is higher six to ten years. More students are employed in Tier 1, 2 and 3 comparatively when a father is only employed. The percentage of employment in Tier 1 and 2 is relatively less when both parents were employed. From this study, it is obvious that students/ employees from rural stay longer period and it is proven from the literature most of the campus recruited students placed in Tier 1 and 2 where only single parents is working.

There is significant evidence that mothers' employment during the pre-school years hurts the likelihood of attaining an A-level or similar qualification. The vast majority of the dads in the sample were employed for most of their children's lives; on average, they worked for about 15.5 years during their first 16 years of life. Because of the slight variance in fathers' employment among households and across time, determining the influence of fathers' engagement is more complicated. However, there is evidence that extended periods of a father's job when his children were in pre-school reduced the likelihood that they would obtain A-level or higher qualifications, albeit this influence is less substantial than mothers' full-time employment.

(Krishnan, 2012) states that in urban India, married couple families with both husband and wife working account for more than 60% of the workforce. These employees have difficulty balancing professional commitments with family obligations.

Sl.No	Particulars	Campus College			Attrition Rate
		Tier1	Tier2	Tier3	
1	Urban	36	44	23	72
2	Rural	64	66	77	28
3	Male	54	58	43	66
4	Female	46	42	57	34
5	Engineering	55	63	55	44
6	MBA	45	37	45	66
7	Experienced	34	38	98	72
8	Freshiers	66	62	2	28
9	Lateral Hires Experience Band %				
	1-5yrs	5	42	76	
	06-10yrs	45	48	23	
	11-15yrs	50	10	1	
	16-20yrs	0	0	0	
	21-25yrs	0	0	0	
10	Both graduates/ Post graduates /FatherGraduate/PG.,/Mother Graduate House wife				
	Father Employed	90%	92%	78%	
	Both Employed	52%	66%	88%	
11	Marital Status	90% unmarried	88% unmarried	98% unmarried	
12	Base Home Location	44%	33%	28%	

Table 3
HIRING SOURCE AND LINKAGE

13	Tenure in the Organisation				
	0-6 Months	5	8	11	
	7-12 month	6	8	10	
	1-2 yrs	34	41	44	
	2-3 yrs	20	32	23	
	3-5 yrs	28	8	10	
	6-10yrs	6	3	2	
	>10 yrs	1	0	0	
14	Roles/Function				
	Network, Engineering and Technology	32	42	44	
	Sales & Marketing	51	24	33	
	Customer Service	11	12	12	
	Finance & Accounts	3	13	5	
	HR	1	4	5	
	Others	2	5	1	
15	Salary Band				
	3-6 lacs			12	
	6-10 lacs		18	66	
	10-15 lacs	36	56	22	
	15-25 lacs	60	26		
	>25lacs	4			
16	Avg Performance Rating 5 max	4.4	4.2	3.8	
17	Promotion Index 3 considered, 4/5 promoted	72%	64%	33%	
18	Participation - Employee Referral	2%	12%	28%	
19	Avg Employee Resignation per manager per year	28%	19%	12%	

Challenges of Campus Hiring

The main challenges in campus hiring are the employer's inability to connect the prospective candidate ahead of time, in terms of work, work environment, culture, values, and the organization's ethos. Inability to assess the leadership styles- work preferences, and connect the prospective candidates with the method and mannerisms of the organization, is a huge concern area for leaders. The matching of aspirations with realities, identifying the gaps, and addressing them is the key to success. Invariably, candidates are screened based on how well they are faring in academics, followed by personality and other assessment methods. Trial and error recruitment methods leads to students losing interest, drop in morale and motivation and start looking out for greener pastures.

The rate of top performers coming from campus compared to lateral hires has been below 30% as per the data analysis from this study; refer to table 3. This Indicates, force fit, skill deficiency, educational curriculum not in sync with trends of industry and candidates varying profiles with scattered interests and attitudes. Lack of adequate field experience is a show dampener in the early days, which causes a lot of stress on the job.

Impact of Campus Recruiting

Hiring from campus must be effectively planned and performed as corporate leaders focus on talent acquisition activities. Campus recruiting is often done without adequate ground work or analytics and is poorly managed by many organisations. Talent acquisition teams rush through with pre-placement interviews and pre-placement presentations in the hope of finding the right candidates. More often, instead of quality, judgments are made

based on availability. Recruitment teams, on the other hand, generally have limited understanding of how decisions on campus recruiting activities are made (Madeline 2021 a). The HR and Hiring managers are being held responsible for attracting talent on campus in the right measure, while the leadership is looking at workforce staffing at the macro level. Hiring managers are under a lot of pressure to keep costs under check and meet timelines. They also need to focus on more strategic aspects of the job, like applicant quality, recruiter performance, and candidate experience. Owing to HR analytics, organisations are processing accurate data about the impact of college or campus hiring efforts on the business outcomes. Hence, talent analytics is playing a significant role in leadership decision making with respect to Camus hiring.

Talent acquisition professionals structure campus hiring efforts by investing in solutions to achieve better efficiencies, improve the candidate experience, while achieving business outcomes to demonstrate alignment with business strategy. Senior executives measure the value of campus recruiting beyond talent acquisition, to important areas of the business, and they recognise the importance of technology in a result-oriented recruitment approach. According to (Aptitude Report Partners, 2018) Companies that use the latest tools and technology for campus hiring are more likely to boost retention, improve engagement, and more likely to improve productivity. Companies that identify their priorities, analyse the value of technology tools, and communicate their strategy to all the stake holders and seek alignment are more often successful.

Talent Managers need to build a business case for investment for adopting leading technologies, emphasise the role of campus recruitment and their correlation in achieving business outcomes. Employers who recruit on campus are more likely to boost retention, improve engagement and productivity, according to an Aptitude Research Partners study. (Madeline, 2021b) states only thirty per cent of businesses have systems in place to track their recruiting efforts, allowing them to measure their success. Considering the importance of campus recruitment as a source for hiring it is critical to collect data, provide transparency, improve the candidate experience, and understand the impact on ROI. Implementing management reporting processes that help streamline recruiting efforts, making more informed hiring decisions, results in a steady stream of talent that is stable, productive, and motivated at all times.

The key to the growth and development of hiring operations is to measure the performance of the college recruiting initiatives. Understanding campus recruiting metrics like time-to-hire and cost-per-hire can help understand the impact of hiring on business performance, also highlighting areas where to improve or make course corrections.

Why Campus Recruitment? The Massive Talent Pool

When recruiters from major companies come to campus to fill positions, they have a big pool of applicants because of the availability of students and their desire to be picked among peers. This gives you the opportunity to pick from a big and diverse group of individuals. Fresh graduates are a loyal set of employees that join company to fill future talent demands, which is one of the key benefits of hiring applicants through on-campus recruiting strategies. These high-spirited young graduates have a lot of respect and esteem for their first employment since they tend to become emotionally attached to the company that gives them their first break. As their first employment, you'll have a special place in their hearts as well as their resume (Evalground, 2021).

With the passage of time, each generation grows increasingly skilled at absorbing new technologies. Today's millennia are significantly more tech-savvy than the baby boomers and previous generations.

Hiring lateral hires from campuses is an important source of talent when industry experienced resources drive B-Schools to upgrade their expertise and seek to dawn leadership and business responsibilities. College hiring in this situation must be based on a high degree of engagement, with internship contributions and assessments of business acumen and leadership abilities serving as the major factors. Using online evaluation tools, most college recruiters may now save a significant amount of time, money, and resources. These solutions handle the entire initial life cycle process of meticulously sifting resumes, ensuring that only those with the appropriate set of skills and competencies are picked for the target business. Technological platforms can help businesses hire the best entry-level employees by using customised assessments. This method is distinct from others in that it yields precise results (Ideal, 2021).

Finding Talent with a Human-Machine Collaboration

Humans are innately creative, whereas machines can generate data-centric insights to hire the right talent. Talent intelligence to source, screen, and assess candidates and help make the right choices is becoming more common. An efficient recruitment process is structured, collaborative, and data-driven. They engaged all stakeholders, kept track of the talent pipeline, and generated insightful hiring reports on the same platform (Turbhohire, 2020).

AI for recruiting is a game-changer and a game changer to the recruitment function designed to streamline, automate most parts of the workflow and high-volume tasks. The objective of using AI is to save recruiters' time by automating high-volume tasks and improving the quality of hires. The innovations in AI, are intelligent screening software that automates resume screening, shortlisting, chatbots that engage candidates in real-time, digitized interviews that help assess a candidate's fit. AI is changing the role of the hiring manager through augmented intelligence, allowing recruiters to become more proactive in their hiring, help assess a candidate's culture fit and expectations (Ideal, 2021).

The use of gamification for job applications from the campus for recruiting can aid in the modern recruitment process by allowing future recruits to experience the workplace remotely. Virtual reality (VR), augmented reality (AR) and mixed reality have the potential to transform the approach of Recruiters in the industry. Using virtual reality and augmented reality in the recruitment process can results in a more immersive experience. Given the complexity and competitive nature of the job market, recruiters must develop innovative technologies to help them stand out. These technologies can assist recruiters in identifying the right candidate for the right job by analysing their decision-making abilities or testing their abilities. Virtual reality can also be used to demonstrate candidates how their future workplace would seem, whether it's an office or a strange location.

AR and VR will increasingly be used in job interviews, especially for offsite or virtual roles. For candidates, such interview experiences might be more thrilling and engaging. This strategy will help recruiters better anticipate which candidates have the necessary soft skills and intangible attributes to be a good fit for a position. As part of the interview process, VR experiences can be used to evaluate how various candidates will react to real-life on-the-job issues, as well as gauge their comfort and IQ levels in challenging settings. Candidates may gain a clear, three-dimensional sense of what it's like to work in the employer's surroundings by using VR and AR to perform immersive virtual office visits (Artisan creative, 2019).

Artificial intelligence is becoming ingrained in many facets of recruiting, Human and artificial intelligence are now linked to work together and is expected to alter the recruitment environment forever (Kelly, 2020). The idea isn't to reinvent college recruitment; rather, it's to improve recruiting success by allowing hiring managers and campus career service

professionals to make innovative use of important data. This platform blends AI and machine learning with Industrial-Organizational Psychology to give hiring managers a new technique to predict candidates' work performance: talent. This experiment's purpose is to improve service to students and businesses while also enhancing the success of university career service advisers. AI is used to screen prospects; it helps to drastically reduce the pool of candidates, making the recruiting process faster and more efficient. Organizations receive hundreds of applications which are extremely tough to manage, sometimes, suitable applicant profiles are misplaced. Most companies employ resume screening to classify and identify candidates for further consideration. Because the second portion of assessing and selecting is less developed, businesses have begun to use algorithms to analyse and make final hires (Macy 2020 a). Will machines be more successful than your recruiting team in locating qualified individuals for your available positions? A computer is be able to spot correlations and trends that you may have missed; machine learning helps to target individuals with a higher chance of success based on previous recruiting techniques.
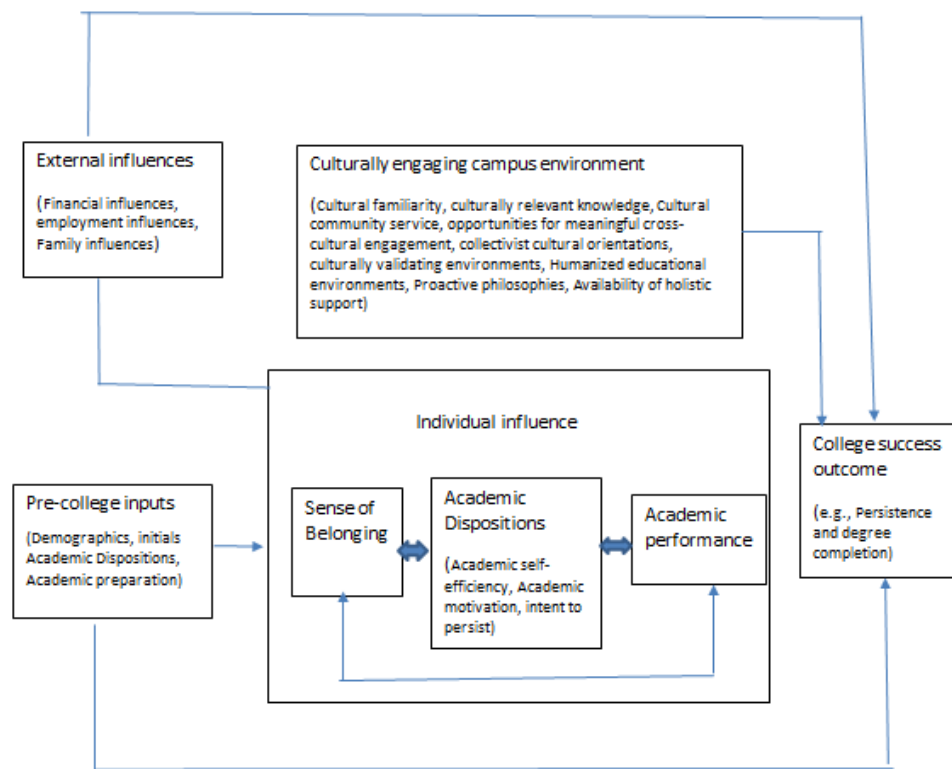
Source: (Museus, 2014).

FIGURE 2
CECE MODEL

Undergraduates who are exposed to more culturally engaged campus environments are likely to (1) have a strong sense of belonging, positive academic dispositions, higher academic performance. (2) Likely to graduate, according to the CECE model Figure 2. Precollege inputs (e.g., academic preparation, academic dispositions at the time of enrolment) and external effects (e.g., financial factors, career, and family influences) shape college outcomes, (e.g., learning, satisfaction, persistence, degree completion). The model explains is that culturally engaged campus environments foster a sense of belonging, self-efficacy,

motivation, persistence, academic achievement, and, ultimately, a better possibility of college success (Museus, 2014).

Limitations of the Study

1. This study is restricted to the campus recruitment scenario in India and the leading organizations hiring more than 50 management (MT's) or Engineering Trainees (GET's). It does not cover Diploma trainees or other Undergraduate hires.
2. Comparison of Tire 1,2,3 institutes in relation to Urban, Rural background and Parents employment status was only considered
3. Other significant traits, skills, academic achievements were not looked in to

Areas of Future Research

Further efforts can be made to study the trends in overseas campus placements and hiring through summer and winter internship channels and/or looking at some of the issues not covered in this study.

The people you recruit play a significant role in reducing the employee turnover rate and increasing workforce productivity. For employees, job content and clarity, challenges in work, compensation structure, and growth prospects are essential, but for employers P-J fitness, is the key to success. Through the assessment of distances between matching latent representations, P-J Fitness may evaluate whether a profile matches a job and justify which conditions in the job description are met by the candidate (Zhu et al., 2018). Though factors like work environment, organizational culture, and relationship with the boss and colleagues are not crucial while joining an organization, these play a significant role in an employee's decision while exiting. Therefore, HR policies are essential when students choose between companies on campus as they scout for employers of choice (EOC). Attracting the right talent in the right measure with the right attributes is the key to success. This is possible if the science behind the hiring is understood and the art is managed well with various technology tools such as AI, AR/VR/MR for campus shortlisting, interviews, and selection. Understanding students' aspirations, personal choices in relation to their economic background, their upbringing and cultural dimension, plays a significant role in career stability. In view of the above, it is imperative that organizations will need to understand the science and art of campus hiring with the use of AI to pick and choose the right student profile to succeed in a complex business environment, to ensure organization sustainability and employee growth and success. Organization has to conclusively decide whether they wish to hire intelligent, mature, stable and pursuing reasonable career aspiration, rather than hand picking talent who are highly intelligent and not blending culturally, with inadequate stability, wrong perceptions on compensation, growth and work profile.

CONCLUSION

Student demographic background, their economic conditions, parent's employment status besides their origins and geographical disposition all play a significant part in their career choices and their intentions to seek stability and growth in the organisations in the long run. It is therefore critical to evaluate all the students in this context before hiring students from Campuses, to ensure strategic alignment and organisation sustainability. In variably, the speed in hiring against recruitment targets, with low use of technology for screening etc., results in wrong choices and consequently attrition.

Student success factors have to be evaluated over a prolonged engagement by offering internships, working on live projects and handling business assignments during their college will help identify talent suitable to respective organisation cultures.

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