A STUDY ON THE SATISFACTION LEVEL OF THE COMPANY WITH REFERENCE TO AFFABLE MANAGEMENT SERVICES

PROJECT REPORT

Submitted in partial fulfilment of the requirement for the award Degree

MASTER OF BUSINESS ADMINISTRATION

University of Calicut

Thenhipalam, Malappuram District, Kerala

Pin code: 673 635, India

By

JINITHA M D

Roll No: YPAUMBA036

Under the guidance of

Prof. Jis Jose Koreath

Naipunnya Business School

Pongam, Koratty East, Thrissur

2020-2022

UNIVERSITY OF CALICUT

BONAFIDE CERTIFICATE

Certified that this project report "**A STUDY ON THE SATISFACTION LEVEL OF THE COMPANY WITH REFERENCE TO AFFABLE MANAGEMENT SERVICES**" is the Bonafide work of Ms. JINITHA M D (YPAUMBA036) who carried out the project work.

Date: Prof. Dr. Jacob P M

Place: Pongam   Director, NBS

UNIVERSITY OF CALICUT

BONAFIDE CERTIFICATE

Certified that this project report "**A STUDY ON THE SATISFACTION LEVEL OF THE COMPANY WITH REFERENCE TO AFFABLE MANAGEMENT SERVICES**" is the Bonafide work of Ms. JINITHA M D (YPAUMBA036) who carried out the project work.

Date: Jis Jose Koreath

Place: Pongam   Associate. Professor, NBS

DECLARATION

I, Jinitha M D hereby declare that the Project Report entitled "**A STUDY ON THE SATISFACTION LEVEL OF THE COMPANY WITH REFERENCE TO AFFABLE MANAGEMENT SERVICES**" has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirements for the award of the Master of Business Administration, is a record of original work done by me under the supervision of Jis Jose Koreath, Associate Professor of Naipunnya Business School, Pongam, Koratty East, Thrissur.

 I also declare that this Project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Pongam, Thrissur   Jinitha M D

Date: Reg. No: YPAUMBA036)

ACKNOWLEDGEMENT

This study would not have been complete without acknowledge my sincere gratitude to all those who helped me morally, socially and or kind bring out this project report successfully. First, I wish to express my sincere thanks to God who showered blessing on me and provided me with physical strength, confidence, courage, inspiration and interest throughout the period of the study. I would like to express my sincere gratitude to Dr. Jacob P M, Director, Head of the Department, NBS for providing me the necessary sanction required for the study and for the constant encouragement, profound advice and supervision of this research project.

This study could not have been possible without the support, motivation and wisdom of my Guide Assistant Prof. Jis Jose Koreath. I am deeply indebted to her as my lecturer and guide, for her esteemed guidance, expert observations and timely advice for this study. And also, thanks to the rest of my dear teachers in our department for this beloved advice and kind co-operation. I would like to extend my deep gratitude to Affable Management Services, for their valuable guidance and advice for the fulfilment of my project work. I also thank all the mentors of Affable Management Services without whose support and co-operation for this study would have been impossible.

I am thankful to all who have contributed directly or indirectly for the compilation of this project. I would also wish to thank my dear parents and friends those who helped me for the successful completion of the project.

Place: JINITHA M D

Date: YPAUMBA036

TABLE OF CONTENTS

	3.2. Data Collection		
	3.3. Tools and Techniques		
	3.4. Period of the study		
	3.5. Hypothesis for the study		
	3.6. Limitations of the study		
4	**DATA ANALYSIS AND INTERPRETATION** 4.1. Name Of the Company 4.2. Designation 4.3. Years of Experience 4.4. Organizations objectives, requirements and specifications 4.5. Timeliness of Talent Acquisition process 4.6 Pool of quality applicants 4.7 Limited Pool of candidates with relevant job / technical skills 4.8 Losing top candidates to competing offers hiring difficult 4.9 Building a strong employer brand can attract more candidates 4.10. Finding ways to expand the candidate in competitive market 4.11 Recruitment challenges of the IT industry		

LIST OF TABLES

4.12	Building a talent pool can fill less time with less money	
4.13	Manual sourcing updated with powerful sourcing technologies	
4.14	Remote & Virtual recruitment, diversified candidates	
4.15	Job shopping become huge challenge for recruiters	
4.16	Duration of notice period make IT recruitment difficult	
4.17	High expertise to freelancing has aggravated the recruitment	
4.18	Job portals helps sourcing	
4.19	Job portals helps to improve sourcing	

LIST OF FIGURES

	Recruitment challenges of the IT industry	
4.12	Building a talent pool can fill less time with less money	
4.13	Manual sourcing updated with powerful sourcing technologies	
4.14	Remote & Virtual recruitment, diversified candidates	
4.15	Job shopping become huge challenge for recruiters	
4.16	Duration of notice period make IT recruitment difficult	
4.17	High expertise to freelancing has aggravated the recruitment	
4.18	Job portals helps sourcing	
4.19	Job portals helps to improve sourcing	

CHAPTER – I

INTRODUCTION

1.1 INTRODUCTION

Talent acquisition features a forward – wondering approach that ambitions at filling activity openings with excessive performers, lowering the hazard of unsuccessful hires, and lowering organizational turnover rates. Considering the continued tech expertise shortage, IT organizations have to rent consciously and put money into folks who ought to finally emerge as senior managers in the business. Talent acquisition is a approach utilized in recruitment that makes a speciality of finding, attracting, hiring, growing, and keeping pinnacle skills inner an organization. The most important significance of Talent acquisition is "Competition". Talent acquisition is the manner of planning, sourcing, assessing, hiring, and on-boarding of certified and proficient people into suitable positions withinside the organization. The manner applies to all forms of employment relationships which includes complete and element time employees, settlement employees, contingent staff, or outsourced employee relationships. The awareness of the manner is on attracting proficient employees to the organization. Acquiring and keeping the nice expertise acts as aggressive advantage, however it's miles similarly vital and hard to locate the proper individual for the proper activity. The elevated competitiveness withinside the recruitment marketplace has caused businesses spending extra time, attempt and sources on growing their recruitment approach. Talent acquisition is a vital feature inside HR, chargeable for recruiting excessive high-satisfactory humans via diverse reassets for given activity positions beneath stringent cut-off dates and fee constraints.

Talent Acquisition as: a strategic method to become aware of, appeal to and on-board pinnacle expertise to correctly and correctly meet dynamic enterprise needs". Talent Acquisition is the besieged recruitment/acquisition of excessive appearing agencies. Organizations at the moment are hiring "expertise acquisition" professionals whose paintings is to method and recruit excessive appearing agencies from competitors. This position even though just like a conventional recruiter incorporates more prominence and importance to a enterprise. An organisation has to expand expertise acquisition techniques which enchantment to pinnacle applicants so that you can appoint them. They additionally should source plans that consists of social media and agency branding. Recruitment era that now no longer handiest reaches applicants however additionally that evaluates analytics of these applicants needs to be developed. It is essential to become aware of the proper folks who will alternate the company,

and construct tremendous expertise recruitment plans that be a part of enterprise dreams and expertise objectives. In the prevailing hard recruitment market, Organizations face short modifications and unknown converting aspects.

There is a large hole among the ability units required and the ability units received. Organizations obtain a massive range of packages for a few positions withinside the agency and a lack of professional applicants for others. The impact of using the wrong candidate can't be overstated. At the equal time, Organizations are beneath super stress to growth their productiveness and decrease costs. At this factor it's miles treasured to decide how expertise acquisition is visible as unique from recruitment. Recruitment is the sub set of Talent Acquisition and consists of the sports of sourcing, screening, interviewing, assessing, choosing and hiring. Recruitment is basically filling an to be had role whilst someone leaves or is shifted to any other function. Recruitment technique ends whilst a appropriate candidate is located who's professional for the process in query and is concerned withinside the process. Talent Acquisition is a much greater hard and complicated technique. It is taken into consideration as a greater sensible method and whole manner to look for expertise a good way to offer to the complete commercial enterprise achievement of the agency. Talent Acquisition calls for desirable networking cap potential as a way to cross after the proper expertise, who're pinnacle performers who aren't dynamically searching out a alternate of their process. Therefore, expertise acquisition is the company using chant for excessive stage hires today.

Talent acquisition refers back to the skills acquisition branch or group withinside the Human Resources branch. The skills acquisition group inside a organization is answerable for finding, acquiring, assessing, and hiring applicants to fill roles which might be required to satisfy organization dreams and fill task requirements. The position of the skills acquisition characteristic ought to now no longer most effective be to recruit and rent personnel to fill open positions however to make certain that the proper skills with the proper abilities is employed for the proper roles withinside the proper locations on the proper times. A separate designation of skills acquisition turned into required to satisfy the superior and particular capabilities. Modern skills acquisition is a strategic characteristic of an organization, encompassing skills procurement, however additionally group of workers making plans capabilities inclusive of organizational skills forecasting, skills pipelining, and strategic skills evaluation and development. Talent acquisition experts are typically professional now no longer most effective in sourcing tactics, candidate evaluation, and compliance and hiring standards, however additionally in employment branding practices and company hiring initiatives.

Naipunnya Business School

Talent acquisition as a characteristic has come to be intently aligned with advertising and Human Resources. As international groups want to recruit globally with disparate desires and requirements, powerful recruiting calls for a nicely concept out company messaging round hiring and skills improvement. Talent acquisition specialists regularly craft the precise employer message across the method the employer takes to hiring and the continuing improvement of employees.

The particular wishes of massive businesses particularly to recruit and lease in addition to entice pinnacle skills caused the improvement of a completely unique skills acquisition exercise and career. Recruiting specialists frequently circulate among business enterprise recruiting and company recruitment positions. In maximum organizations, the recruitment roles aren't dissimilar: the recruitment position is liable for sourcing skills and bringing certified applicants to the company. However, cutting-edge skills acquisition is turning into a completely unique skill-set.

Naipunnya Business School

1.2 STATEMENT OF THE PROBLEM

This observe is set the skills acquisition; skills is the fulfilment for any organization. Sourcing and attractive the proper skills are a huge assignment wherein unemployment is so high. The motive of the challenge is to recognise approximately the skills acquisition procedure in recruitment, screening and the choice procedure in Affable Management Services and to recognise approximately the quantity of adoption of practices withinside the firm.

1.3. OBJECTIVES OF THE STUDY

The following are the objectives of the study:

- ❖ To study the talent acquisition process of IT Companies.
- ❖ To study the satisfaction level of company with reference to "Affable Management Services".
- ❖ The challenges that faced by the IT firm with collaborate with Affable Management Services.

1.4. SCOPE OF THE STUDY

This study is on measuring the talent acquisition in IT industry with reference to Affable Management Services. 58 samples are collecting for data. With a targeted expertise strategy, the take a look at additionally desires to recognise if companies could be a hit in attracting and preserving millennial employees. Long-time period price could be created through corporations that inspire worker participation in growing lively expertise partnerships. Workers of these days search for reviews as opposed to careers. The desires of this body of workers aren't being met through previous worker initiatives. The place of work needs to offer applicable surroundings with a flat hierarchy so one can hold humans withinside the age of activity hopping. In mild of the modern era of workers' emphasis on fun, teamwork, and humour, the take a look at examines whether or not worker on-boarding is composed simplest of mountains of office work and speeches approximately organisational ideals. The intention of this takes a look at is to look at if corporations move beyond tedious tactics and focus on growing a fascinating enjoy that displays organizational values in a completely unique way.

Naipunnya Business School

1.5. SIGNIFICANCE OF THE STUDY

Talent Acquisition practices are very crucial whilst a corporation has to strategically plan its enterprise processes. Success of an Organization in maximum instances isn't proven best via their profits. In today's converting situation fee of a company, with recognize to its marketplace fee exceeds its economic quality. Intellectual capital is a first-rate proportion withinside the fee of the company. Moreover, rising new generation is commencing new avenues and possibilities for recruiters that aren't simply value efficient, however are all battered, registered and successful. This paper pursuits at growing a dialogue approximately the connection among expertise attraction, expertise retention and innovation, as drivers of enterprise competitiveness. In contrast, IT managers are very precise for a present open position. Yet, whilst requested approximately their IT competencies portfolio (on the organizational or person level), each IT managers and IT specialists had problem in articulating its strengths and weaknesses. This is partially due to the fact IT is unexpectedly converting and evolving, regularly unpredictably. In addition, whilst the prevailing IT competencies taxonomies have commonalities, their anchors are arbitrary alternatives of profession levels, technologies, task domains, project sorts and obligation levels.

1.6. AFFABLE MANAGEMENT SERVICES

Affable jobs serve corporate with customized and specialized services in the area of recruitment to make valuable additions to the organization. They supported by adept management professionals, Affable Jobs supports clients to begin, expand and excel in the process of developing and adding talent to their human resources. The team has in-depth knowledge and hands-on experience in their respective domains and is at your service to build your team.

Affable Jobs have been providing recruitment services for the past 8 years. The company have been helping corporate to find the right candidates in the areas of Engineering, Finance & Accounting, Healthcare, Human Resources, IT, Legal, Life Science, Sales & Marketing. Affable serves Corporates with customized and specialized services to make valuable additions to their team Supported by adept management professionals, Affable Jobs supports corporates to begin, expand and excel in the process of developing and adding talents to their human resources.

1.7 SERVICES

❖ **RECRUITMENT SERVICES**

Central to Affable Management Services approach is bringing the right people with the right skills to the clients. The company understand there is a spectrum of resourcing needs the clients have and they are capable of delivering across this spectrum, from large-scale deliverable-based consulting to managed services arrangements to interim professionals that can fill a specific need in our organization.

❖ **IT RECRUITMENT**

As a leading IT recruitment consulting agency, the technology recruitment team at Affable Jobs can quickly find you highly skilled IT professionals who are the best fit for your project or permanent hiring needs. Using skills testing combined with the knowledge of our dedicated specialist technology recruitment consultants, we can match the right technology professional with the right role.
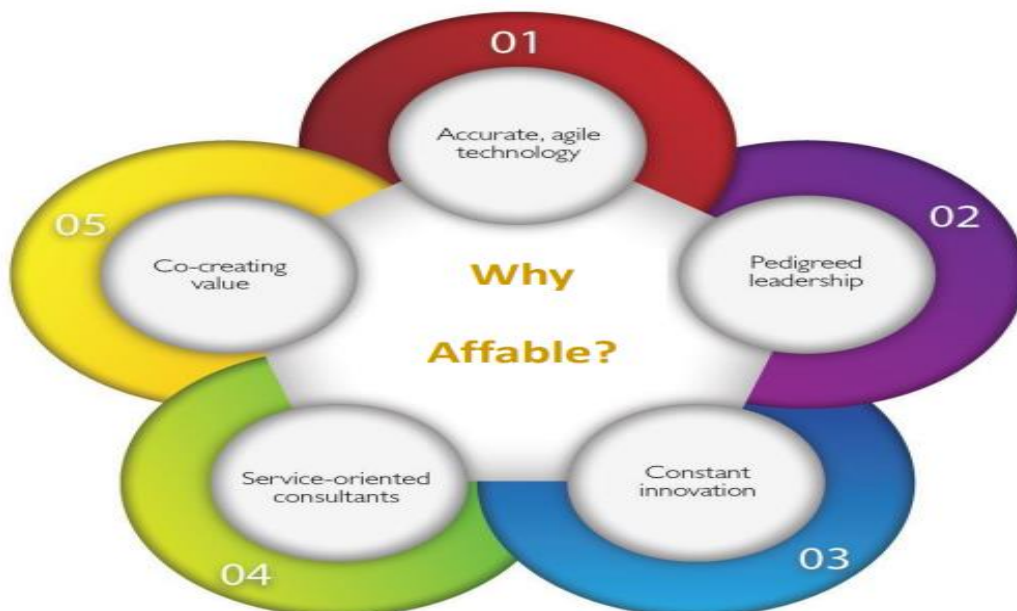
- ❖ **EXECUTIVE SEARCH**

  Executive Search Practice is primarily focused on Board and CXO-level leadership hiring. Our executive recruiting consultants possess the expertise and contacts to best support our search. We draw on our high-level professional networks, industry knowledge, and internal research resources to identify the right people. Our goal is to deliver value to each client we serve and to help you attract top talent and to build adaptive, diverse people organizations that are prepared to fulfill strategic business objectives.

- ❖ **RECRUITMENT PROCESS OUTSOURCING**

  Affable Jobs has an exclusive RPO division and has been delivering customized end-to-end RPO services to MNCs and Indian Corporate for a few years now. Affable Jobs has evolved as a trusted partner to its clients to attract the best available talent.

1.8 SOURCING CHANNELS

1.9 CLIENTS OF AFFABLE MANAGEMENT SERVICES

❖ **Construction/Interior Design:**

SpaceTon Builders

SHWAS
HOMES PVT .LTD.
APARTMENTS & VILLAS

CASADEL
DEVELOPERS
— STAY HAPPY —

inscape
design solutions

D'LIFE
HOME INTERIORS

JM lifestyle
Interiors and builders Pvt Ltd
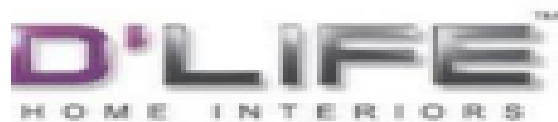
❖ **Spices/FMCG**

❖ **Services**

❖ **Retail/Distribution**

❖ **Manufacturing**

❖ **Education/E-learning**

1.10. IT CLIENTS OF AFFABLE MANAGEMENT SERVICES

❖ **IBS**

IBS Software is a leading SaaS solutions provider to the travel industry globally, managing mission-critical operations for customers in the aviation, tour & cruise, and hospitality industries. IBS Software's solutions for the aviation industry cover fleet & crew operations, aircraft maintenance, passenger services, loyalty programs, staff travel, and air-cargo management. IBS Software also runs a real-time B2B and B2C distribution platform providing hotel room inventory, rates, and availability to a global network of hospitality companies and channels. For the tour and cruise industry, IBS provides a comprehensive, customer-centric, digital platform that covers onshore, online, and on-board solutions. IBS Software is a Blackstone portfolio company and operates from 15 offices across the world.

Naipunnya Business School

❖ **BLUECAST TECHNOLOGIES**

Bluecast Technologies is one of the **best IT Companies** based in **Dubai**, providing ethical and innovative next generation **Information Technology Solutions and Services**. With relentless focus on quality processes, Bluecast has been shortlisted by US based CIO Review Magazine to be part of 20 **Most Promising Enterprise Mobility Solution Providers** after their editorial research team has analysed over 500 companies based on merit.

❖ INVOSPARK

It is a web & app development company that turns your ideas into a new driving force of your business. We analyze, we ask questions, we propose the most relevant solutions at every stage of the project. We know the code isn't everything – it's all about a great working solution.

❖ **TECHNOWAVE**

TECHNOWAVE is one of the IT education and training service provider brands of India that is preferably working in 3 most important domains. It includes IT Training services, software and embedded product development and consulting services. It is the acronym of IT Technology Training and education. The company is operating from various branches in India. The company provides different types of IT training programs like Summer Training, Winter Training and 6 weeks training in various verticals of IT. The company has one of the most state-of-the art Infrastructure with all the amenities for students.

The main focus of the company is always to provide quality IT education and training to the students so that they can fit themselves in the industry. The organization provides summer training on some of the most cutting-edge technologies like 8051, PIC, AVR, VERILOG/VHDL, MATLAB, EMBEDDED SYSTEM, PCB DESIGNING & many more. The company has a very strong placement cell that assists in placing the students in various corporate after the successful completion of the course. It mainly wants to bridge the gap between the students and the industry. Reason being companies are always looking for very competent workforce so that they can provide output from the very first day.

TECHNOWAVE has a very strong team consisting of technical trainers, faculties as well as nonteaching staffs who are continuously guiding, mentoring, counselling and coaching the students by providing them summer training, winter training as well as 6 months IT Training program along with certifications. The atmosphere is very friendly between students and teachers so that they can share their problems and clarify their doubts. The company has started long 11 years back and they are continuously expanding having overseas branches all over the country.

❖ SOFTEN TECHNOLOGIES

Soften Technologies Pvt. Ltd – engaged in high quality Web Site Design, Software Development, Graphics Design, Web 2.0 Applications, e-commerce Website, 3D animation, Print Adds, Website Hosting, SEO, Flash and marketing solutions from India, is focused to offer a flexible, business-centered solution that enables to improve the day-to-day implementation of our client's business strategies. We work to develop and support software that enables our customers to have quality, worth, and value of their time and money. We offer a wide range of services covering the most advanced and seemingly unlimited technologies. Founded in 2006, Soften Technologies is proud to be led by extremely focused and dedicated professionals, who are known for their entrepreneurial skills, experience, and expertise in a wide spectrum of industries.

Naipunnya Business School

CHAPTER – II

LITERATURE REVIEW

2.1 REVIEW OF LITERATURE

The demanding situations confronted through earnings and non-earnings companies are enormous (Kirkland,2007). One of the maximum essential demanding situations for any employer is finding, recruiting, and maintaining proficient individuals. According to a Manpower Survey, information amassed from groups representing 33,000 employers from 23 countries, groups international are dealing with hassle in filling the positions. Forty percentage of the surveyed employers mentioned issues in filling positions due to a loss of skills of their labour markets (Manpower Inc,2006).

The emphasis has been laid on tasks that may be installed location to assist business enterprise to keep and nurture the expertise (Karthikeyan, 2007). Despite the wonderful sums of cash agencies allocate to expertise control systems, many nevertheless conflict to fill key positions - restricting their capability for increase withinside the process.

In a 2005 survey of forty organizations across the world, actually all human useful resource executives stated that their pipeline of high-ability personnel became inadequate to fill strategic control roles, in accordance to (Ready & Conger, 2007) In but every other survey, many personnel don 't realizes the critical records approximately their company's skills. Many organizations mismanage skills improvement tasks. Through worker price proposition, control can appeal to and keep the skills (Cliffe, 1998). Globally, fewer and less managers and experts are equipped to fill those management roles, and organizations global locate themselves competing for a smaller pool of skills.

Kumar, V. Manonmani, A. and Kumar, V. (2018), mentioned the partial impact of personnel' opinion in the direction of profession making plans and improvement on delight of the personnel in the direction of profession making plans and improvement, holds the opposite variables as constant. The anticipated high-quality signal means that such impact is high-quality that delight of the personnel in the direction of profession making plans and improvement might boom for each unit boom approximately employee's opinion in the direction of profession making plans and improvement and that is significant.

Deepika Pandita, Sampurna Ray (2018) Examine how expertise control strategies would possibly assist an organization's efforts to foresee or save you attrition. The examiner expands at the expertise control literature via way of means of inspecting the factors of expertise control which have a right away effect on worker engagement, which in flip impacts expertise retention. The authors have evolved expertise retention and engagement strategies after reviewing the literature, which might also additionally assist and assist commercial enterprise experts and coverage makers in growing and placing into training a success expertise control project.

Pallavi Srivastava (2009) makes use of a case examine to demonstrate the significance of due diligence in expertise acquisition, the maximum vital difficulty dealing with businesses today. It is suggested that groups paintings to broaden efficient, realistic, and complete expertise techniques which could boom productiveness and company fulfilment via way of means of addressing worker engagement and the retention of vital abilities similarly to attracting pinnacle expertise.

Becker, B. E., & Huselid (1998), Leaders in skills acquisition need to expand a generation roadmap a good way to paintings in live performance with their plans for IT and human resources. It's nonetheless unusual for skills acquisition leaders to get to pick out the technology they employ, however that is starting to change. "The organization's TA knowledge is housed withinside the skills function. However, IT maintains to pick out the generation for the maximum part. It should not be going on like that. Before assuming the traditional function of IT, skills leaders have to teach themselves at the unexpectedly evolving technological landscape.

Desimone, R. L. Werner & Harris (2002), Differentiating among social and volunteer agencies is difficult. Organizations in the "Third Sector" can also additionally percentage a comparable lifestyles and motive for existing, however they fluctuate in phrases in their goals, forms of leadership, and fees of execution. Because social companies exist and feature social welfare as one in every of their goals, it's miles supposed that personnel labour extra for the best of society than for monetary gain.

From any perspective, social companies and non-income cannot evaluate their pay systems to the ones of for-income corporations that assure an outstanding reimbursement package deal with a bendy advantages package deal and a mixture of salary, rewards programmes, and salaries.

Ivancevich J. M (2009), Due diligence need to be used of their skills acquisition approach due to the fact skills control is a topic this is receiving increasingly more attention. Organizations are the usage of innovative hiring strategies to become aware of the proper talent units and abilities which will meet the needs for people with a sure talent set in a distinct timeline. This essay's dreams are to look at a number of those techniques and to discover the relationship among degrees of worker engagement and skills acquisition.

The elements using the recognition of skills control these days are - Scarcity of skills, growing complexity of the position of management and Increased needs in technology (Mark Busine, 2006) Outsourcing has emerge as a diagnosed enterprise method for reinforcing the productiveness and profitability of huge companies. Business Process Outsourcing is the maximum not unusual place shape of outsourcing. It incorporates switch of operational possession of a number of the enterprise approaches to an outside issuer who manages the outsourced enterprise approaches in step with the overall performance matrix prescribed via way of means of the discern company (Grossman and Hellmann, 2005).

According to (Whitworth, Kimsey-House, & Sandahl, Bowerman & Collins, Hargrove, Morris, Redshaw, Crane, 1998), ―because of coaching, excessive performer is much less in all likelihood to depart a company and leaders come to be extra engaged and motivated‖. Nine out of ten managers suppose that human beings live or move due to money, that's sincerely now no longer the case. Money and advantages matter, however what the employees 'need the maximum is tough and significant work, top bosses, and possibilities for getting to know and development. The fundamental reasons of attrition recognized with the aid of using a few IT businesses have been once more the

preference for better education, marriage/switch of spouse, salary, or while expectation of going on-web website online overseas isn't always met (Harvard Management Update, 1999).

Haslinda (2009), Employees voluntarily have interaction in earnings making sports for social development adhering to a excessive moral standard. The non-earnings issues face several demanding situations in phrases of declining in charitable contributions, discount in authorities' funds, opposition from for-earnings carriers of positive services, and needs for an innovative alternate withinside the grass root levels. The twenty first century is a generation of dynamic technological transformations, worldwide mergers and acquisitions, worldwide skills acquisition and deployment etc. These unexpected transitions in employment styles and the younger and bendy body of workers inspire intense opposition amongst employers to draw and install the proper skills capital.

Groves, Kevin S (2016) discusses why coping with humans in healthcare companies is extraordinarily hard because of the tough monetary surroundings and robust staff trends. Despite the several blessings of preserving a robust dedication to skills control practises withinside the face of those difficulties, there may be a dearth of studies that demonstrates this. As a result, many businesses get worse the scenario via way of means of reducing returned on or doing away with investments in skills control. This look at explores how pinnacle skills control practises are utilized by country wide fitness care structures to cope with those issues.

Bersin with the aid of using Deloitte (2016) explains how the tough financial weather and the time-honoured labour traits make dealing with personnel in healthcare corporations mainly difficult. Despite the various benefits of persevering with to strongly adhere to expertise control practises withinside the face of those challenges, there's a paucity of proof that helps this. As a result, many companies make the scenario worse with the aid of using reducing or doing away with their efforts in employee's control. In order to cope with those difficulties, this looks at examines how country wide fitness care structures observe great practises in expertise control.

CHAPTER – III

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A sound research design is inevitable for a research work to be successful. Here the sound research work is analytical in nature. The research design is the basic framework which provides the guidelines for the rest of the research process. A research design is a plan that specifies the source and types of information's relevant to the research problem.

3.2 DATA COLLECTION

Data collection is the important aspect of any type of research study. For conducting this study, the data were collected from secondary sources. The secondary data sources include a number of researches, working papers were also referred for conducting the study.

3.3 TOOLS AND TECHNIQUES

Analysis of data means to critically examine the data for studying the characteristics of the objectives under the study. Analytical study tools like percentage analysis is being used in this study for identifying the impact of talent acquisition with reference to Affable Management Services.

3.4 PERIOD OF THE STUDY

The study was conducted from 14th July 2022 to 08th September 2022.

3.6 LIMITATIONS OF THE STUDY

* ❖ Historical data were not accurate in the websites published by the authorities.
* ❖ Lack of information's in the publications of the companies.
* ❖ Actual talent acquisition method of the company was not available.
* ❖ The study has done only with 53 IT companies to analyse the satisfaction of talent acquisition through the evaluation. Therefore, this study cannot be generalized to all the hiring companies.
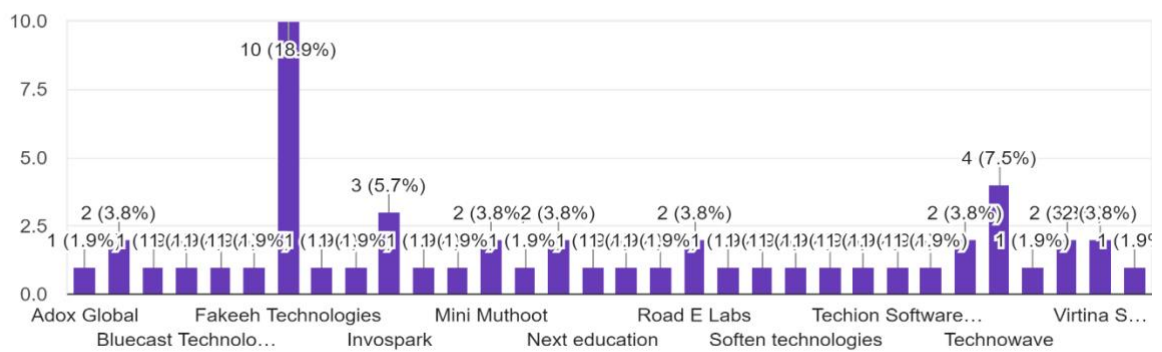
Naipunnya Business School

CHAPTER – IV

DATA ANALYSIS AND INTERPRETATION

4.1. Name Of the Company

Figure No. 4.1   Company Name

Name the company :
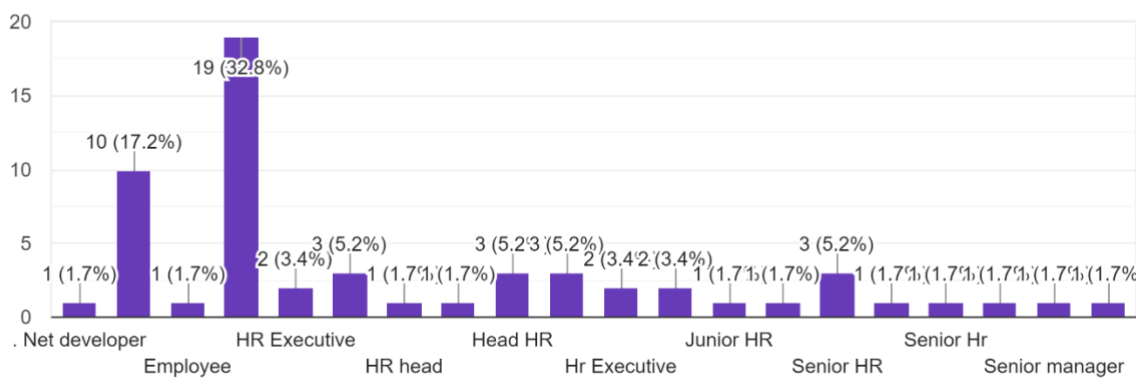53 responses

Interpretation

From the above graph, it shows that the data is collected from 53 IT companies through Affable Management Services.

4.2. Designation

Figure No. 4.2 Designation

Designation :
58 responses

Interpretation

From the above graph, it shows that 58 employees are responded for the data collection from the particular 53 companies.
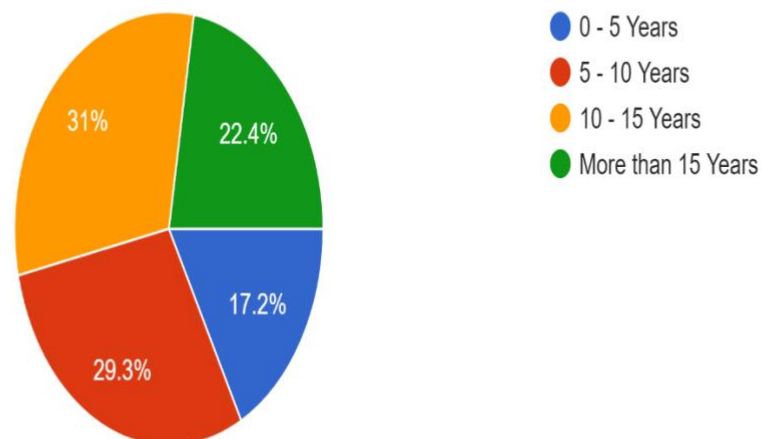
4.3. Years of Experience

Table No. 4.3 Years of Experience

Years	Experience In %
0 - 5	17.2
5 – 10	29.3
10 – 15	31
More than 15 Years	22.4

Figure No. 4.3 Years of Experience

Since how many years have you been working with this organization?
58 responses

● 0 - 5 Years
● 5 - 10 Years
● 10 - 15 Years
● More than 15 Years

Naipunnya Business School

Interpretation

From the chart it was found that 17.2% respondents have 0 – 5 years' experience in the particular company. 29.3% respondents have 5 – 10 years' experience in the particular company. 31% respondents have 10 – 15 years' experience in the particular company and 22.4% respondents have more than 15 years' experience in the particular company.

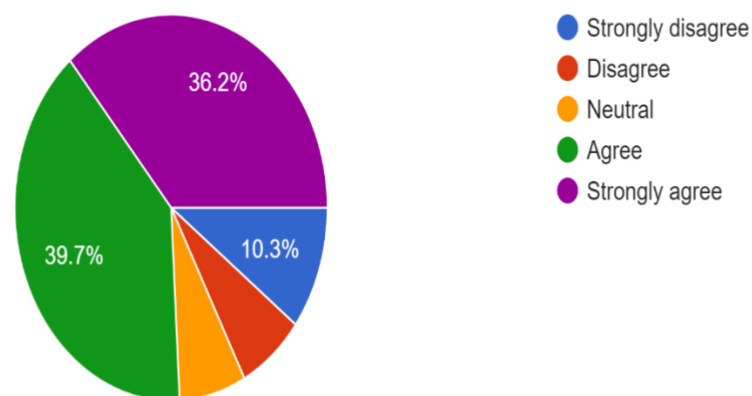**4.4 Organizations objectives, requirements and specifications**

Table No. 4.4 Organizations objectives, requirements and specifications

Satisfaction	Percentage
Strongly disagree	**10.3**
Disagree	**9.2**
Neutral	**4.6**
Agree	**39.7**
Strongly agree	**36.2**

Figure No. 4.4 Organizations objectives, requirements and specifications

Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process ?

58 responses

Naipunnya Business School

Interpretation

It is inferred that 10.3% respondents were always strongly disagree the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. 9.2% respondents were always disagreeing the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. 4.6% respondents were neutral to the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. 39.7% respondents were always agreeing the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. 36.2% respondents were always strongly agreeing the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process.
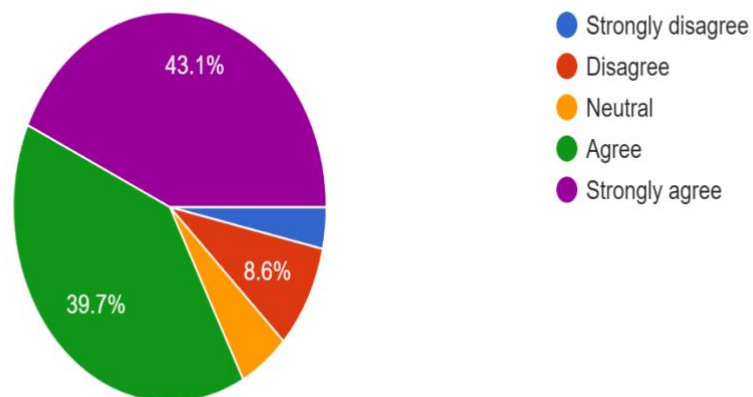
4.5. Timeliness of Talent Acquisition process

Table No. 4.5. Timeliness of Talent Acquisition process

Satisfaction	Percentage
Strongly disagree	**3.2**
Disagree	**8.6**
Neutral	**5.4**
Agree	**39.7**
Strongly agree	**43.1**

Figure No. 4.5 Timeliness of Talent Acquisition process

Is the organization doing timeliness talent acquisition process?
58 responses

Naipunnya Business School

Interpretation

It is inferred that 3.2% respondents were always strongly disagree the timeliness of Talent Acquisition process in Affable Management Services. 8.6% respondents were disagreeing the timeliness of Talent Acquisition process in Affable Management Services. 5.4% respondents were always strongly neutral the timeliness of Talent Acquisition process in Affable Management Services. 39.7% respondents were always strongly agreeing the timeliness of Talent Acquisition process in Affable Management Services. 43.1% respondents were always strongly agreeing the timeliness of Talent Acquisition process in Affable Management Services.
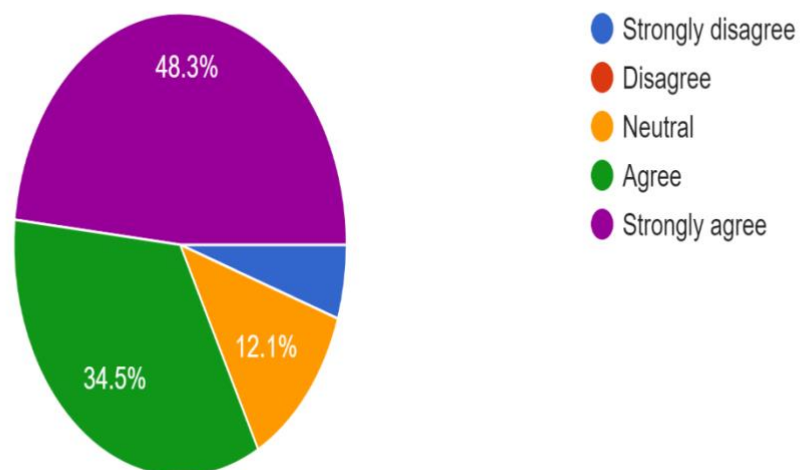
4.6 Pool of quality applicants

Table No. 4.6 Pool of quality applicants

Satisfaction	Percentage
Strongly disagree	**5.7**
Disagree	
Neutral	**12.1**
Agree	**34.5**
Strongly agree	**48.3**

Figure No. 4.6 Pool of quality applicants

Does the organization provides an adequate pool of quality applicants ?

58 responses

Naipunnya Business School

Interpretation

It is inferred that 5.7% respondents were always strongly disagreeing the pool of quality applicants. 12.1% respondents were always neutral the pool of quality applicants. 34.5% respondents were always agreeing the pool of quality applicants. 48.3% respondents were always strongly agreeing the pool of quality applicants.
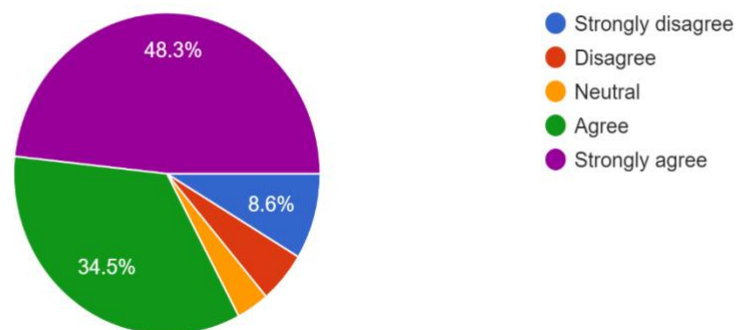
Naipunnya Business School

4.7 Limited Pool of candidates with relevant job / technical skills

Table No. 4.7 Limited Pool of candidates with relevant job / technical skills

Satisfaction	Percentage
Strongly disagree	**8.6**
Disagree	**5.2**
Neutral	**3.4**
Agree	**34.5**
Strongly agree	**48.3**

Figure No. 4.7 Limited Pool of candidates with relevant job / technical skills

Limited pool of candidates with relevant job/technical skills is a major challenge in IT recruitment?
58 responses

Interpretation

It is inferred that 8.6% respondents were strongly disagreeing the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment. 5.2% respondents were disagreeing the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment. 3.4% respondents were neutral the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment. 34.5% respondents were agreeing the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment. 48.3% respondents were strongly agreeing the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment.

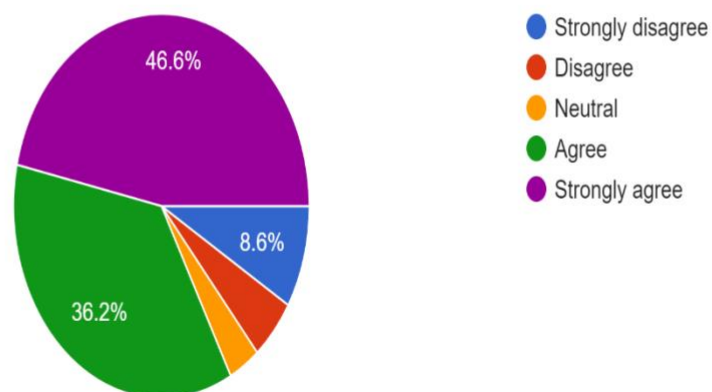**4.8 Losing top candidates to competing offers makes hiring process difficult**

Table No. 4.8 Losing top candidates to competing offers makes hiring process difficult

Satisfaction	Percentage
Strongly disagree	**8.6**
Disagree	**3.2**
Neutral	**3.4**
Agree	**36.2**
Strongly agree	**48.6**

Figure No. 4.8 Losing top candidates to competing offers makes hiring process difficult

Losing top candidates to competing offers makes hiring process difficult?
58 responses

Interpretation

It is inferred that 8.6% respondents were strongly disagreeing losing top candidates to competing offers makes hiring process difficult. 3.2% respondents were disagreeing losing top candidates to competing offers makes hiring process difficult. 3.4% respondents were neutral to losing top candidates to competing offers makes hiring process difficult. 36.2% respondents were agreeing losing top candidates to competing offers makes hiring process difficult. 48.6% respondents were strongly agreeing losing top candidates to competing offers makes hiring process difficult.

Naipunnya Business School

4.9 Building a strong employer brand can attract more candidates

Table No 4.9 Building a strong employer brand can attract more candidates

Satisfaction	Percentage
Strongly disagree	**5.6**
Disagree	**4.9**
Neutral	**10.2**
Agree	**31**
Strongly agree	**48.3**

Figure No 4.9 Building a strong employer brand can attract more candidates

Building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee ?

58 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
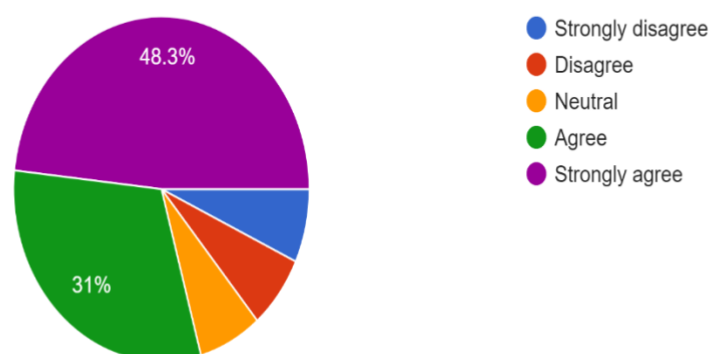
Interpretation

It is inferred that 5.6% respondents were strongly disagreeing building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee. 4.9% respondents were disagreeing building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee. 10.2% respondents were neutral building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee. 31% respondents were agreeing building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee. 48.3% respondents were strongly agreeing building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee.

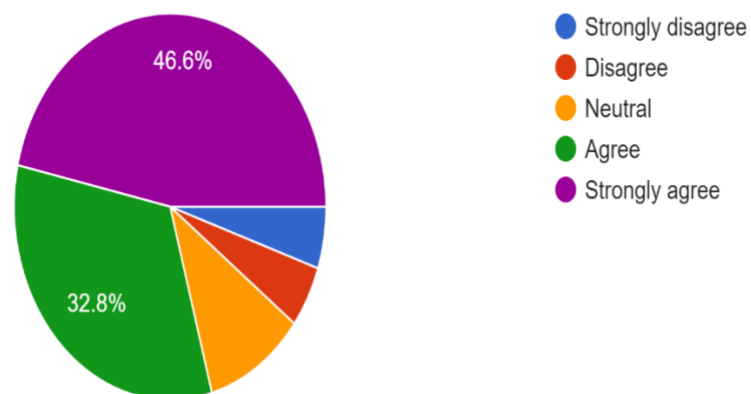**4.10** Finding ways to expand the candidate in competitive market

Table No. 4.10 Finding ways to expand the candidate in competitive market

Satisfaction	Percentage
Strongly disagree	**5.5**
Disagree	**4.9**
Neutral	**10.2**
Agree	**32.8**
Strongly agree	**46.6**

Figure No. 4.10 Finding ways to expand the candidate in competitive market

Do you think finding ways to expand the candidates reach is necessary in the highly competitive market?

58 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

Interpretation

It is inferred that 5.5% respondents were strongly disagree that Finding ways to expand the candidate reach is necessary in the highly competitive market. 4.9% respondents were disagreeing that Finding ways to expand the candidate reach is necessary in the highly competitive market. 10.2% respondents were neutral that Finding ways to expand the candidate reach is necessary in the highly competitive market. 32.8% respondents were agreeing that Finding ways to expand the candidate reach is necessary in the highly competitive market. 46.6% respondents were strongly agreeing that Finding ways to expand the candidate reach is necessary in the highly competitive market.

Naipunnya Business School

4.11 Recruitment challenges of the IT industry

Table No. 4.11 Recruitment challenges of the IT industry

Satisfaction	Percentage
Strongly disagree	**3.4**
Disagree	**2.9**
Neutral	**10.2**
Agree	**32.8**
Strongly agree	**51.7**

Figure No. 4.11 Recruitment challenges of the IT industry

Do you think that most of the recruitment challenges of the IT industry can be tackled by the help of a consultant?

58 responses
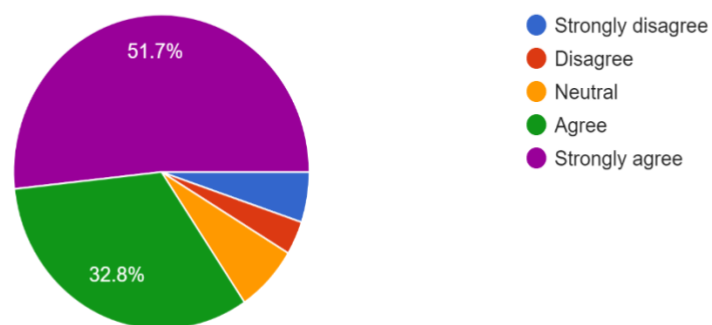
Interpretation

It is inferred that 3.4% respondents were strongly disagreeing that most of the Recruitment challenges of the IT industry can be tackled by the help of a consultant. 2.9% respondents were disagreeing that most of the Recruitment challenges of the IT industry can be tackled by the help of a consultant. 10.2% respondents were neutral that most of the Recruitment challenges of the IT industry can be tackled by the help of a consultant. 32.8% respondents were agreeing that most of the Recruitment challenges of the IT industry can be tackled by the help of a consultant. 51.7% respondents were strongly agreeing that most of the Recruitment challenges of the IT industry can be tackled by the help of a consultant.

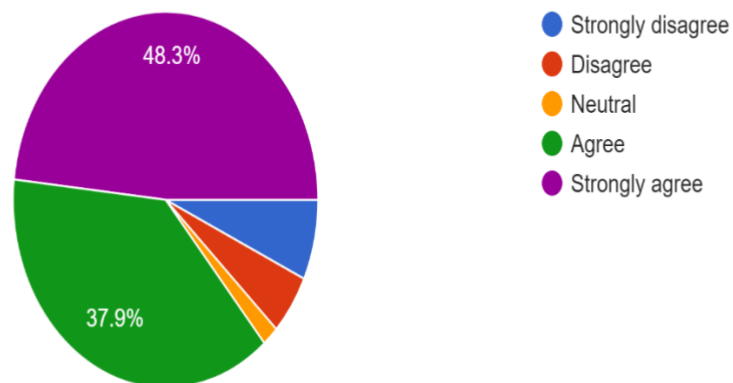**4.12 Building a talent pool can fill less time with less money**

Table No. 4.12 Building a talent pool can fill less time with less money

Satisfaction	Percentage
Strongly disagree	**6.3**
Disagree	**5.9**
Neutral	**1.6**
Agree	**37.9**
Strongly agree	**48.3**

Figure No. 4.12 Building a talent pool can fill less time with less money

Do you think that by building a talent pool, you can fill your job positions in less time with less money?
58 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

48.3%
37.9%

Interpretation

It is inferred that 6.3% respondents were strongly disagreeing that building a talent pool can fill the job positions in less time with less money. 5.9% respondents were disagreeing that building a talent pool can fill the job positions in less time with less money. 1.6% respondents were neutral that building a talent pool can fill the job positions in less time with less money. 37.9% respondents were agreeing that building a talent pool can fill the job positions in less time with less money. 48.3% respondents were strongly agreeing that building a talent pool can fill the job positions in less time with less money.

Naipunnya Business School

4.13 Manual sourcing updated with powerful sourcing technologies

Table No. 4.13 Manual sourcing updated with powerful sourcing technologies

Satisfaction	Percentage
Strongly disagree	**10.3**
Disagree	**5.3**
Neutral	**1.6**
Agree	**25.9**
Strongly agree	**56.9**

Figure No. 4.13 Manual sourcing updated with powerful sourcing technologies

Manual sourcing need to be updated with powerful sourcing technologies?
58 responses
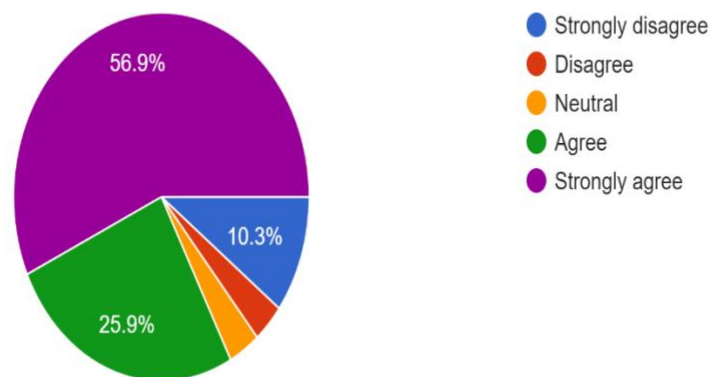
Interpretation

It is inferred that 10.3% respondents were strongly disagreeing that the manual sourcing needs to be updated with powerful sourcing technologies. 5.3% respondents were disagreeing that the manual sourcing needs to be updated with powerful sourcing technologies. 1.6% respondents were neutral that the manual sourcing needs to be updated with powerful sourcing technologies. 25.9% respondents were agreeing that the manual sourcing needs to be updated with powerful sourcing technologies. 56.9% respondents were strongly agreeing that the manual sourcing needs to be updated with powerful sourcing technologies.

Naipunnya Business School

4.14. Remote & Virtual recruitment, diversified candidates

Table No. 4.14 Remote & Virtual recruitment, diversified candidates

Satisfaction	Percentage
Strongly disagree	**10.3**
Disagree	**3.8**
Neutral	**8.3**
Agree	**32.8**
Strongly agree	**44.8**

Figure No. 4.14 Remote & Virtual recruitment, diversified candidates

With remote & virtual recruitment, diversified candidates can be selected without any hindrance?
58 responses
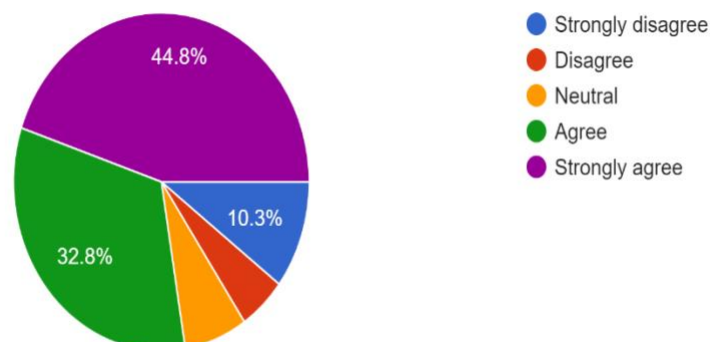
Naipunnya Business School

Interpretation

It is inferred that 10.3% respondents were strongly disagreeing with remote & Virtual recruitment; diversified candidates can be selected without any hindrance. 3.8% respondents were disagreeing with remote & Virtual recruitment, diversified candidates can be selected without any hindrance. 8.3% respondents were neutral with remote & Virtual recruitment, diversified candidates can be selected without any hindrance. 32.8% respondents were agreeing with remote & Virtual recruitment, diversified candidates can be selected without any hindrance. 44.8% respondents were strongly agreeing with remote & Virtual recruitment, diversified candidates can be selected without any hindrance.

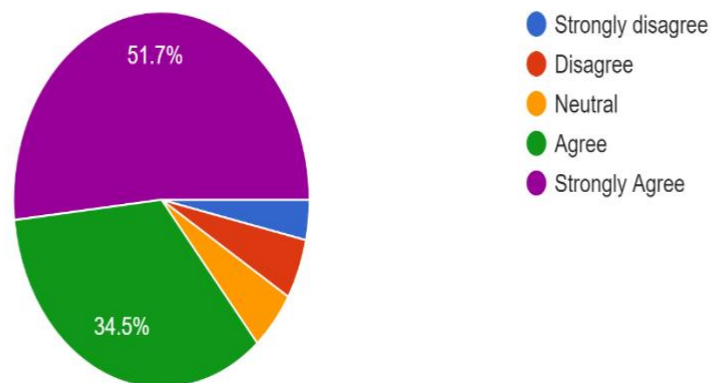**4.15 Job shopping become huge challenge for recruiters**

Table No. 4.15 Job shopping become huge challenge for recruiters

Satisfaction	Percentage
Strongly disagree	**4.7**
Disagree	**3.8**
Neutral	**5.3**
Agree	**34.5**
Strongly agree	**51.7**

Figure No. 4.15 Job shopping become huge challenge for recruiters

"Job shopping" has become quite common & has been huge challenge for recruiters?
58 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Interpretation

It is inferred that 4.7% respondents were strongly disagreeing job shopping has become quite and common & has been huge challenge for recruiters. 3.8% respondents were disagreeing job shopping has become quite and common & has been huge challenge for recruiters. 5.3% respondents were strongly disagreeing job shopping has become quite and common & has been huge challenge for recruiters. 5.3% respondents were neutral job shopping has become quite and common & has been huge challenge for recruiters. 34.5% respondents were agreeing job shopping has become quite and common & has been huge challenge for recruiters. 51.7% respondents were strongly agreeing job shopping has become quite and common & has been huge challenge for recruiters.

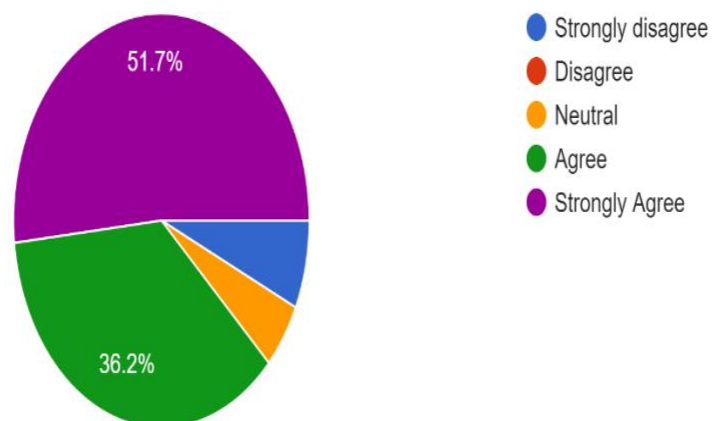**4.16 Duration of notice period make IT recruitment difficult**

Table No. 4.16 Duration of notice period make IT recruitment difficult

Satisfaction	Percentage
Strongly disagree	**3.9**
Disagree	
Neutral	**8.2**
Agree	**36.2**
Strongly agree	**51.7**

Figure No. 4.16 Duration of notice period make IT recruitment difficult

The duration of 90 days notice period will make the IT recruitment difficult?
58 responses

Naipunnya Business School

Interpretation

It is inferred that 3.9% respondents were strongly disagreeing the duration of 90 days' notice period will make the IT recruitment difficult. 8.2% respondents were neutral the duration of 90 days' notice period will make the IT recruitment difficult. 36.2% respondents were agreeing the duration of 90 days' notice period will make the IT recruitment difficult. 51.7% respondents were strongly agreeing the duration of 90 days' notice period will make the IT recruitment difficult.

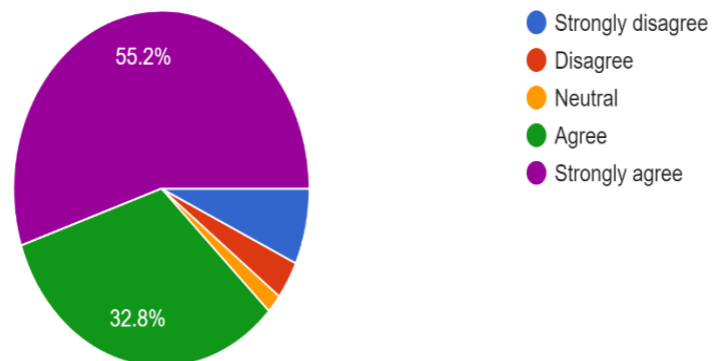**4.17 High expertise to freelancing has aggravated the recruitment**

Table No. 4.17 High expertise to freelancing has aggravated the recruitment

Satisfaction	Percentage
Strongly disagree	**5.3**
Disagree	**3.9**
Neutral	**2.8**
Agree	**32.8**
Strongly agree	**55.2**

Figure No. 4.17 High expertise to freelancing has aggravated the recruitment

More tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis?

58 responses

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

Interpretation

It is inferred that 5.3% respondents were strongly disagreeing that more tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis. 3.9% respondents were disagreeing that more tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis. 2.8% respondents were neutral that more tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis. 32.8% respondents were agreeing that more tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis. 55.2% respondents were strongly agreeing that more tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis.

4.18 Job portals helps sourcing

Table No. 4.18 Job portals helps sourcing

Satisfaction	Percentage
Strongly disagree	**8.6**
Disagree	**4.1**
Neutral	**2.8**
Agree	**22.4**
Strongly agree	**62.1**

Figure No. 4.18 Job portals helps sourcing

Job portals helps improve the sourcing?
58 responses
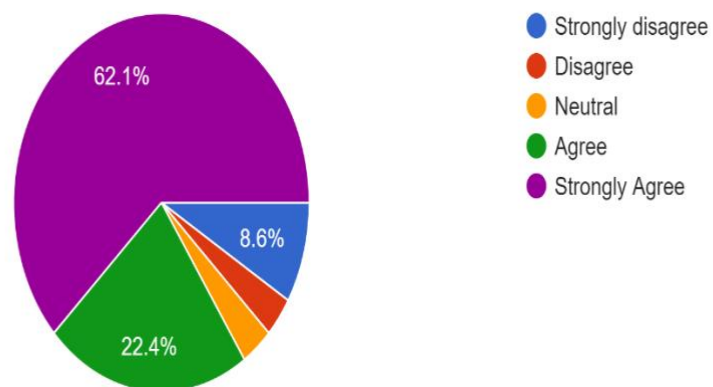
Naipunnya Business School

Interpretation

It is inferred that 8.6% respondents were strongly disagreeing that job portals help improve the sourcing. 4.1% respondents were disagreeing that job portals help improve the sourcing. 2.8% respondents were neutral that job portals help improve the sourcing. 22.4% respondents were agreeing that job portals help improve the sourcing. 62.1% respondents were strongly disagreeing that job portals help improve the sourcing.

Naipunnya Business School

4.19 Job portals helps to improve sourcing

Table No. 4.19 Job portals helps to improve sourcing

Job Portals	Satisfaction level (in %)
LinkedIn	25
Naukri	27
Indeed	27
Hirist	30
Quikr Jobs	28
Affable Management Services	35

Figure No. 4.19 Job portals helps to improve sourcing

If the job portals helps to improve the sourcing and hence the recruitment in general?

Naipunnya Business School
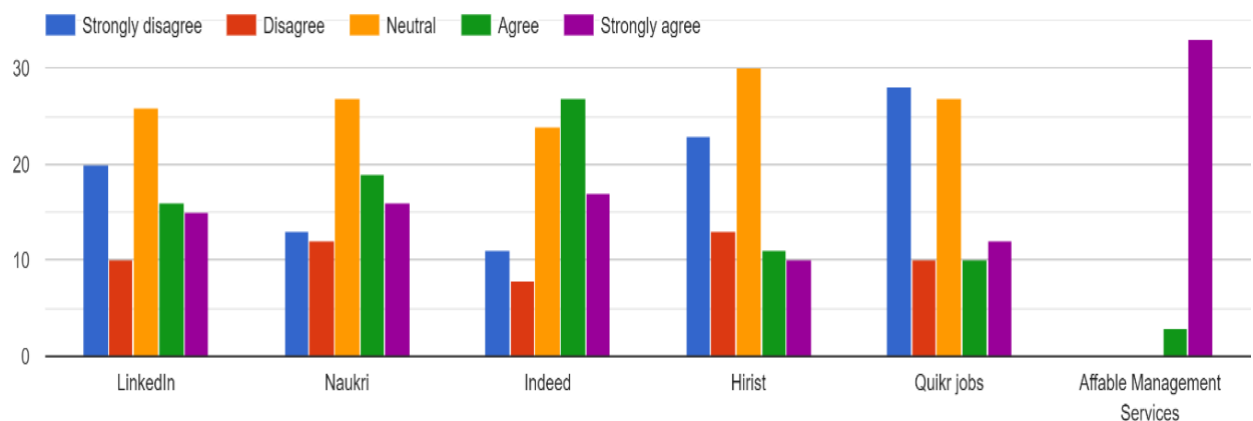
Interpretation

It is inferred that 25% respondents are neutral with LinkedIn that helps to improving the sourcing and hence the recruitment in general. 27% respondents are neutral with Naukri that helps to improving the sourcing and hence the recruitment in general. 27% respondents are agreeing with Indeed that helps to improving the sourcing and hence the recruitment in general. 30% respondents are neutral with Hirist that helps to improving the sourcing and hence the recruitment in general. 28% respondents are strongly disagreeing with Quikr Jobs that helps to improving the sourcing and hence the recruitment in general. 35% respondents are Strongly agreeing with Affable Management Services that helps to improving the sourcing and hence the recruitment in general.

Naipunnya Business School

CHAPTER – V

FINDINGS, SUGGESSTIONS AND

CONCLUSION

5.1 FINDINGS

The main findings arrived at as a result of this study on various aspects has been stated in the relevant chapters. This study is based on the satisfaction level of the company with reference to Affable Management Services.

- ❖ It shows that the data is collected from 53 IT companies through Affable Management Services.
- ❖ It shows that 58 employees are responded for the data collection from the particular 53 companies.
- ❖ It was found that in each company, the recruitment will carry by the employees who has more than 5 years.
- ❖ Affable Management Services clearly define position objectives, requirements and candidate specifications in the recruitment process.
- ❖ Most of the respondents are agreeing that the timeliness of Talent Acquisition process in Affable Management Services.
- ❖ It is found that most of the respondents are agreeing that Affable Management Services provides an adequate pool of quality applicants.
- ❖ Most of the respondents are agreeing that the limited Pool of candidates with relevant job / technical skills is a major challenge in IT recruitment.
- ❖ It is found that losing top candidates to competing offers makes hiring process difficult.
- ❖ Building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee.
- ❖ It is found that finding ways to expand the candidate reach is necessary in the highly competitive market.
- ❖ It is found that most of the recruitment challenges of the IT industry can be tackled by the help of a consultant.
- ❖ Building a talent pool can fill the job positions in less time with less money.
- ❖ It is found that the manual sourcing needs to be updated with powerful sourcing technologies.
- ❖ With remote & Virtual recruitment; diversified candidates can be selected without any hindrance.

- ❖ Job shopping has become quite and common & has been huge challenge for recruiters.
- ❖ It is found that the duration of 90 days' notice period will make the IT recruitment difficult.
- ❖ More tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis.
- ❖ It is found that job portals help improve the sourcing.

5.2 SUGGESTIONS

- ❖ By providing an adequate pool of quality applicants will harden the company relationship and it helps to grow the company's future.

- ❖ Building a talent pool can fill the job positions in less time with less money will help the company to make strong relationship with the companies.

- ❖ If the job portals are helping the companies to sourcing the candidates will help to remove the unemployment also.

- ❖ By sourcing the candidates with duration of more days is very difficult to the companies. So, we can source the candidates for the companies needful requirements.

5.3 CONCLUSION

Talent Acquisition has emerged with a variety of modern adjustments and the worlds getting equipped for a expertise hunt with all its modern techniques withinside the worldwide perspective. In growing international locations there may be a massive capacity seen. It is vital a good way to entice the proper expertise while required. This could assist all businesses compete globally. Companies capitalize in expertise control to pick and keep the quality candidate for every process because they are saying that enterprise fulfilment is mechanical via way of means of the overall expertise pleasant in their workforce. Open Recruitment is a brand-new ideological shape that lets in those essential threads to be jumbled together a coherent model. When a businesses expertise control device develops in a way defined on this article, groups can be averse to head returned to the stop-hole lawsuits of recruiting and retention.

The actual task could be how we're capable of include all of the sub systems & assist them in reaching the final goal-exquisite overall performance. In a high-overall performance pushed enterprise like IT, this will become all of the greater important. People need to be groomed to get in music with the overall performance culture. Creating surroundings that stimulates the advent of knowledge, its sustenance & its dissipation in the course of the organisation may be the task for organizations. With the advent of latest traits and the outlet of latest tools, the skills acquisition procedure is constantly evolving. Its destiny sits on era and 0.33 events like consulting practices, seek firms, recruitment procedure outsourcing, and greater. We count on greater element of skills acquisition to be automatic and outsourced withinside the coming destiny. Some of the features with a purpose to be out sourced might also additionally consist of payroll.

We additionally see a fashion for expertise acquisition managers to tackle greater duty for the real supervision and improvement in their personnel except their conventional position to assist out personnel with the general interpretation of HR policy. Talent acquisition has emerged as a key commercial enterprise vital for corporations for its position in sourcing the proper expertise to make sure long-time growth. It is now a long-time period approach for corporations and HR features for his or her position in riding the general company achievement and profitability of the corporations. By processing the right steps of expertise acquisition worker can keep withinside the organization.

BIBILIOGRAPHY

WEBSITES

- **www.google.com**

- **www.scribd.com**

- **https://www.linkedin.com/business/talent/blog/talent-acquisition/what-is-talent-acquisition**

- **https://www.smartrecruiters.com/resources/glossary/talent-acquisition/**

ARTICLES

- **https://www.techtarget.com/searchhrsoftware/definition/talent-acquisition**

- **https://www.jobvite.com/blog/recruiting-process/what-is-the-difference-between-recruitment-and-talent-acquisition/**

- **https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/default.aspx**

- **https://www.shrm.org/resourcesandtools/tools-and-samples/pages/what-is-talent-acquisition.aspx**

- **https://www.talentlyft.com/en/resources/what-is-talent-acquisition**

- **https://www.naukri.com/talent-acquisition-jobs**

- **https://www.dqindia.com/6-hiring-challenges-faced-by-talent-acquisition-in-the-it-industry-causes-and-way-forward/**

- **https://alcor-bpo.com/recruitment-news/talent-acquisition-in-it-sector-challenges-best-practices-for-hiring/**

- **https://www.valamis.com/hub/talent-acquisition**

- **https://www.forbes.com/advisor/business/what-is-talent-acquisition/**

- **https://www.humanresourcestoday.com/industry/talent-acquisition/trends/**

- Reynolds D. Online Recruiting and Selection: Innovations in Talent Acquisition, John Wiley & Sons, 2009. - Search (bing.com)

- Chun E, Evans A. The New Talent Acquisition Frontier, 2013. - Search (bing.com)

- Integrating HR. Diversity Strategy in the Private and Public Sectors, Stylus Publishing - Search (bing.com)

- Chun E, Evans A. The New Talent Acquisition Frontier: Integrating HR and Diversity Strategy in the Private and Public Sectors, Stylus Publishing, 2013 - Search (bing.com)

❖ Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. Research in Personnel and Human Resources management, (16), 53-101. - Search (bing.com)

❖ Haslinda A. (2009). Evolving terms of human resource management and development. Journal of International Social Research, 2(9), 180-186. - Search (bing.com)

❖ Ivancevich, J. M. (2007). Human Resource Management. New York, NY: McGraw Hill. - Search (bing.com)

Naipunnya Business School

APPENDIX

1. E mail

2. Name

3. Name of the company

4. Designation

5. Since how many years have you been working with this organization?

6. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

7. Is the organization doing timeliness talent acquisition process?

8. Does the organization provide an adequate pool of quality applicants?

9. Limited pool of candidates with relevant job/technical skills is a major challenge in IT recruitment?

10. Losing top candidates to competing offers makes hiring process difficult?

11. Building a strong employer brand in social media platforms through the advertisement by Affable Management Services can attract more candidates to the employee?

12. Do you think finding ways to expand the candidates reach is necessary in the highly competitive market?

13. Do you think that most of the recruitment challenges of the IT industry can be tackled by the help of a consultant?

14. Do you think that by building a talent pool, you can fill your job positions in less time with less money?

15. Manual sourcing needs to be updated with powerful sourcing technologies?

16. With remote & virtual recruitment, diversified candidates can be selected without any hindrance?

17. "Job shopping" has become quite common & has been huge challenge for recruiters?

18. The duration of 90 days' notice period will make the IT recruitment difficult?

19. More tech professionals with high expertise and knowledge moving to freelancing has aggravated the recruitment crisis?

20. Job portals helps improve the sourcing?

21. If the job portals help to improve the sourcing and hence the recruitment in general?