

# **A STUDY ON INITIAL PROCESS SOURCING AND SCREENING IN TALENT ACQUISITION**

Submitted in partial fulfillment of the requirements for the award of

**MASTER OF BUSINESS ADMINISTRATION**

by

**SRIJU.M**

**Register No: 41410307**



**SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA**

**INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC I 12B Status by UGC I Approved by AICTE  
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

**NOVEMBER 2022**



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SCHOOL OF MANAGEMENT STUDIES

## BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SRIJU.M (41410307)** who carried out the project entitled "**A STUDY ON IMPACT OF INTERNET BANKING SERVICES IN CHENNAI**" under my supervision from January 2023 to march 2023.

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## DECLARATION

I **SRIJU.M (41410307)** hereby declare that the Project Report entitled in “**A STUDY ON INITIAL PROCESS SOURCING AND SCREENING IN TALENT ACQUISITION**” done by me under the guidance of **Ms.K.SHEETHAL** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE:06.05.2023**

**PLACE: CHENNAI**

*Sriju*  
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## **ABSTRACT**

The study conducted in Zoho corporation aims to find out the Sourcing and Screening of candidates in Recruitment process attended by the employees at Zoho corporation who are mainly involved in IT Sourcing and Screening.

Recruitment is an integral activity of any organization, Sourcing and Screening of candidates is one of the crucial step in recruitment process. The sourcing and screening process decides whether the candidate qualifies or not.

Candidates resume plays a vital role on this process. Providing a secure, challenging and right work environment should be the apex priority for the recruiters. The study focuses on sourcing and screening process in Zoho corporation by determining the actual candidate sourcing and screening procedure.

The main objective of the research is to identify the sourcing and screening of candidates in recruitment process, in here working onto the company Zoho corporation, and provide suggestions to the firm's improvement and future job seekers to make them fit for the selection. Descriptive research was undertaken in order to attain the objective.

A formal questionnaire was designed to obtain the information from the respondents. The questionnaire was distributed to 128 employees working in Zoho corporation, through google form, the survey method used is census survey. The data collected was analyzed by using various statistical tools.

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## 1.1 ABOUT THE STUDY

Recruitment is the process of attracting individuals to apply for jobs inside an organization in sufficient numbers and with adequate qualifications on a timely manner. The process of finding potential personnel with multidimensional talents and experience that align with the organization's plans is critical to the organization's growth, and thus requires a more comprehensive strategic recruitment approach. Organizations require the services of a big number of people, who fill diverse jobs established by the organization's process. Each role in the organization makes a unique contribution to the achievement of the organization's goals.

The organization's recruitment process must be strong enough to attract and select qualified candidates who meet the job specifications. Both HR personnel and operating managers have duties in the recruiting process, which starts with human resource planning and ends with the selection of the required number of candidates.

**"Right Person for the Right Job"** is the basic principle in recruitment Process. Every organization, particularly its managers, should pay close attention to personnel selection. The operative manpower is equally important and essential for the orderly working of an enterprise. Every company organization or unit need manpower in order to carry out various business tasks smoothly and efficiently, and for this recruitment and selection of suitable candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

**Concept of Recruitment:** Recruitment is the first step in the process of acquiring and retaining human resources for an organization. Hence it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant position.

**Meaning of Recruitment:** Recruitment is a process of identifying and preparing potential candidates to fill the application form. It is an initial phase of the employment process. Recruitment inspires the potential candidates to fill the application form for employment.

It is the process of bringing together those who are offering jobs and those who are seeking jobs. After estimating the need and requirement of human resource in an organization, the HR manager proceeds with the identification of sources of HR, which is termed as recruitment. A recruitment strategy starts with clearly understanding your company's values in order to best define and understand the employee behaviour you want to attract.

**Definition of Recruitment:** The Recruitment is the process of analyzing the job requirements and then finding the prospective candidates who are then encouraged and stimulated to apply for the job in the organization.

Byers & Rue define recruitment as "the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen".

According to Yoder "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force".

According to Edwin Flippo, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization".

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, sourcing, screening, shortlisting and selecting the right candidate.

## **SOURCING AND SCREENING PROCESS**

### **SOURCING**

Today, sourcing has become an integral part of any successful company's talent acquisition strategy. To source candidates effectively a sourcer needs to have a deep understanding of the industry and the job request they are working. Sourcing is an integral step in the recruitment cycle. Leaving the top funnel only to inbound candidates is both expensive, inefficient, and ineffective.

Sourcing is the process of finding resumes within the recruitment process. Recruiters, both third party and corporate, need to find qualified candidates for their open job orders, oftentimes with very unique or niche work experience. Sourcing refers to the initial part of recruiting (actually finding the candidates through a variety of methods.) Some recruiters perform the sourcing function through to placement; other recruiting professionals specialize in only one aspect of the recruitment cycle. Professional recruiters who specialize only in the initial procurement of names and candidates are called sourcers. Many larger companies and specialist staffing firms employ teams of sourcing professionals that concentrate only on the initial procurement of candidates. The sourcers then hand off the candidates to a different department or team of recruiters which handle qualification, interview, and placement. Sourcing is many times used to refer to highly specialized talent searches.

#### **Meaning of Sourcing**

Sourcing is a talent acquisition discipline which is focused on the identification, assessment and engagement of skilled worker candidates through proactive recruiting techniques.

Sourcing is the proactive searching for qualified job candidates for current or planned open positions; it is not the reactive function of reviewing resumes and applications sent to the company in response to a job posting or pre-screening candidates. The goal of sourcing is to collect relevant data about qualified candidates, such as names, titles and job responsibilities.

Sourcing is typically part of the recruiting function performed by the HR professional, but it may also be conducted by managers within the company. Sourcing can identify either candidates who are not actively looking for job opportunities (passive job seekers) or candidates who are actively searching for jobs (active job seekers).

Both passive and active job seekers can be located by sourcing job boards, social media sites, corporate alumni associations and through all types of networking.

#### **Importance of Sourcing**

Recruitment has become a battleground of sorts, where a constant fight is on for the best talent. To survive in this battle, one needs to have a solid recruitment strategy. However, prior to that, there is something that needs attention and is extremely important sourcing, because the foundations of successful recruitment begin with knowing where to find the best relevant candidates. A recruitment process needs to identify sourcing as an integral part so that when a position is available, you have a ready-to-serve pipeline of candidates.

Today, finding the right talent without effective sourcing methods in place is like finding the needle in the haystack. Talent shortage has made the situation even more difficult, which is why sourcing becomes all the more important.

### **Benefits of sourcing candidates**

Sourcing is now considered a vital component of the overall recruiting process. As we know now, sourcing is all about building talent pipelines with a large pool of passive candidates of high caliber who can be hired for an open position when needed. Investing in sourcing is essential to give you a long-term talent supply.

- **Sourcing is important in recruitment to improve quality of hiring.**
- **Benefits of sourcing in recruitment in reducing time to hire.**
- **Benefits of talent sourcing in improving workforce diversity.**

### **Methods for Sourcing Candidates**

Use a combination of online and offline methods to source candidates effectively. Here are the best ways to source qualified candidates for your open roles:

**Use social media:** People use social media platforms to advertise professional achievements and share samples of their work (e.g. portfolios.) Browse networks like LinkedIn, Facebook and Twitter to identify and interact with potential candidates.

**LinkedIn:** Join professional groups and network with potential candidates.

**Twitter:** Make lists of potential candidates and follow industry-relevant hashtags.

**Facebook:** Use the Jobs tab feature and paid ads to post your job openings.

- **Craft Boolean search commands:** Boolean logic helps to target searches to fewer, more relevant results. Use Boolean strings to search for candidates by specific criteria, like location, email address and phone number.  
Use Boolean search to x-ray profiles on social sites, like meetup, without ever attending an event.
- **Ask for referrals:** Involve current employees in sourcing efforts by encouraging them to refer candidates who qualify for your open roles. Employee referrals are known to reduce time-to-hire and increase retention rates.  
Build an employee referral program that works by offering a mix of monetary and non-monetary incentives:

### **TOP JOB PORTALS**

Modern technology and online job websites/portals, finding a job is as simple as one clicks of the mouse. Finding a job has never been easier than the methods used today. The only requirements for today's job seekers are registering with job portals, adding their professional and personal information, then let the website work its magic finding the top jobs that match their credentials.

With new job site portals popping up online, how does one know which sites are legit and which are bogus sites designed to steal user's information to sell to other sites? First, it is important to know which websites users rely on the most. Here is the list of best job portals used in India.

- 1) **Naukri.com:** Founded in 1995 by businessman Sanjeev Bikhchandani, Naukri.com holds the title for the top spot for employment portals in India. With a staggering 49.5 million registered users, Naukri.com adds on average around 11,000 resumes daily with modifications to around 130,000.  
In 2016, 51,000 corporate clients paid Naukri.com for services such as access to their database, advertisements, and use of the website's tools. Naukri.com continues to lead the online employment market with 75% traffic share.
- 2) **Indeed.com:** Founded in 2004 and located in Austin, Texas, in the United States with offices throughout the world.Indeed.com is a single-topic employment search engine often referred to as a vertical search. Indeed.com is available in 60 countries in 28 languages.  
Indeed.com is different than some job searches engines in that it combines listings from staffing firms, company career pages, websites, associations, and job boards. Other ways the site stands alone is that it allows the job seeker to apply directly to the job as well as resume storage and posting.
- 3) **Monsterindia.com:** Although Monster.com has been around longer, Monsterindia.com originated in 2001 providing profiles to employers and jobs to jobseekers of all industries using cutting edge technology. Monsterindia.com, located in Hyderabad, is present in 11 cities in India.  
Dish TV and Monster India partnered so that those with limited internet could have access to the job portal as job services would be available to TV viewers throughout the cities. The name of this service is "Monster jobs Active."
- 4) **LinkedIn.com:** LinkedIn is an American business and employment-oriented online service that operates via websites and mobile apps. Launched on May 5, 2003, the platform is primarily used for professional networking and career development, and allows job seekers to post their CVs and employers to post jobs.
- 5) **Glassdoor.com:** Glassdoor is an American website where current and former employees anonymously review companies. Glassdoor also allows users to anonymously submit and view salaries as well as search and apply for jobs on its platform. In 2018, the company was acquired by the Japanese firm Recruit Holdings for US\$1.2 billion.

## SCREENING

Candidate screening is the process of reviewing job applications. This comes in right after candidate sourcing and involves skimming through resumes and cover letters to find the closest applicant-job-description matches keeping in mind qualifications, experience, skill sets, and projected candidate-organization fit.Despite major headway in technology, screening still

happens to be the most time-intensive aspect of hiring with an average hiring decision taking about 23 hours of screening time.

### **Candidate screening process**

The process of candidate screening, whether you have a few applicants to browse through or are skimming through mounds of resumes, must follow three basic steps - all depending on a deep understanding of the requirements of the role.

The primary check that is conducted (whether by the human eye or by artificial intelligence) involves a look at the qualifications, which may include work experience, academic background, skills, knowledge base, personality, behaviour-indicative traits, and competencies.

#### **Step 1: Ticking off the basic or must-have requirements**

These are mandatory fields that the candidate must qualify in- for example, having the legal allowance to work in the country where the role would be based or the need for basic coding skills in a website backend role.

#### **Step 2: Scanning for preferred or good-to-have qualifications**

This step involves looking at resumes that meet the basic requirements a little deeper to look for qualitative attributes that a candidate might bring to the role. These would build a stronger case for the CV, since these extras would enable the candidate to do a better job on the role.

#### **Step 3: Matching the holistic picture of the candidate to the role**

This is probably the first time during the screening that the recruiter looks at the candidate as more than just a CV and tries to match a more holistic employee persona (with must-have and good-to-have qualifications) to the job description. This is where candidates are shortlisted to go onward to the interviewing and testing phase.

### **Challenge in candidate screening**

Screening plays an important role in this quality-quantity equation.

- **Quality of hire:**

That the quality of hire is an important metric is no surprise, but how do you measure it? About 50% companies measure the average quality-of-hire metric based on the on-the-job performance of new recruits, 49% take into consideration the rate of turnover, and 43% depend on the satisfaction levels of hiring managers to measure the quality of hire. While basic applicant tracking systems (ATS) do not seek to measure the success of hires on the job, there are performance measuring tools that could be integrated with screening tools to allow a retrospective understanding of what went well and to identify challenge areas.

- **Time to fill**

The recent increase in numbers of applications seen across various sectors has led to one of the biggest challenges of screening resumes - volume. Out of the average 250 applications that any given job is bombarded with, 220 are deemed unqualified. Thus, investing almost a whole day of screening for a single hire is not something that the average recruiter is a stranger to. An effective ATS tool could prove to be a lifesaver here, especially

since it can automate large portions of the process, allowing one to go through and keep track of mindboggling volumes of applications. While the inefficient keyword filters leading to false positives or to good talent being eliminated at the preliminary screening, these are essentially human errors and cannot be blamed on the ATS. With machine learning (ML)-enabled, AI-based ATS systems, tech tools can learn and update and prune through filters much faster and with greater accuracy.

## **Screening Methods to Capture Talents**

Screening candidate resumes for just one open position is estimated to take up to 23 hours. The use of applicant tracking systems has made this process easier and quicker, yet qualified candidates are still slipping through the cracks, while unsuitable candidates are still able to make it past the resume screening stage.

Recruiters that rely only on the resume screening process to qualify applicants while ignoring other methods of screening candidates will continue to struggle with a deficient talent pool.

Below, we explore methods of screening and evaluating candidates that recruiters need to embed within their screening processes.

### **1. Online pre-screening questions:**

Think of online pre-screening questions as the knock-out round that evaluates candidates on their suitability for the job if they don't pass this stage, they're unlikely to be a good fit for the role.

Pre-screening questions can either be presented to candidates at the same time as or before submitting their resumes, or can be sent to candidates directly after they apply.

Because the questions are laser-focused on specific aspects of the role and candidate attributes, these sets of questions allow the recruiter to prioritize their efforts as they move candidates down the funnel. Keeping these questions as specific as possible will help you to drill down into a candidate's abilities and suitability.

### **2. Video interviewing:**

This method of screening and evaluating candidates is used as a stepping stone between an applicant's resume and the initial interviews. Recruiters send candidates a link with a list of predetermined questions for them to answer while recording a video and a deadline for the submission of the video. This recording is then sent to the recruiter for them to evaluate the applicant's answers.

Video interviews provide more context than the typical initial phone interview as recruiters can see how well the candidate communicates their answers, assess their body language, and get a better sense of their character. Drawing comparisons between candidates is also made easier.

Recruiters can also share the pre-recorded interviews with all members of the hiring team. This facilitates more collaborative hiring decisions, and making choices such as who to move on to the next stage of the hiring process is made quicker and easier.

### **3. Resume screening:**

Although resume screening shouldn't be the only method you use to screen candidates, it's still a vital step in the candidate evaluation process.

Resume screening is more efficient when using an applicant tracking system (ATS) as it automatically scans resumes for key information, and then parses this information to create applicant profiles. Automated resume screening frees up recruiters' time so that they can focus on engaging qualified and suitable candidates. It also speeds up the recruiting and hiring process as a whole, which provides a much better applicant and candidate experience.

### **4. Phone Screening:**

The best way to pre-screen candidates is to phone screen them. Phone screening is a big-time saver, highly convenient and also takes almost no resources. The important points to keep in mind while conducting a phone screening are:

- Choose a time that is convenient to both you, and the candidate and communicate it to the candidate well in advance.
- Make sure the surroundings are free of any ambient noise while making the call so that you are able to clearly hear the answers of the candidate. It would be better to book a conference room.
- Also keep jotting down the important points made by the candidate in his answers. If you will be recording the call, make sure to let the candidate know this beforehand.

## 1.2 INDUSTRY PROFILE

### OVERALL PRODUCT AND SERVICE BASED COMPANY

IT industry is a huge industry in itself with thousands of organizations building products and providing services across the globe. In the past 20 years, IT has changed the employment history of India.

### BACKGROUND:

From the agriculture-based economy, India is gradually moving towards Information Technology and making its mark around the world. IT industry is perceived as one of the most pampered and sophisticated sectors people love to be a part of, especially developers.

There are two types of organizations the IT industry is divided into – “Product based IT company and Services based IT company.” Both these verticals have their own importance and they are similar in a few aspects but are different in many aspects.

**Product-based IT Company** – This type of organization is driven by an idea to help different customers. Here the main focus would be on “what should I do to make my product better”. They are continuously working on building a software product using various technologies. Some of the known examples are – Microsoft, Paytm, Cisco, Adobe, NovelVox, etc. These companies have their own products and when used by other customers they are customized as per the client’s needs. The products could be for the B2B or B2C market which purely depends on the usage of the product.

**Services based IT Company** – On the other hand, a service-based IT company is driven by customer needs. They offer services and solutions as per customer requirements. Such organizations do not have any products of their own but help other organizations/individuals to build products or provide services to run their IT needs. Some of the known examples are Infosys, Wipro, TCS, cognizant, etc.

**Product and Services based IT Company** – This type of organization is driven by an idea to help different customers and also to satisfy their own customer needs. These companies have their own products and also help other organization/individuals to build products or provide services to run their IT needs.

Product-based companies are the ones that are focused on producing or introducing products that have a high market value and are capable enough to satisfy the customer. The important aspect of these companies is to produce top-quality products. These companies constantly improve the products with new features and upgrades using different and new technologies that are at their disposal.

Service-Based Companies are the ones that give customers or clients a solution in the form of amenities (any desirable feature), skills, and/or expertise based on their needs. The important

aspect of this type of company is the client. They do not prepare anything specific before the problem arises at the client's end. Their sole aim is to ensure that the service provided to the client is of the best quality.

## **IT CONSULTING COMPANY**

Consultants Industries today, the way they have played an important role in the development of the Indian business sector. In the past several years, the Consultants Industry has not only grown in size, stature and global reach, but it has also gone through several cycles of professionalization, making it one of the most developed fields within the professional services industry. Consultants are more than giving advice; it's such a highly extensive, multi-sourcing growing field with experts having wide knowledge of a particular subject, which play a crucial role in helping organizations to embark on the path of success. Consultants render services spanning from recommendations for impractical data and poorly implemented processes in the Finance sector to Healthcare consultancy to deliver better value for patients. fuel innovation and reduce the cost and complexity of operating systems. Human resource (HR) consulting, also referred to as human capital advisory or HRM consulting, spans advisory and implementation activities related to the management of an organisation's human capital and the HR function. The scope of services ranges from overarching work on human capital strategy, to the design and deployment of compensation & benefits framework, down to the transformation of the HR function.

Today, Modern era organizations now face intense competition, demanding customers, product proliferation and greater exposure to the volatility of the global economy. In this changing scenario, business leaders have to constantly look for new sources of competitive advantage to win in their markets. This change in the market puts tremendous pressure on consultants to bring the best of their field. The need to move ahead in the competitive structure and gain optimum market share in today's highly competitive markets, has made companies across the world opt for third-party consulting and advisory services. This is making consulting an indispensable function for companies these days. The success for most companies lies in the fact that, each company provides a differentiating factor in order to achieve a competitive edge over their rivals/competitors. And specifically, in the Indian market, this cannot be attained without the proper knowledge of market trends and behaviour. Also, this success can be achieved only by implementing the right strategies from time to time and by taking pertinent decisions considering the market scenarios they cater to have prompted companies to subscribe to the products and services offered by consulting firms. The primary reason behind this urge is because consulting firms interact or are involved with all the market participants or industry participants on a regular basis and are very well informed about the market happenings in each of the sectors.

## **TRENDS IN CONSULTANTS INDUSTRIES**

### **➤ Multi-Sourcing:**

Companies these days, are not confined to a single representative firm. There is a growing trend among customers to interchange far away from the mega-address one representative, and strain

to get multiple companies to collaborate on tasks. Clients may also experience that, no one company can cope with both the dimensions or complexity of their big tasks, and they may require a partnership with five or six corporations. Clients may additionally cut projects down into small portions, which they gave to specialist corporations. The, clients want specialists to do paintings together. They don't count on one company to deliver everything. Multi-Sourcing intensifies competitiveness amongst consultancies, which makes consultancies to provide higher services.

➤ **Fast Growth:**

The Business world is desperate for consulting help. With excess staff being cut down, most organizations lack in the technical, strategic and project management skills to handle the benumbing rate of technological and market change. The consulting industry is trying its best to accommodate the demand. Big consulting firms are inhaling new employees, gulping up smaller firms and merging with peers.

➤ **Offshoring:**

In addition to a boom in the number of consulting firms, the size of individual firms is growing in response to the other industry trend: one-stop shopping. Providers that can't compete on size will still try to offer one-stop shopping by outsourcing a chunk of a client's project to another firm, while maintaining responsibility for the overall project.

➤ **Premium Hiring:**

Top consulting firms such as Bain, BCG and Ernst & Young are hiring fresh engineer graduates like never before, and most of these have almost doubled the number of offers they made in this campus placement season in the country's top institutes. Lately, many of the consulting firms are getting a lot of work in the engineering space and this is pushing the demand for the engineers at colleges such as IIT's and NIT's. In the next few years, consulting could be driven more by collaboration than competition. That is, more cross-working between different consulting firms, which hopefully will result in a better product for the client.

## 1.3 COMPANY PROFILE

- Zoho corporation is a IT Product & Service Based and IT Consulting Company. Zoho corporation focuses on Design, Improve, and Manage IT service Management and Service Assurance processes and in reducing operating cost of IT for its partners. Most of IT operations teams spend exorbitant amount of time with various root causes in streamlining ineffective processes or silo processes.
- Zoho corporation shepherds best practices from multiple disciplines in IT operations industry through our strong consultants and thought leadership capabilities to build and support solutions for client specific situation to refine highly available, resilient and secured processes.
- ZOHO's extensive knowledge in IT operations enable to provide enhanced Business value Platform for its client through services such as training, staff augmentation, cloud migration services, DevOps, and application modernization.



### **COMPANY'S VALUE:**

#### **MISSION:**

We commit ourselves to create Value for our customers.

#### **VISION:**

Build sustainable products and processes for our customers to accomplish economies of scale.

### **SERVICES:**

#### ➤ **TRAINING:**

- **Leadership Development:** Our leadership training program equips people by bringing out the hidden potential and enables them to build and execute strategic, tactical and operational goals of the business.
- **Soft Skills:** Soft Skills are essential to succeed in personal, professional and social life. Soft skills focus on equipping people with effective communication and enable them to manage different situations confidently.

- **Programming Languages and Database:** Programming Languages used in Zoho corporation are R, Python, Java Script, Rust.
- **DevOps:** This course offers an in-depth understanding of software development lifecycle, continuous integration, deployment, operations, configuration management, and more which leads to timely software release. Upon completion of this training, you'll become an expert to implement DevOps principles in real-world industry scenarios.
- **Digital Advertising:** With the concepts, frameworks and strategies learned through this course, students will be able to build digital ad marketing. The syllabus is framed with three stages.
- **AR/VR:** Step into the world of AR/VR and discover new experience to interact with the real-world, by taking our natural environment and superimposing/overlaying it with virtual information.
- **Machine Learning:** Zoho corporation with its proficient workforce, helps people to learn different machine learning approaches to land in the best jobs of the industry.

➤ **CONSULTING SERVICES:**

In the crowded consulting services with time-based money price, Zoho corporation emerges as a leader in providing valuable services to its partners by straddling both reliability and validity processes in delivering the best of breed platform for business innovation, digital transformation and business process re-engineering.

OTRIX is positioned on value-based pricing to provide its partners a competitive advantage in improving business performance and value.

➤ **ENABLED SERVICES:**

In every organization there is always a need to hire people with right skillset. Organizations cannot afford to have any lag as it impacts the business time and money. Having identified this situation, Zoho corporation have designed a few service layers to enhance business quality.

**The services layers are as follows:**

- **ITOM (IT Operations Management):** Most of IT operations teams spend exorbitant amount of time with various root causes in streamlining ineffective processes or silo processes.
- **Back Office:** Small businesses spend most of their time in infrastructure administration and HR responsibilities; thus slowing down on core business focus.
- **IT Software Support:** IT software support plays a vital role in providing technical support to clients by resolving arising issues for customers while using their software.
- **Staff Augmentation:** Excessive administrative workload has impact on team's productivity and criticality of staffing process.

➤ **CLOUD COMPUTING:**

Zoho corporation focuses only on Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS) types of cloud computing services

ZOHO' strength in cloud computing is on migrating, and management services of enterprise grade apps.

Zoho corporation has in-house expertise in building and managing data management, complaints, security and governance processes to the platform rather than migrating or building apps on the cloud.

Migration services are becoming nightmare to organisations as service providers say one thing and deliver below par solution which increases cost on operations on cloud than on-premises; that is why Zoho corporation focuses on value-based positioning for its partners.

Zoho corporation has built a strong framework around migration and management of Apps on cloud to reduce cost and increase Agility and Performance.

Zoho corporation classifies migration into 3 categories namely Lift and Shift, Minimal transformation, and modernize application completely to be cloud native.

➤ **PRODUCT DEVELOPMENT:**

Automating business process by minimizing human intervention to achieve optimal result is the demand of every industry.

Zoho corporation– Product Development is aiming to deliver the best breed of solution. We practice Agile Methodology to build our application. Enormous time is saved and user acceptance is obtained at every stage ensuring the project is in line with the scope.

The qualities which have made us to stand ahead in this dynamic era: -

- Strong Business ideas
- Robust strategy
- Innovative practices
- In-depth domain knowledge

**Development Strategy:** ZOHO's Hybrid model focuses on customer centric design, reliable and sustainable architecture, and agile methodology to build robust product.

ZOHO's Hybrid model constitutes Design Thinking, Software Modernization, and Scrum methodology. These three work in concert to develop high quality software

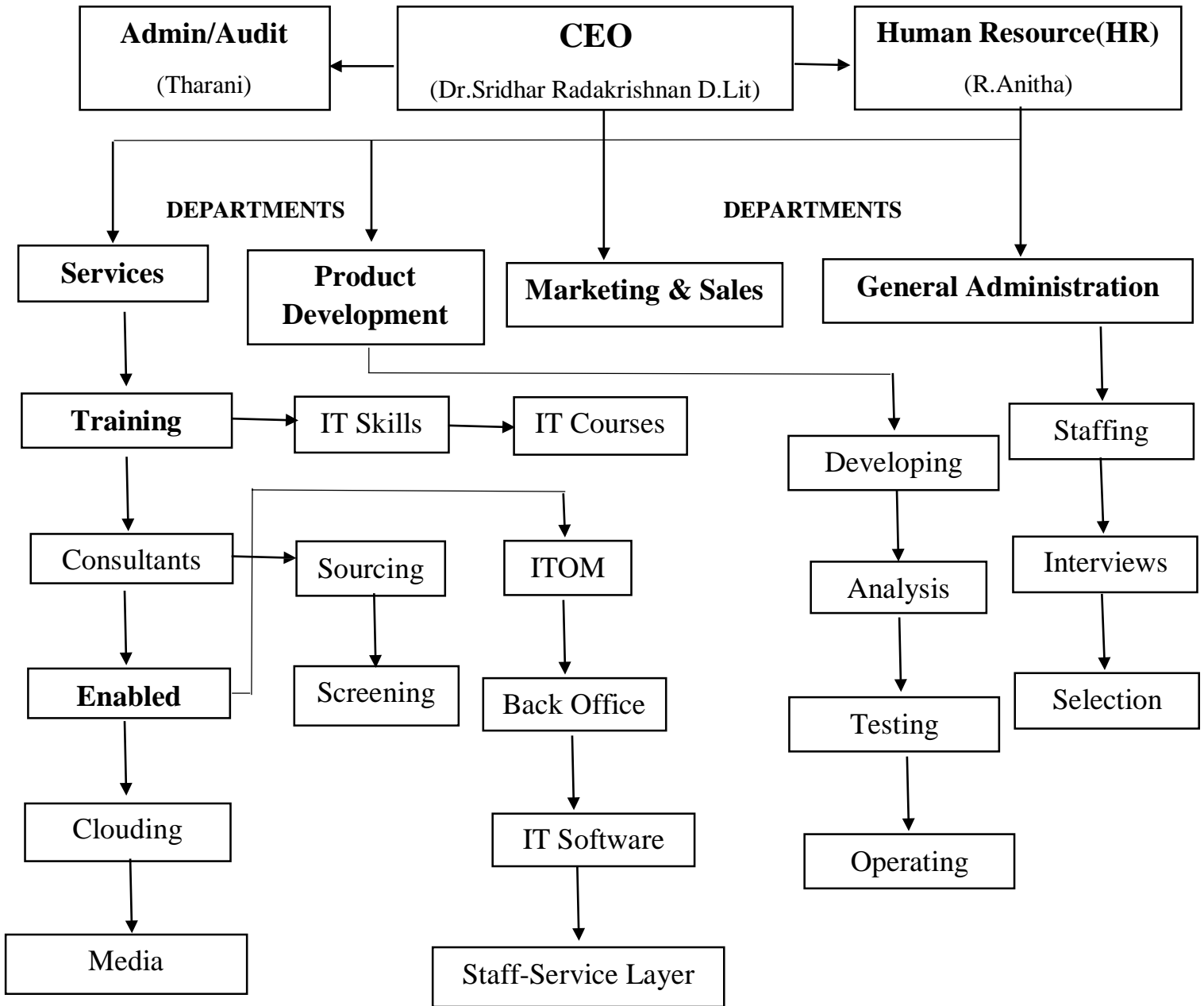
Zoho corporation adopts Hybrid model of approach where the product development is based on modern architecture involving customer-centric approach and manages the project effectively with the objective of reducing overall cost.

- **Design Thinking:** Design thinking is a human-centred approach to innovation that integrates the needs of people, the possibilities of technology, and the requirements for business success.
- **Software Modernization:** Modernizing your application is the key to your digital transformation success. We are focused on improving the capability of your existing legacy business application to the latest technology. We assure coverage of current business practice and the improvised workflow, enhancing the quality.
- **Scrum:** Zoho corporation framework is to build the application/system through Design Thinking Strategies, equip with software Modernization techniques, and manage overall development process with Scrum agile practises.

**PARTNERS:**

-  VDOT  
Virginia Department of Transportation
-  Anthem  
Blue Cross
-  Fannie Mae
-  verizon

**ORGANIZATION CHART OF Zoho corporation PRIVATE LIMITED**



## **2.1 NEED OF THE STUDY**

Sourcing, proactively seeking out new job candidates through resume databases, membership directories and online communities including social media, is essential to the success of any recruiting and hiring program. Sourcing and Screening are more powerful and important than ever before due to the sheer amount of online profiles and data available online. The internet makes the relocation process happen much more smoothly just like it does for recruiters searching for talent not just through phone sourcing but candidate sourcing and screening happening online. Sourcing and Screening allows recruiters to connect with potential candidates far before the need ever arises. This study brought out the firms in betterment of sourcing and screening practices. An evaluative study on sourcing and screening of candidates in recruitment process which has been conducted helps the firms to identify the good quality of Candidates who perfectly matches the job requirement given by clients.

## OBJECTIVES OF THE STUDY

### PRIMARY OBJECTIVE

- ❖ To Understand the Importance of Sourcing and Screening Process in Recruitment.

### SECONDARY OBJECTIVE

- ❖ To Measure the different Sourcing Methods in Recruitment Process.
- ❖ To Assess the Screening Process in Zoho corporation.
- ❖ To Analyze the Recruiter's understandability of mandatory skills & expectations while sourcing and screening the applications.
- ❖ To Determine how effectively Passive sourcing and internal database can fetch results.

## 2.3

### **SCOPE OF THE STUDY**

This study focuses on the importance, different methods of sourcing and screening of candidates in recruitment process at the organization. The analysis is based on the data collected in the organization in order to understand and draw conclusions as how sourcing and screening of candidates has been effective in the organization recruitment process.

The Scope of the study is confined to studying the sourcing and screening techniques impaired by Zoho corporation to its clients and its effectiveness in recruitment strategy adopted by the company. The Study helps to suggest the consultancy in their betterment and create awareness with the job seekers to match them with the requirements.

## **2.4 LIMITATIONS OF THE STUDY**

- The project has certain limitations where it falls behind the controller of researcher while the collection and analysis of data.
- Due to Limitations there may be presence of slight deviations.
- The data collected were limited to the time duration, and the employee's attitude changes day by day with the innovations and the amount of work they have to do.
- The respondent's views and opinion may vary in future or may hold good for time being alone.
- The Study is confined only to the employees of Zoho corporation.

## 2.5 REVIEW OF LITERATURE

**Gad Allon and Volodymyr Babich (February 2020)** define crowdsourcing and crowdfunding terms, compare new business models with traditional ones, review the operations management research community's contribution so far, point out useful frameworks for understanding the phenomena, illuminate promising research paths, and highlight open research questions. This Paper also discuss the parallels between these concepts as well the main differences.

**Mr. Babitha Lucin rani and Venkatraman.P (May 2020)** investigated various challenges that the Human Resource Department of an organisations face and thus the challenges concerning Human Resource Recruiters are given wider attention as an organization cannot sustain or survive if it overlooks the challenges faced due to the rapid advancement within the company needs and skills are discussed in this paper. As a result, HR managers will have to be compelled to get before the match by understanding these major future demographic, technological and societal shifts, then preparing themselves accordingly.

**Chaza Abdul, Wenli wang, Yating Li (2020)** explores recruitment technologies have become widely applied by human resource (HR) professionals. What are the perceived impact of technology on the recruitment process are discussed in this study? This research surveyed HR professionals across industries to understand their perceptions on how technology has changed their recruiting process Results is showed. The perceived positive impact of technology is only sprouting as artificial intelligence and block chain can further improve the recruitment process in the near future.

**C. Boente, D. Baragano and J.R. Gallego (2020)** quantified the content of BaP and other Polycyclic Aromatic Hydrocarbons (PAHs) in the soils of a prominent Coal Region in Transition to test whether the soil screening levels in force are realistic and whether they reflect the complexity of regions closely linked to heavy industries and mining.

**Marie Mardal, Mette Findal Andreassen<sup>2</sup>, Christian Brinch Mollerup, Peter Stockham, Rasmus Telving, Nikolaos S. Thomaidis, Konstantina S. Diamanti, Kristian Linnet, and Petur Weihe Dalsgaard (2019)** present the database to the scientific community and to verify that the HighResNPS database can be utilized in suspect screening workflows for LC–HR-MS instruments and software from four different instrument vendors. The present work clearly demonstrates that HighResNPS data is compatible with instruments and screening software from at least four different vendor platforms. The database can thus serve as a useful add-on in LC–HR-MS screening workflows.

**Kristian Mogensen and Aasha Al-Keebali (2019)** represents the number of enhanced oil recovery (EOR) techniques are being evaluated to increase the ultimate recovery factor. Choosing one or several appropriate EOR methods starts with a robust screening methodology, which in this case has to apply across an entire reservoir portfolio, rather than just to a single asset. The key objective of the screening efforts presented in this paper is to estimate the EOR potential from each reservoir in a systematic manner to allocate the right resources, to the right fields, at the right time, with the right technology.

**R G Priyadarshini (2018)** explains organizational recruitment is an attempt to understand the choice of recruitment source and its impact on the cost per hire, quality of hire and time to hire aspects. The measures for this assessment include both pre-hire and post hire recruitment

outcomes that further elucidates how the recruitment source and the recruitment variables contribute to candidates' success as well as organization success.

**Helena Mary Boakye and Stephen Seth Normanyo(December 2018)** examined empirically the "impact of effective strategic sourcing on operational efficiency in healthcare delivery of Komfo Anokye Teaching Hospital (KATH). This Paper suggested that a strategic movement from single sourcing to strategic sourcing keeping in mind the end goal to guarantee efficiency in operations to turn away the determined medication stock outs openly doctor's facilities.

**S.Ganesh and M.K. Vediappan, K. Srinivasan(2017)** specifies deterministic inventory model for vendor - buyer with co-ordination and non-coordination situations. This study is made to determine the optimal order quantity to lesser the total inventory costs. Numerical examples are provided to reveals the developed model.

**Asharul Islam Khan, Zuhoor Al-khanjari, Mohamed Sarrab (2017)** examine the crowd sourced evaluation is a new technique to overcome the traditional methods where usually the co-presence of stakeholders is required during software quality evaluation. The proposed approach would be implemented in future to test the feasibility in real situation. The proposed approach is theoretical in nature and is based on the finding from the existing literature on Crowd sourcing, M-Learning, evaluation of M-Learning application, and software quality.

**L Felipe Monteiro (2015)** builds on the attention-based view to examine how selective attention – the focus on certain issues or answers at the exclusion of others – works in the global knowledge-sourcing process in MNCs. This study combines detailed qualitative data with access to a proprietary database on 137 external knowledge-sourcing opportunities in one of the world's largest MNCs in the telecommunications sector.

**Amir Hosein Moradi Deluyi, Saudah Sofian, Abu Bakar Abdul Hamid and Mostafa Kazemi(June 2014)** aims to screen entrepreneurial potentials of automotive manufacturing and performance criteria. Efficient supplier selection method is a main part in SCM for outsourcing in businesses. The character of supplier selection is a multi-criteria decision making (MCDM) problem and multiple criteria should be respected in the selection procedure. This study assessed the suppliers' efficiency through Data Envelopments Analysis (DEA).

**Noor Latiffah Adam and Nordin Abu Bakar (2014)** discussed the criteria, processes as well as the tediousness involved in the screening for Shariah compliant and proposed the possible solution to be undertaken to assist in the Shariah screening process. To tackle the problem, Shariah scholars have set some acceptable boundaries for companies to do their business activities and outline steps to purify the sinful earnings.

**V.G. Venkatesh, Rameshwar Dubey and Padmanabha Aital(2014)** is to analyse the sourcing practices of apparel manufacturing company using structured situation/action/process and learning/action/performance (SAP-LAP) model. The study opens up new development thinking for the organisation in terms of improving sourcing efficiency. The study has identified critical drivers of efficient sourcing practices like top management commitment, culture, empowerment, supplier relationship management, training and development, supply chain coordination and developing sales and operations planning (SOP).

**Kenya Karanja N. Susan, Juma Wagoki (2012)** determine the effect of strategic Material Sourcing on operational performance of manufacturing firms, a case of East African Breweries

Limited in Nairobi, Kenya. The study adopted descriptive research design to generate findings and made conclusions Strategic Material Sourcing and operational performance. the study recommended that alternative strategies should be formulated to facilitate attempts by companies to promote their buyer supplier relationships with regard to enhanced operational performance.

**Vijaya Mani (2012)** attempts to evaluate the sourcing process at one of the leading IT company in Chennai and to suggest ways to improve its effectiveness. The main purpose of the research, the population was split into candidates who did not attend the interview.

### **3.1 RESEARCH METHODOLOGY**

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word "Methodology", it is the way of searching or solving the research problem.

#### **RESEARCH:**

Research in an academic activity and as such the term should be used in a technical sense. According to Clifford woody research comprises defining and redefining problems. Formulating hypothesis or suggested solutions, collecting organizing and Evaluating data making deductions and conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

#### **RESEARCH DESIGN:**

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

#### **TYPE OF RESEARCH DESIGN:**

The type of research design adopted in this study is DESCRIPTIVE RESEARCH.

#### **❖ DESCRIPTIVE RESEARCH:**

Descriptive research includes surveys and fact-finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves lot of factors like the research design, tools used etc., all these steps and factors put together to bring out clear and accurate results.

#### **RESEARCH INSTRUMENT**

The instrument used in the study is Questionnaire. A Questionnaire is a sheet containing questions relating to certain specific aspects, regarding which the researcher collects data. The Questionnaire is given to the information or respondents to filled up. The method used to collect data is Google Form.

#### **POPULATION SIZE**

The Population size of Zoho corporation, Chennai was 128. The Questionnaire was distributed to all 128 employees of ZOHO .

#### **CENSUS SURVEY**

A census is a statistical enumeration and analysis of a certain population, be it humans, animals or plants groups that grow and change over time. A census is conducted in an attempted to get an answer from all people in a geographical area. A census would get data from 100% of the population (or at least close to 100%).

In this research study the data are collected by census survey. This survey involves the data that are collected from the entire population from the particular organization. This method consumes time to collect the entire data.

The data is collected from 128 respondents using census survey.

### **DATA COLLECTION:**

Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are:

- Primary data collection
- Secondary data collection

#### **❖ PRIMARY DATA COLLECTION:**

Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source such as in market.

Primary data collection techniques used in this study is QUESTIONNAIRE METHOD. Questionnaire was circulated to 150 respondents. In this study various questionnaire techniques are used and they are:

- i. Closed ended questions
- ii. Open ended questions

#### **i) CLOSED ENDED QUESTIONS:**

Closed ended questions are just that: direct questions that ask for specific pieces of information from a respondent. Closed questions have their greatest value when we need to obtain facts and specific pieces of information. By their nature they limit the respondent field of choice and length of response. A closed-ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the question.

Different types of closed ended questions are,

- **DICHOTOMOUS TYPE:**

When a question has two possible responses, we consider it as dichotomous type. Surveys often use dichotomous questions that ask for Yes/No, True/False, Agree/Disagree.

- **MULTIPLE CHOICE QUESTIONS:**

Multiple choice questions are a type which has list of answer choices from which they must choose to answer the question.

- **RATING QUESTIONS:**

A rating question asks survey respondents to compare different items using a common scale a question that asks the participant to position each property or object on a verbal, numeric, or graphic continuum. A rating scale is a set of categories designed to elicit information about a quantitative or a qualitative attribute.

- **RANKING QUESTIONS:**

A measurement question that asks the participant to compare and order two or more objects or properties using a numeric scale. A ranking question asks survey respondents to compare a list of different objects to one another.

## ii) **OPEN ENDED QUESTIONS:**

Open-ended questions are those questions that will solicit additional information from the inquirer. Sometimes called infinite response or unsaturated type questions. By definition, they are broad and require more than one- or two-word responses. An open-ended question is a question that cannot be answered with a simple yes or no, or with only one or two words, where the person answering the question has to answer it in his or her own words.

- ❖ **SECONDARY DATA COLLECTION:**

Secondary data is collected by someone other than the user. Common sources of secondary data for social science include journals, reports, books, websites, magazines etc.

## **TEST OF NORMATIVE:**

I did Normative test for my raw data. The data are not normally distributed i.e., Sig value $<0.05$ . So, I go with Non-Parametric test.

## **RESEARCH TOOLS:**

Research tools can be defined as the instrument in the hands of researchers to measure what they intend to in their study. The collected data has been analyzed by the following statistical tool:

- a) Percentage analysis
- b) Chart
- c) Non-Parametric Spearman's Rank Correlation Analysis
- d) Kruskal Wallis H-test
- e) Weighted Average Method
- f) Mann Whitney U-test
- g) Interval Estimation

## **A) PERCENTAGE ANALYSIS METHOD:**

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100-percent) for better understanding of collected data.

The formula for percentage analysis is,

$$\text{Percentage Method} = \frac{\text{No. of Respondents} \times 100}{\text{Total No. of Respondents}}$$

## B) CHART:

Bar charts and Pie charts are used for analysis to get a clear idea about the tabulation data.

## C) NON-PARAMETRIC SPEARMAN'S RANK CORRELATION ANALYSIS:

The Spearman rank-order correlation coefficient (Spearman's correlation, for short) is a nonparametric measure of the strength and direction of association that exists between two variables measured on at least an ordinal scale. The test is used for either ordinal variables or for continuous data that has failed the assumptions necessary for conducting the Pearson's product-moment correlation. It assesses how well the relationship between two variables can be described using a monotonic function. There are two methods to calculate Spearman's correlation depending on whether:

- (1) the data does not have tied ranks
- (2) the data has tied ranks.

The formula to calculate Non-Parametric Spearman's Rank Correlation analysis test is:

$$\rho = 1 - \frac{6\sum d_i^2}{n(n^2 - 1)}$$

Where,

$d_i$  = Difference in paired ranks

$n$  = Number of cases

## D) KRUSKAL WALLIS H-TEST:

A non-parametric method for one-way analysis of variance used to determine if three or more samples originate from the same distribution. The Kruskal Wallis test essentially a standard one-way analysis of variance, with ranks assigned to the data points replacing the data points themselves, and is applicable to more than sample groups.

The Formula for Kruskal Wallis H test is

$$H^2 = \frac{12}{n(n+1)} \left[ \frac{R_1^2}{n_1} + \frac{R_2^2}{n_2} + \frac{R_3^2}{n_3} \right] - 3(n-1)$$

Where,

$R_1 = R_2 = R_3$  = Ranks assigned to the variables

$n_1 = n_2 = n_3$  = No. of respondents in each variable

$n$  = Total no. of respondents

## E) WEIGHTED AVERAGE METHOD:

An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.

The formula for Weighted Average Method,

$$\text{Weighted Average} = \frac{\text{Sum of weighted terms}}{\text{Total number of terms}}$$

#### F) MANN WHITNEY U-TEST:

The Mann Whitney U-test is a non-parametric test of the null hypothesis that two samples came from the same population against an alternative hypothesis, especially that a particular population against an alternative hypothesis, especially that a particular population trends to have larger values than the other. Use of Mann Whitney U Test will enable us to determine whether the two populations are identical.]

The Formula for Mann Whitney U-Test is,

$$U_1 = n_1 n_2 + \frac{n_1(n_1+1)}{2} - R_1$$

$$U_2 = n_1 n_2 + \frac{n_2(n_2+1)}{2} - R_2$$

Where,

$R_1 = R_2 =$  Ranks assigned to the variables

$n_1 = n_2 =$  Total no. of respondents

Let,  $U = \min(U_1, U_2)$

$$Z = \frac{U - \mu_u}{\sigma_u}$$

#### G) INTERVAL ESTIMATION:

The process of estimating a parameter of a given population by specifying an interval of values and the probability that the true value of the parameter falls within this interval.

The formula used for interval estimation is,

$$\text{Confidence Interval} = p \pm Z_{\alpha/2} \sqrt{\frac{pq}{n}}$$

Where,

$p =$  No. of Success

$q =$  No. of Failure =  $1-p$

$n =$  No of respondents

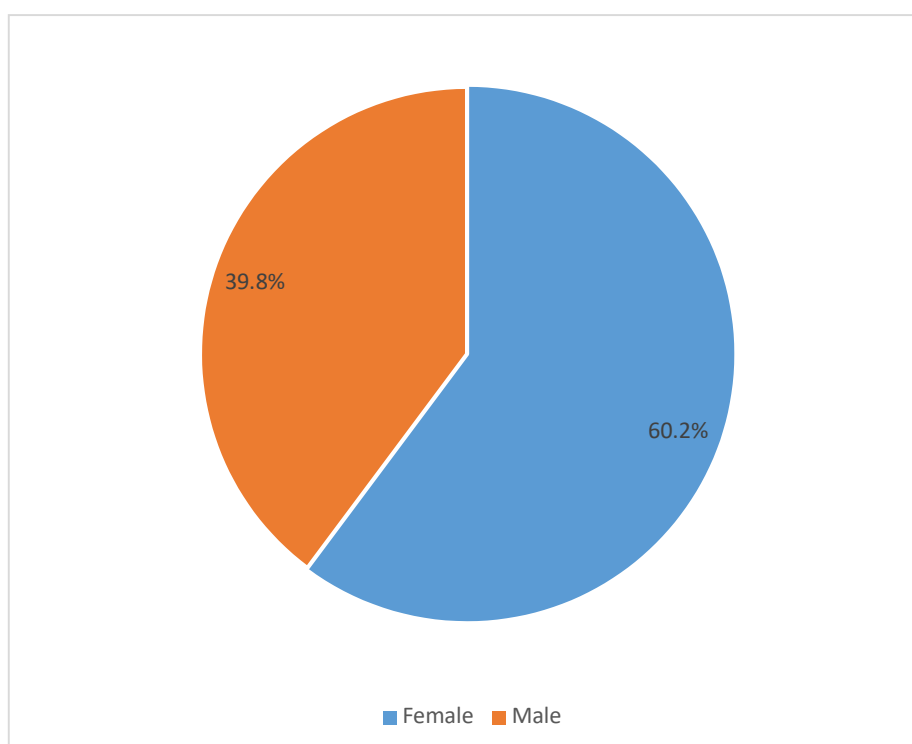
$Z_{\alpha/2} =$  Confidence Level

**DATA ANALYSIS AND INTERPRETATION****TABLE 3.2.1 GENDER OF THE EMPLOYEES**

<b>S. No</b>	<b>Gender</b>	<b>No. of Respondents</b>	<b>Percentage(%)</b>
1	Female	77	60.2
2	Male	51	39.8
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 60.2% of employees are female and 39.8% of employees are male.

**Interpretation:** Most of the employees are female i.e., **60.2%**.

**CHART 3.2.1 GENDER OF THE EMPLOYEES**

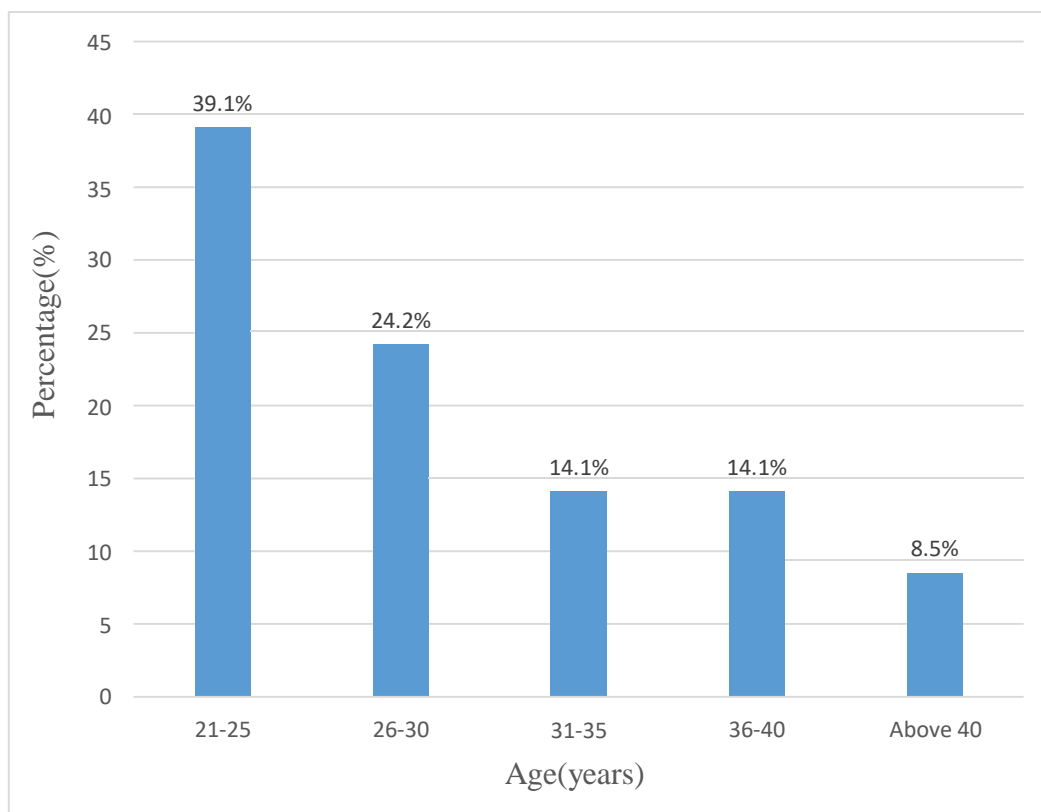
**TABLE 3.2.2 AGE GROUP OF THE EMPLOYEES**

S. No	Age(years)	No. of Respondents	Percentage(%)
1	21-25	50	39.1
2	26-30	31	24.2
3	31-35	18	14.1
4	36-40	18	14.1
5	Above 40	11	8.5
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table, it is understood that 39.1% of the respondents are between 21 to 25 years old, 24.2% of the respondents are between 26 to 30 years old, 14.1% of the respondents are between 31 to 35 years old, 14.1% of the respondents are between 36 to 40 years old and 8.5% of the respondents are above 40 years old.

**Interpretation:** 39.1% of the employees of Zoho corporation are between 21 to 25.

**CHART 3.2.2 AGE GROUP OF THE EMPLOYEES**



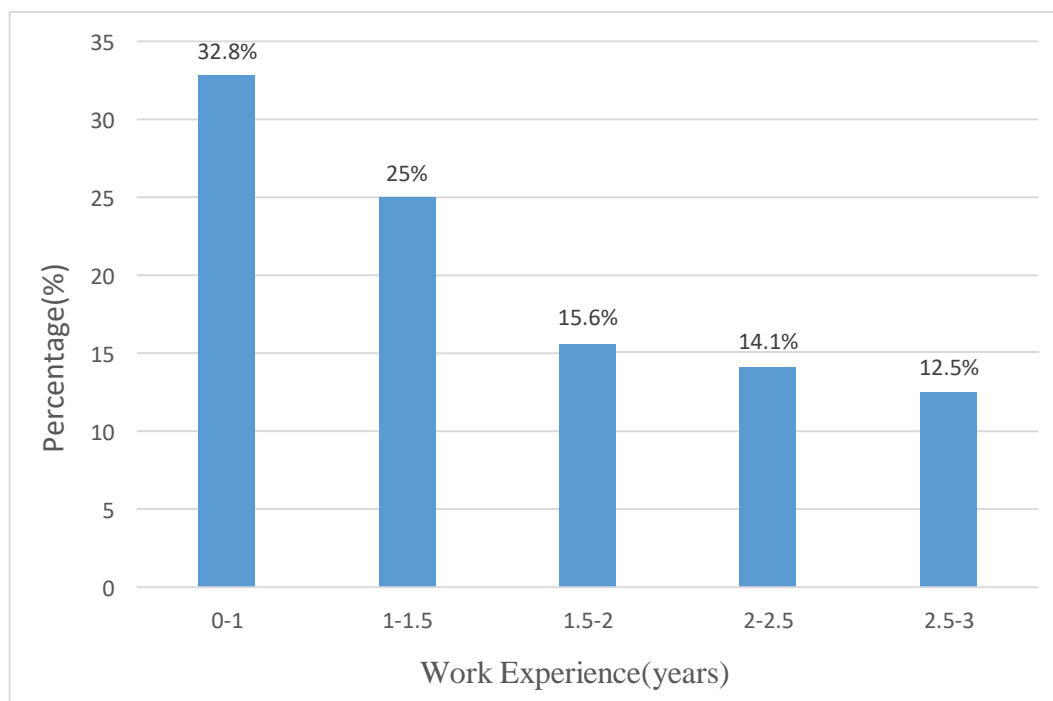
**TABLE 3.2.3 WORK EXPERIENCE OF THE EMPLOYEES**

S. No	Work Experience(years)	No. of Respondents	Percentage(%)
1	0-1	42	32.8
2	1-1.5	32	25
3	1.5-2	20	15.6
4	2-2.5	18	14.1
5	2.5-3	16	12.5
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table, it is found that 42% of the respondents 0-1 years of experience; 32% of the respondents have 1-1.5 years of experience; 20% of respondents have 1.5-2 years of experience; 18% of the respondents have 2-2.5 years of experience and 16% of the respondents have 2.5-3 years of Experience in ZOHO .

**Interpretation:** **32.8%** of the respondents have 0-1 years of work experience in Zoho corporation.

**CHART 3.2.3 WORK EXPERIENCE OF THE EMPLOYEES**



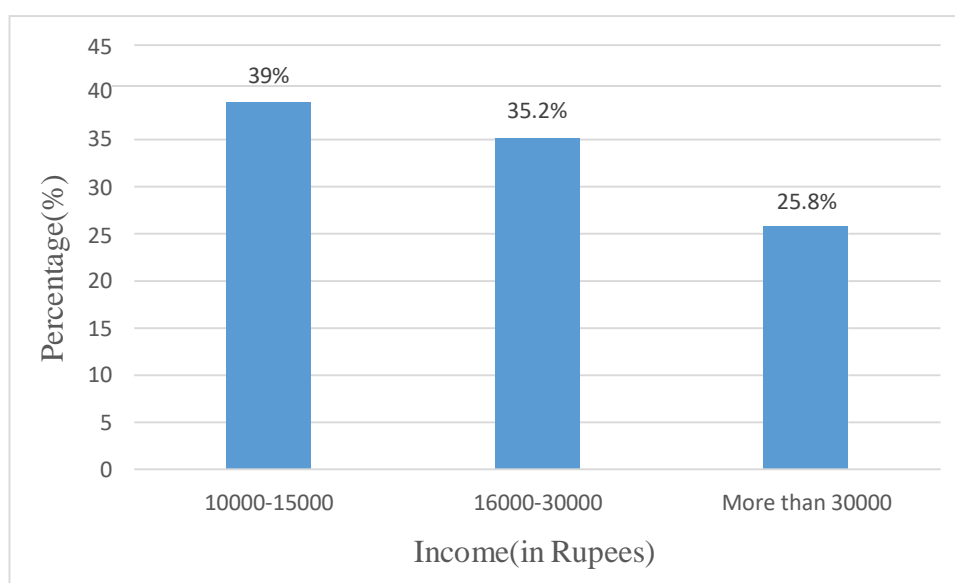
**TABLE 3.2.4 MONTHLY SALARY OF THE EMPLOYEES**

S. No	Income (in Rupees)	No. of Respondents	Percentage(%)
1	10000-15000	50	39
2	16000-30000	45	35.2
3	More than 30000	33	25.8
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table, it is found that respondents having income level in between Rs10,000-Rs15,000 is 39%; respondents having income level in between Rs16,000-Rs30,000 is 35.2%; respondents having income level more than Rs30,000 is 25.8%.

**Interpretation:** 39% of the respondents have income level between Rs10,000-15,000.

**CHART 3.2.4 MONTHLY SALARY OF THE EMPLOYEES**



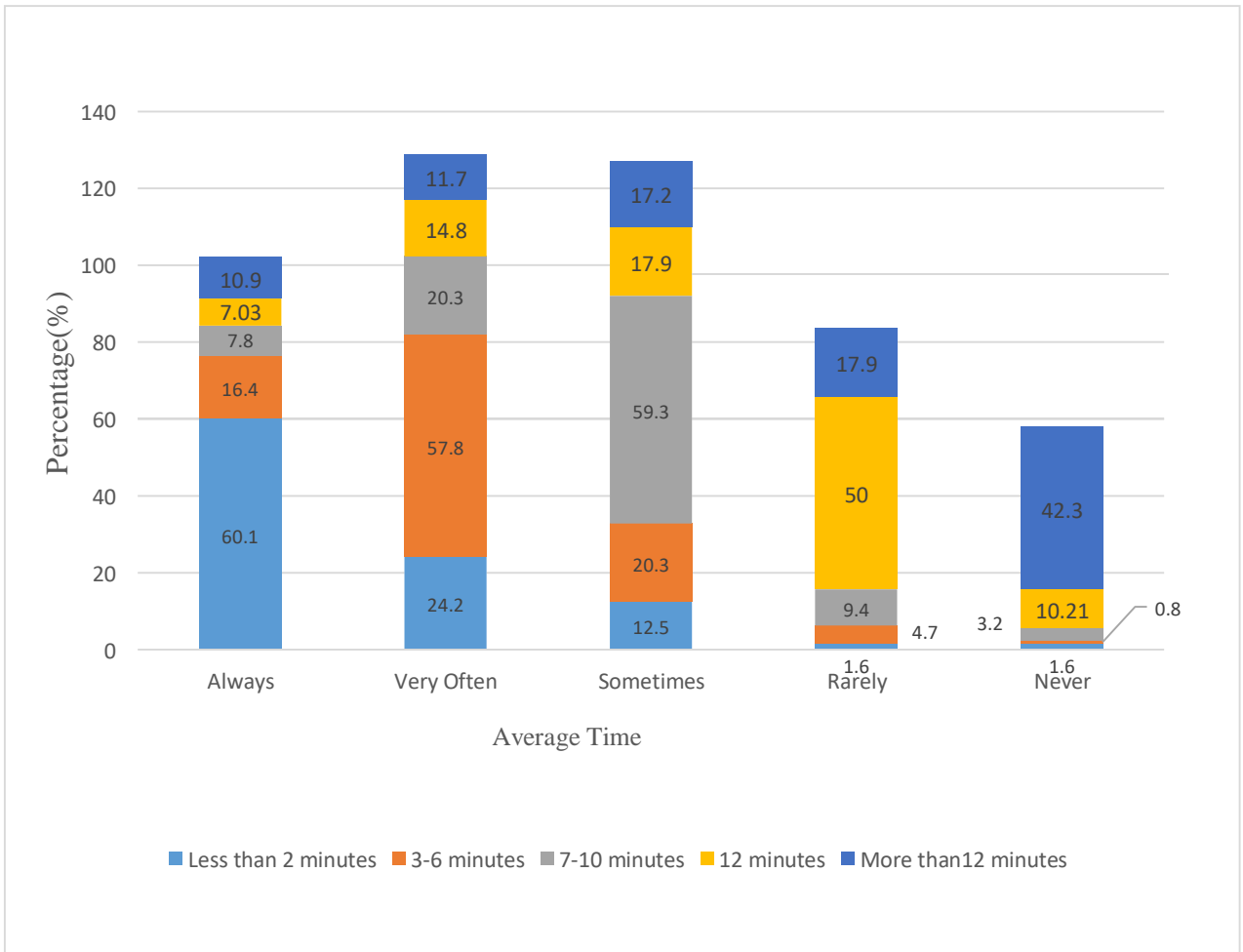
**TABLE 3.2.5 TABLE SHOWING AVERAGE TIME DO EMPLOYEE TAKE TO LOOK AT A RESUME**

S. No	Average Time		Always	Very Often	Sometimes	Rarely	Never	Total
1	Less than 2 minutes	Respondents	77	31	16	2	2	128
		Percentage(%)	60.1	24.2	12.5	1.6	1.6	100
2	3-6 minutes	Respondents	21	74	26	6	1	128
		Percentage(%)	16.4	57.8	20.3	4.7	0.8	100
3	7-10 minutes	Respondents	10	26	76	12	4	128
		Percentage(%)	7.8	20.3	59.3	9.4	3.2	100
4	12 minutes	Respondents	9	19	23	64	13	128
		Percentage(%)	7.03	14.8	17.9	50	10.21	100
5	More than 12 minutes	Respondents	14	15	22	23	54	128
		Percentage(%)	10.9	11.7	17.2	17.9	42.3	100

**Findings:** From the above table it is found that the 60.1 % of the respondents accept that there will always take Less than 2 minutes to Look at a Resume and 1.6% of the respondents accept that employees will rarely and never take less than 2 minutes to look at a resume. Similarly, 57.8% of respondents accept that there will take 3-6 minutes very oftenly to look at a resume and 0.8% of respondents accept that there will never take 3-6 minutes to look at a resume; 59.3% of respondents accept that only sometimes there will take 7-10 minutes to look at a resume and 3.2% of respondents accept that there will never take 7-10 minutes to look at a resume; 50% of the respondents accept that there will rarely take 12 minutes to look at a resume and 7.03% of respondents accept that there will always take 12 minutes to look at a resume. Finally, 42.3% of respondents accept that there will never take more than 12 minutes to look at a resume and 10.9% of respondents accept that there will always take more than 12 minutes to look at a resume.

**Interpretation:** 60.1% of the respondents accept that there will always take less than 2 minutes to look at a resume; 57.8% of the respondents accept that there will take very oftenly to look at a resume; 59.3% of the respondents accept that only sometimes there will take 7-10 minutes to look at a resume; 50% of the respondents accept that there will rarely take 12 minutes to look at a resume; 42.3% of respondents accept that there will never take more than 12 minutes to look at a resume.

**CHART 3.2.5 CHART SHOWING AVERAGE TIME DO EMPLOYEE TAKE TO LOOK AT A RESUME**



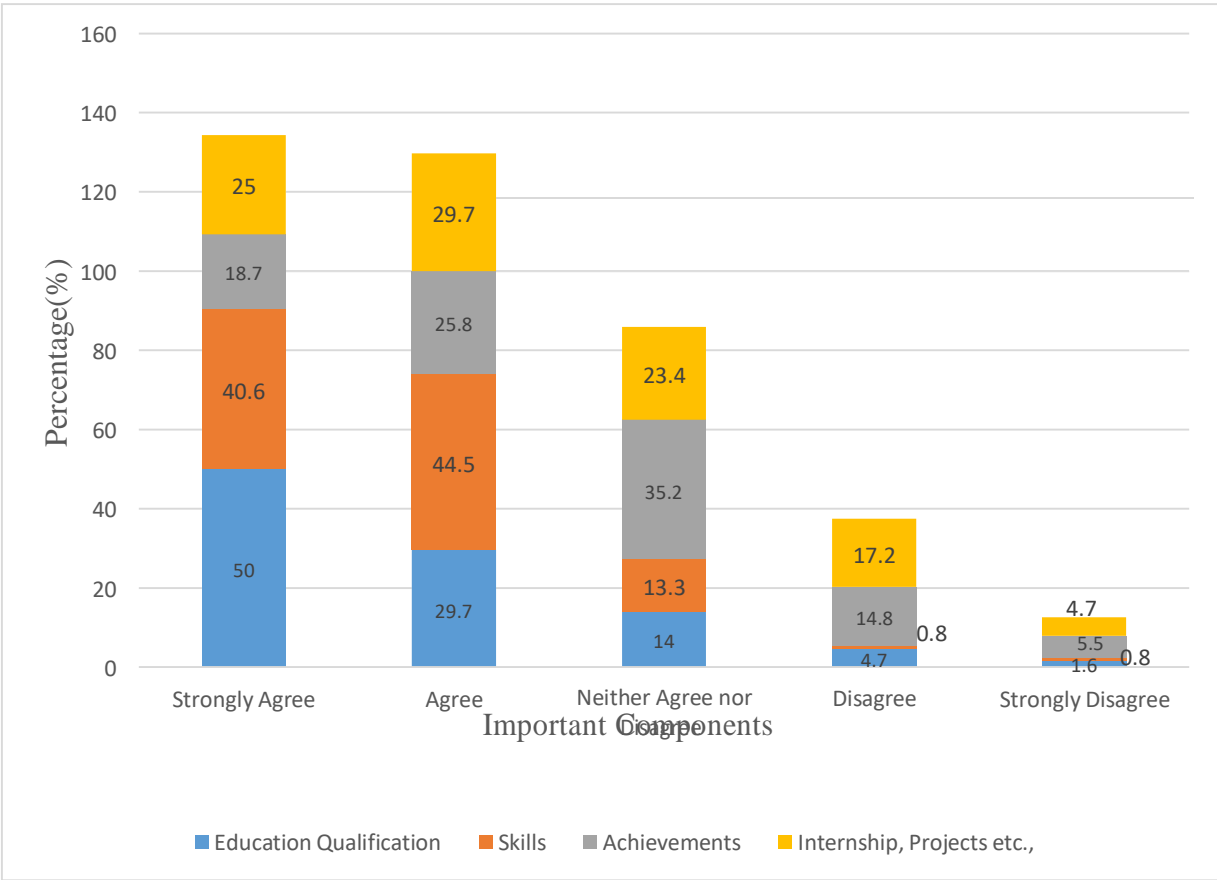
**TABLE 3.2.6 TABLE SHOWING IMPORTANT COMPONENT THAT EMPLOYEE  
COULD LOOK FOR IN A FRESHER'S CANDIDATE RESUME**

S. No	Important Components		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Education Qualification	Respondents	64	38	18	6	2	128
		Percentage(%)	50	29.7	14	4.7	1.6	100
2	Skills	Respondents	52	57	17	1	1	128
		Percentage(%)	40.6	44.5	13.3	0.8	0.8	100
3	Achievements	Respondents	24	33	45	19	7	128
		Percentage(%)	18.7	25.8	35.2	14.8	5.5	100
4	Internship, Projects etc.,	Respondents	32	38	30	22	6	128
		Percentage(%)	25	29.7	23.4	17.2	4.7	100

**Findings:** From the above table it is found that the 50% of the respondents strongly agree that education qualification is an important component and 1.6% of the respondents strongly disagree that education qualification is an important component. Similarly, 44.5% of respondents agree that skills are an important component and 0.8% of respondents disagree and strongly disagree that skills are an important component; 35.2% of respondents neither agree nor disagree that achievements are an important component and 5.5% of respondents strongly disagree that achievements are an important component. Finally, 29.7% of the respondents agree that Internship, Projects etc., are important components and 4.7% of respondents strongly disagree that Internship, Projects etc., are important components.

**Interpretation:** 50% of the respondents strongly agree that education qualification is an important component; 44.5% of respondents agree that skills is an important component; 35.2% of respondents neither agree nor disagree that achievements is an important component; 29.7% of the respondents agree that Internship, Projects etc., are important components.

**CHART 3.2.6 CHART SHOWING IMPORTANT COMPONENT THAT EMPLOYEE COULD LOOK FOR IN A FRESHER’S CANDIDATE RESUME**



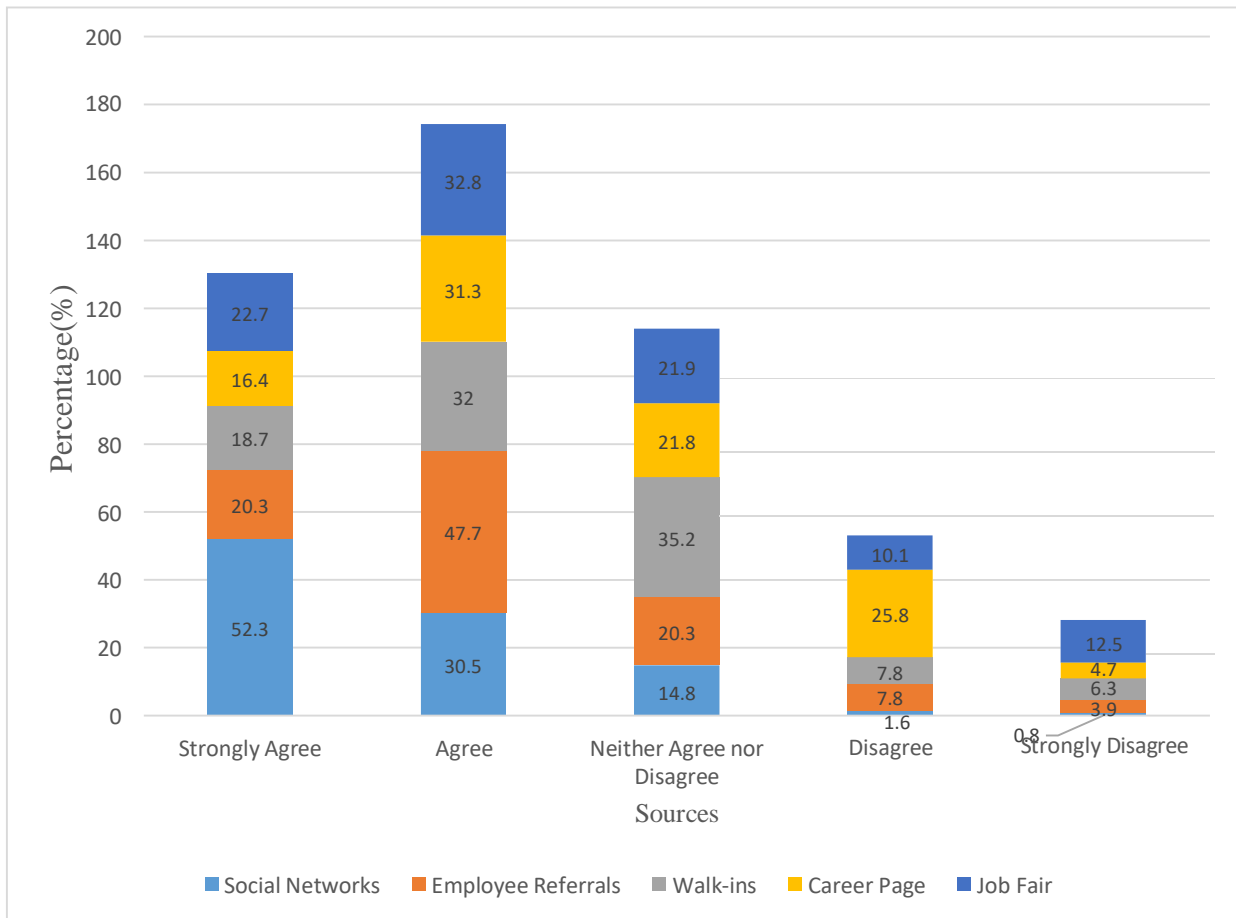
**TABLE 3.2.7 TABLE SHOWING WHICH SOURCES HAVE GIVEN FASTEST AND HIGHEST NUMBER OF APPLICANTS**

S. No	Sources		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Social Networks	Respondents	67	39	19	2	1	128
		Percentage(%)	52.3	30.5	14.8	1.6	0.8	100
2	Employee Referrals	Respondents	26	61	26	10	5	128
		Percentage(%)	20.3	47.7	20.3	7.8	3.9	100
3	Walk-ins	Respondents	24	41	45	10	8	128
		Percentage(%)	18.7	32	35.2	7.8	6.3	100
4	Career Page	Respondents	21	40	28	33	6	128
		Percentage(%)	16.4	31.3	21.8	25.8	4.7	100
5	Job Fair	Respondents	29	42	28	13	16	128
		Percentage(%)	22.7	32.8	21.9	10.1	12.5	100

**Findings:** From the above table it is found that the 52.3% of the respondents strongly agree that social networks will give fastest and highest number of applicants and 0.8% of the respondents strongly disagree that social networks will give fastest and highest number of applicants. Similarly, 47.7% of respondents agree that employee referrals will give fastest and highest number of applicants and 3.9% of respondents strongly disagree that employee referrals will give fastest and highest number of applicants; 35.2% of respondents neither agree nor disagree that walk-ins will give fastest and highest number of applicants and 6.3% of respondents strongly disagree that walk-ins will give fastest and highest number of applicants; 31.3% of the respondents agree that career page will give fastest and highest number of applicants and 4.7% strongly disagree that career page will give fastest and highest number of applicants. Finally, 32.8% of the respondents agree that job fair will give fastest and highest number of applicants and 10.1% of respondents disagree that job fair will give fastest and highest number of applicants.

**Interpretation:** 52.3% of the respondents strongly agree that social networks will give fastest and highest number of applicants; 47.7% of respondents agree that employee referrals will give fastest and highest number of applicants; 35.2% of respondents neither agree nor disagree that walk-ins will give fastest and highest number of applicants; 31.3% of the respondents agree that career page will give fastest and highest number of applicants; 32.8% of the respondents agree that job fair will give fastest and highest number of applicants.

**CHART 3.2.7 CHART SHOWING WHICH SOURCES HAVE GIVEN FASTEST AND HIGHEST NUMBER OF APPLICANTS**



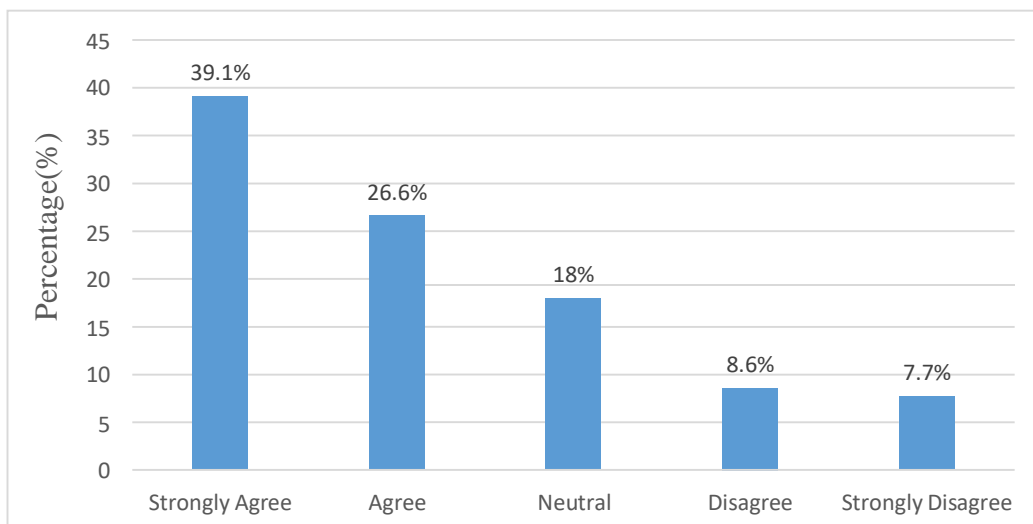
**TABLE 3.2.8 TABLE SHOWING IS THE SOURCING AND SCREENING METHOD USED BY Zoho corporation IN THE INITIAL STAGES OF RECRUITMENT IS SATISFACTORY**

S. No	Opinion	No. of Respondents	Percentage(%)
1	Strongly Agree	50	39.1
2	Agree	34	26.6
3	Neutral	23	18
4	Disagree	11	8.6
5	Strongly Disagree	10	7.7
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 39.1% of respondents strongly agree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory; 26.6% of respondents agree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory; 18% of respondents neither agree nor disagree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory; 8.6% of respondents disagree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory; 7.7% of respondents strongly disagree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory.

**Interpretation:** 39.1% of respondents strongly agree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory.

**CHART 3.2.8 CHART SHOWING IS THE SOURCING AND SCREENING METHOD USED BY Zoho corporation IN THE INITIAL STAGES OF RECRUITMENT IS SATISFACTORY**



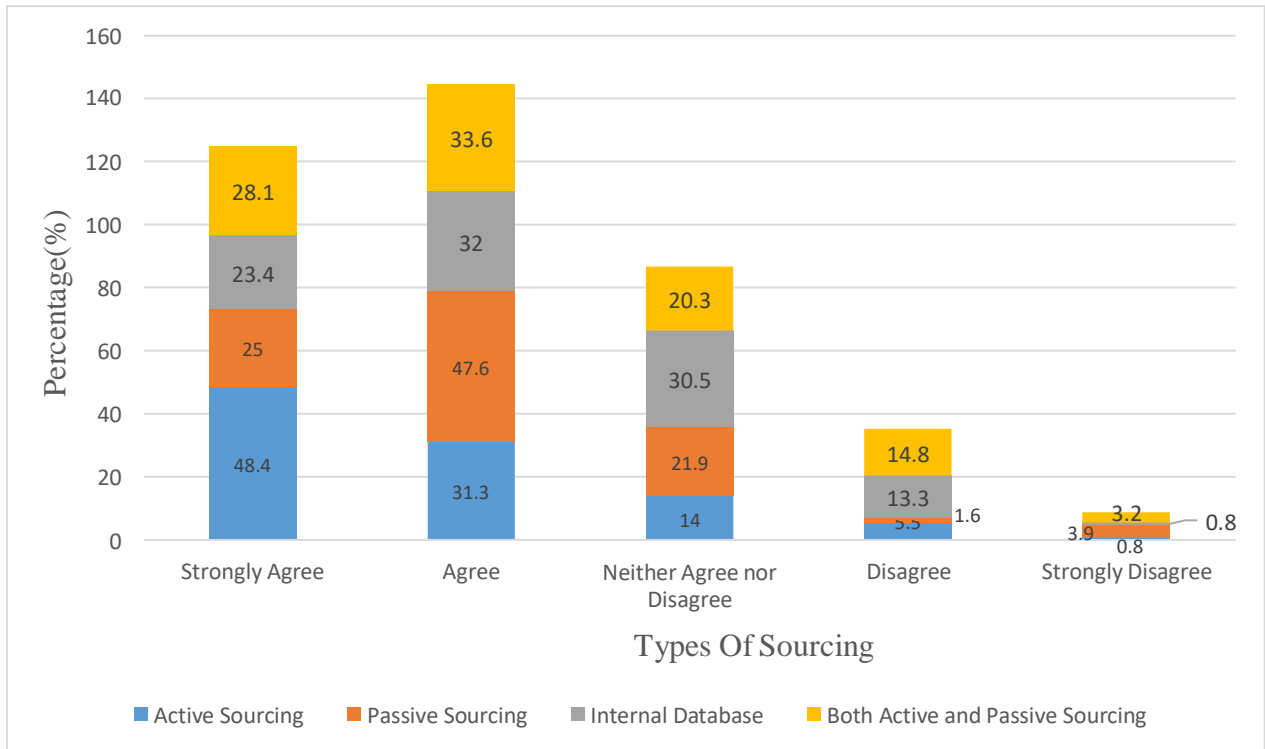
**TABLE 3.2.9 TABLE SHOWING WHICH TYPE OF SOURCING IS MOST EFFICIENT**

S. No	Types of Sourcing		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Active Sourcing	Respondents	62	40	18	7	1	128
		Percentage(%)	48.4	31.3	14	5.5	0.8	100
2	Passive Sourcing	Respondents	32	61	28	2	5	128
		Percentage(%)	25	47.6	21.9	1.6	3.9	100
3	Internal Database	Respondents	30	41	39	17	1	128
		Percentage(%)	23.4	32	30.5	13.3	0.8	100
4	Both Active and Passive Sourcing	Respondents	36	43	26	19	4	128
		Percentage(%)	28.1	33.6	20.3	14.8	3.2	100

**Findings:** From the above table it is found that the 48.4% of the respondents strongly agree that Active Sourcing is most efficient for sourcing and 0.8% of the respondents strongly disagree that Active Sourcing is most efficient for sourcing. Similarly, 47.6% of respondents agree that Passive Sourcing is most efficient for sourcing and 1.6% of respondents disagree that Passive Sourcing is most efficient for sourcing; 30.5% of respondents neither agree nor disagree that Internal database is most efficient for sourcing and 0.8% of respondents strongly disagree that Internal Database is most efficient for sourcing. Finally, 33.6% of the respondents agree that both Active and passive Sourcing is most efficient for sourcing and 3.2% strongly disagree that both Active and passive Sourcing is most efficient for sourcing.

**Interpretation:** 48.4% of the respondents strongly agree that Active Sourcing is most efficient for sourcing; 47.6% of respondents agree that Passive Sourcing is most efficient for sourcing; 30.5% of respondents neither agree nor disagree that Internal database is most efficient for sourcing; 33.6% of the respondents agree that both Active and passive Sourcing is most efficient for sourcing.

**CHART 3.2.9 CHART SHOWING WHICH TYPE OF SOURCING IS MOST EFFICIENT**



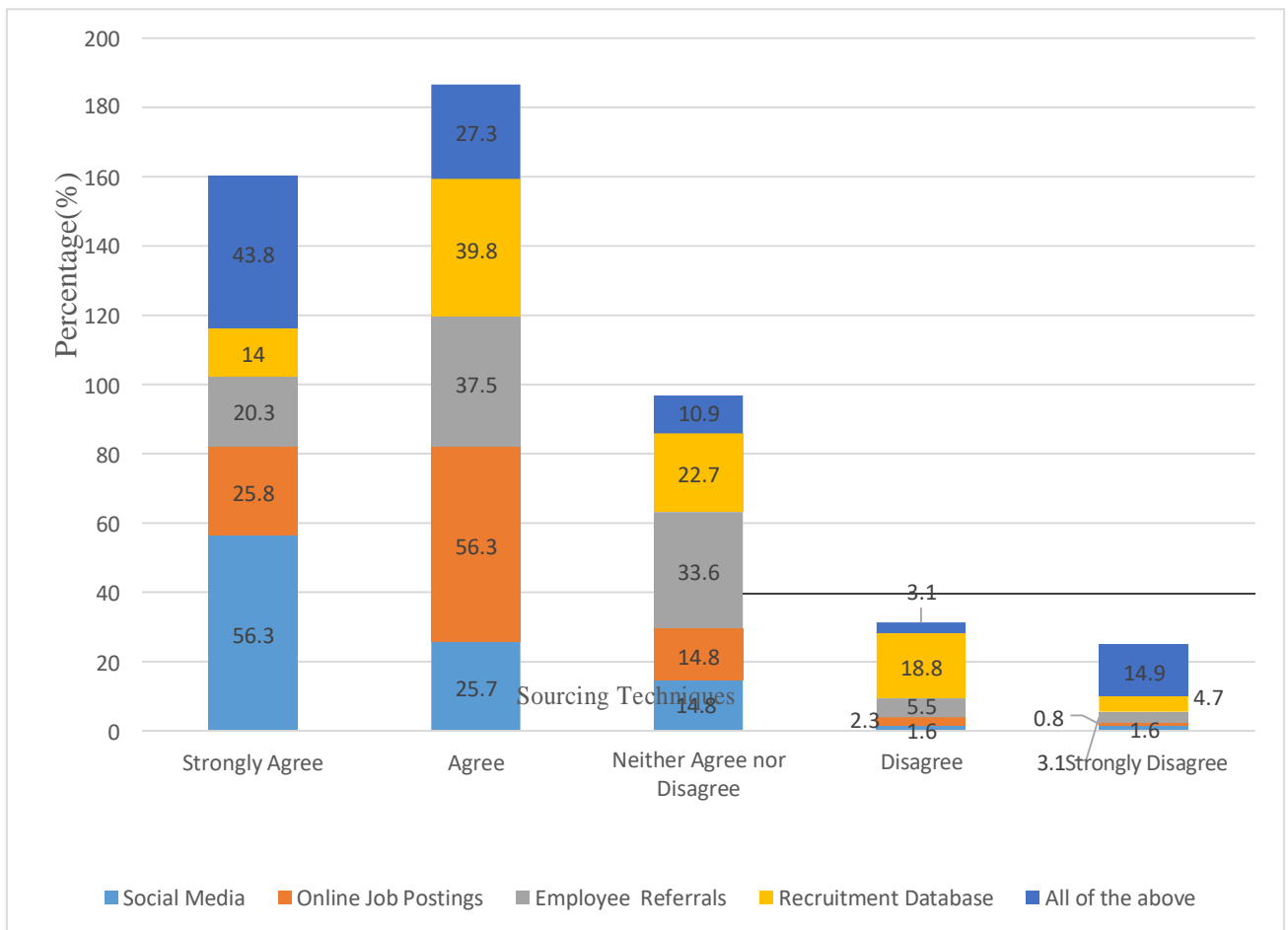
**TABLE 3.2.10 TABLE SHOWING WHAT ARE THE CANDIDATE SOURCING TECHNIQUES USED BY THE Zoho corporation FOR RECRUITMENT**

S. No	Sourcing Technique		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Social Media	Respondents	72	33	19	2	2	128
		Percentage(%)	56.3	25.7	14.8	1.6	1.6	100
2	Online Job Postings	Respondents	33	72	19	3	1	128
		Percentage(%)	25.8	56.3	14.8	2.3	0.8	100
3	Employee Referrals	Respondents	26	48	43	7	4	128
		Percentage(%)	20.3	37.5	33.6	5.5	3.1	100
4	Recruitment Database	Respondents	18	51	29	24	6	128
		Percentage(%)	14	39.8	22.7	18.8	4.7	100
5	All of the above	Respondents	56	35	14	4	19	128
		Percentage(%)	43.8	27.3	10.9	3.1	14.9	100

**Findings:** From the above table it is found that 56.3% of the respondents strongly agree that social media is the candidate sourcing technique used by Zoho corporation and 1.6% of the respondents disagree and strongly disagree that social media is the candidate sourcing technique used by ZOHO. Similarly, 56.3% of respondents agree that online job postings is the candidate sourcing technique used by Zoho corporation and 2.3% of respondents disagree that online job postings is the candidate sourcing technique used by ZOHO; 37.5% of respondents agree that employee referrals is the candidate sourcing technique used by Zoho corporation and 3.1% of respondents strongly disagree that employee referrals is the candidate sourcing technique used by ZOHO; 39.8% of the respondents agree that Recruitment database is the candidate sourcing technique used by Zoho corporation and 4.7% strongly disagree that Recruitment database is the candidate sourcing technique used by ZOHO. Finally, 43.8% of the respondents strongly agree that all of the above (social media, online job postings, employee referrals, recruitment database) are the candidate sourcing techniques used by Zoho corporation and 3.1% of respondents disagree that all of the above (social media, online job postings, employee referrals, recruitment database) are the candidate sourcing techniques used by ZOHO.

**Interpretation:** 56.3% of the respondents strongly agree that social media is the candidate sourcing technique used by ZOHO ; 56.3% of respondents agree that online job postings is the candidate sourcing technique used by ZOHO ; 37.5% of respondents agree that employee referrals is the candidate sourcing technique used by ZOHO ; 39.8% of the respondents agree that Recruitment database is the candidate sourcing technique used by ZOHO ; 43.8% of the respondents strongly agree that all of the above (social media, online job postings, employee referrals, recruitment database) are the candidate sourcing techniques used by ZOHO .

**CHART 3.2.10 CHART SHOWING WHAT ARE THE CANDIDATE SOURCING TECHNIQUES USED BY THE Zoho corporation FOR RECRUITMENT**



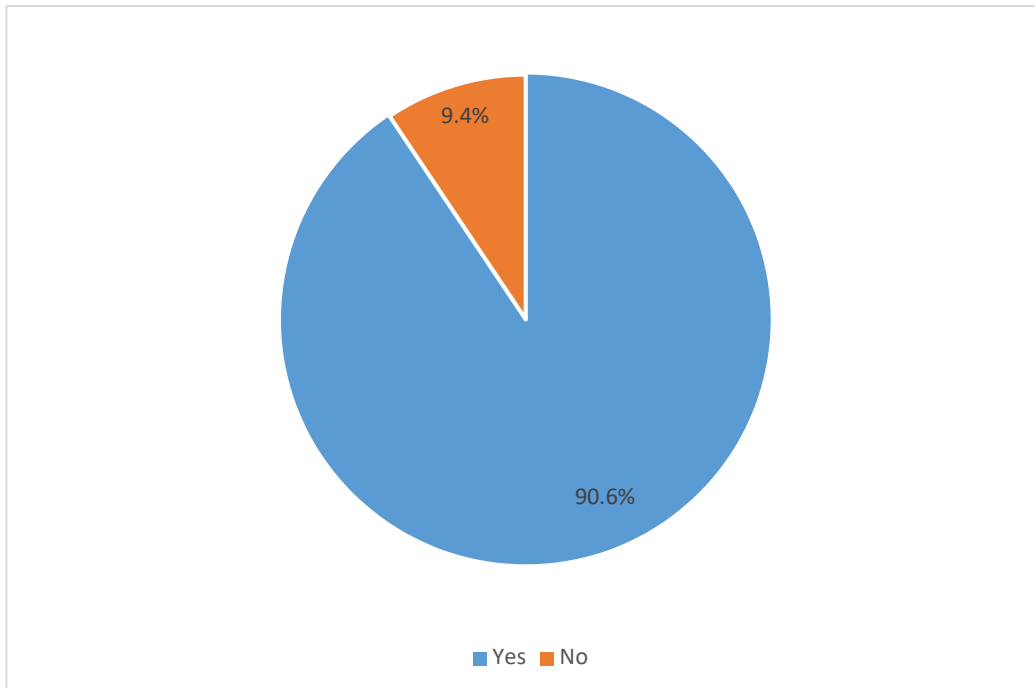
**TABLE 3.2.11 TABLE SHOWING DO YOU SOURCE PROACTIVELY REGARDLESS OF THE CURRENT VACANCIES**

S. No	Opinion	No. of Respondents	Percentage(%)
1	Yes	116	90.6
2	No	12	9.4
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 90.6% of respondents says yes for their source proactively regardless of the current vacancies and 9.4% of respondents says no for their source proactively regardless of the current vacancies.

**Interpretation:** 90.6% of respondents says yes for their source proactively regardless of the current vacancies.

**CHART 3.2.11 CHART SHOWING DO YOU SOURCE PROACTIVELY REGARDLESS OF THE CURRENT VACANCIES**



## INTERVAL ESTIMATION:

$$\text{Confidence Interval} = p \pm Z_{\alpha/2} \sqrt{\frac{pq}{n}}$$

Where,

$$p = \text{No. of Success} = 0.906$$

$$q = \text{No. of Failure} = 1-p = 0.094$$

$$n = \text{No of respondents} = 128$$

$$Z_{\alpha/2} = \text{Confidence Level} = 1.96$$

$$\text{Confidence Interval} = 0.906 \pm 1.96 \sqrt{\frac{(0.906 \times 0.094)}{128}}$$

$$= 0.906 \pm 0.05$$

$$\text{Confidence Interval} = \mathbf{0.86, 0.96}$$

**Conclusion:** It is found that the statistical parameter lies between 0.86 and 0.96. Hence it is concluded that population provision of employees sources proactively regardless of the current vacancies in Zoho corporation may be in the range of **86%** to **96%** respectively.

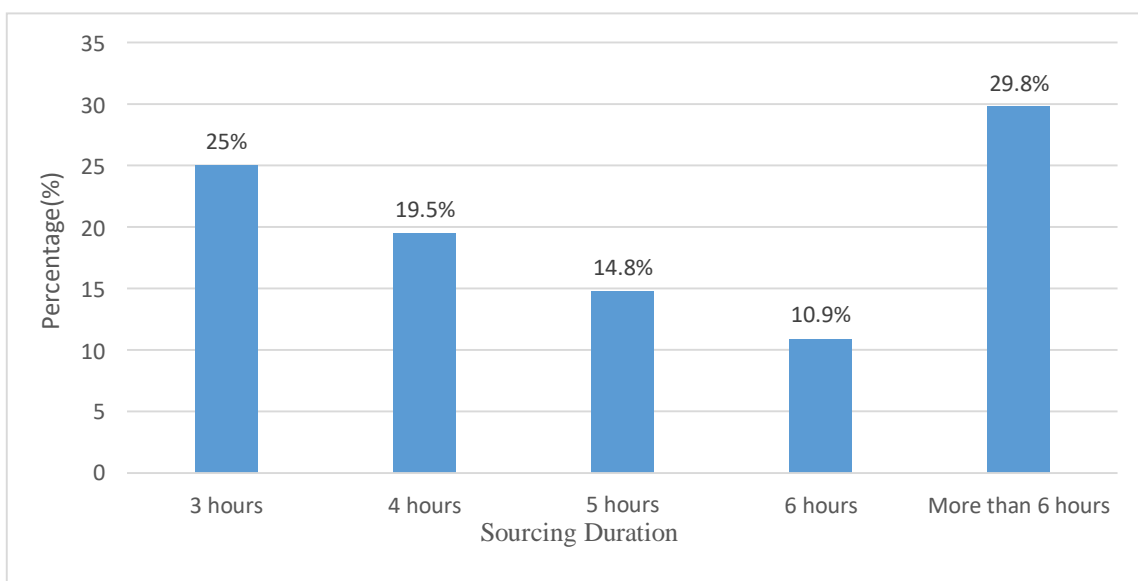
**TABLE 3.2.12 TABLE SHOWING HOW MUCH TIME YOU DO YOU SPEND ON SOURCING EVERY DAY**

S. No	Sourcing Duration	No. of Respondents	Percentage(%)
1	3 hours	32	25
2	4 hours	25	19.5
3	5 hours	19	14.8
4	6 hours	14	10.9
5	More than 6 hours	38	29.8
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 25% of respondents accepts that there will spend 3 hours every day for sourcing; 19.5% of respondents accepts that there will spend 4 hours every day for sourcing; 14.8% of respondents accepts that there will spend 5 hours every day for sourcing; 10.9% of respondents accepts that there will spend 6 hours every day for sourcing; 29.8% of respondents accepts that there will spend more than 6 hours every day for sourcing.

**Interpretation:** 29.8% of respondents accepts that there will spend more than 6 hours every day for sourcing.

**CHART 3.2.12 CHART SHOWING HOW MUCH TIME YOU DO YOU SPEND ON SOURCING EVERY DAY**



**TABLE 3.2.13 TABLE SHOWING RANK OF JOB PORTAL AS PER EMPLOYEE PERCEPTION**

**WEIGHTED AVERAGE METHOD**

<b>Job Portals</b>	<b>Rank 1</b>	<b>Rank 2</b>	<b>Rank 3</b>	<b>Rank 4</b>	<b>Rank 5</b>	<b>Total</b>	<b>Rank</b>
Naukri	75	16	14	13	10	34.5	<b>1</b>
Monster	10	48	19	11	40	24.1	<b>3</b>
LinkedIn	8	13	61	41	5	24	<b>2</b>
Indeed	8	33	23	50	14	23.7	<b>4</b>
Glassdoor	27	18	11	13	59	21.7	<b>5</b>

$$\text{Weighted Average} = \frac{\text{Sum of weighted terms}}{\text{Total number of terms}}$$

$$WA_1 = \frac{(75 \times 5) + (16 \times 4) + (14 \times 3) + (13 \times 2) + (10 \times 1)}{15} = 34.5$$

$$WA_2 = \frac{(10 \times 5) + (48 \times 4) + (19 \times 3) + (11 \times 2) + (40 \times 1)}{15} = 24.1$$

$$WA_3 = \frac{(8 \times 5) + (13 \times 4) + (61 \times 3) + (41 \times 2) + (5 \times 1)}{15} = 24$$

$$WA_4 = \frac{(8 \times 5) + (33 \times 4) + (23 \times 3) + (50 \times 2) + (14 \times 1)}{15} = 23.7$$

$$WA_5 = \frac{(27 \times 5) + (18 \times 4) + (11 \times 3) + (13 \times 2) + (59 \times 1)}{15} = 21.7$$

**Findings:** Therefore, it is concluded that Naukri is the factor that influences by employee's preference to prefer best job portal as it is 1<sup>st</sup> by majority of the respondents. LinkedIn and Monster are ranked as 2<sup>nd</sup> and 3<sup>rd</sup> respectively. Indeed is ranked 4<sup>th</sup> and Glassdoor is ranked 5<sup>th</sup> by the employees.

**Interpretation:** Majority of Employee's preference in job portal is **Naukri** as it ranked 1<sup>st</sup>.

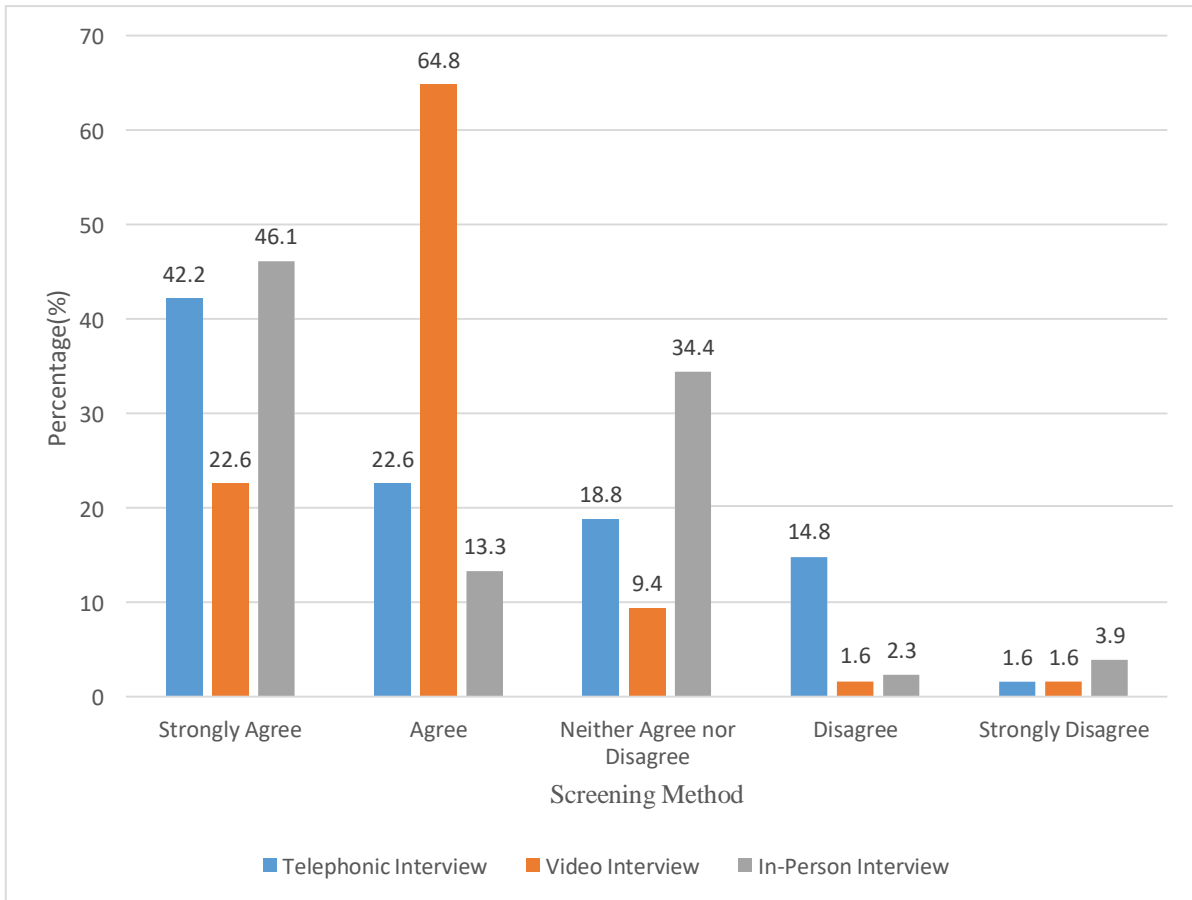
**TABLE 3.2.14 TABLE SHOWING THE BEST METHOD FOR SCREENING CANDIDATES**

S. No	Screening Method		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Telephonic Interview	Respondents	54	29	24	19	2	128
		Percentage(%)	42.2	22.6	18.8	14.8	1.6	100
2	Video Interview	Respondents	29	83	12	2	2	128
		Percentage(%)	22.6	64.8	9.4	1.6	1.6	100
3	In-Person Interview	Respondents	59	17	44	3	5	128
		Percentage(%)	46.1	13.3	34.4	2.3	3.9	100

**Findings:** From the above table it is found that the 42.2% of the respondents strongly agree that Telephonic interview is the best method for screening candidates and 1.6% of the respondents strongly disagree that Telephonic interview is the best method for screening candidates. Similarly, 64.8% of respondents agree that Video interview is the best method for screening candidates and 1.6% of respondents disagree and strongly disagree that Video interview is the best method for screening candidates. Finally, 46.1% of respondents strongly agree that In-person interview is the best method for screening candidates and 2.3% of respondents disagree that In-person interview is the best method for screening candidates.

**Interpretation:** **42.2%** of the respondents strongly agree that Telephonic interview is the best method for screening candidates; **64.8%** of respondents agree that Video interview is the best method for screening candidates; **46.1%** of respondents strongly agree that In-person interview is the best method for screening candidates.

**CHART 3.2.13 CHART SHOWING THE BEST METHOD FOR SCREENING CANDIDATES**



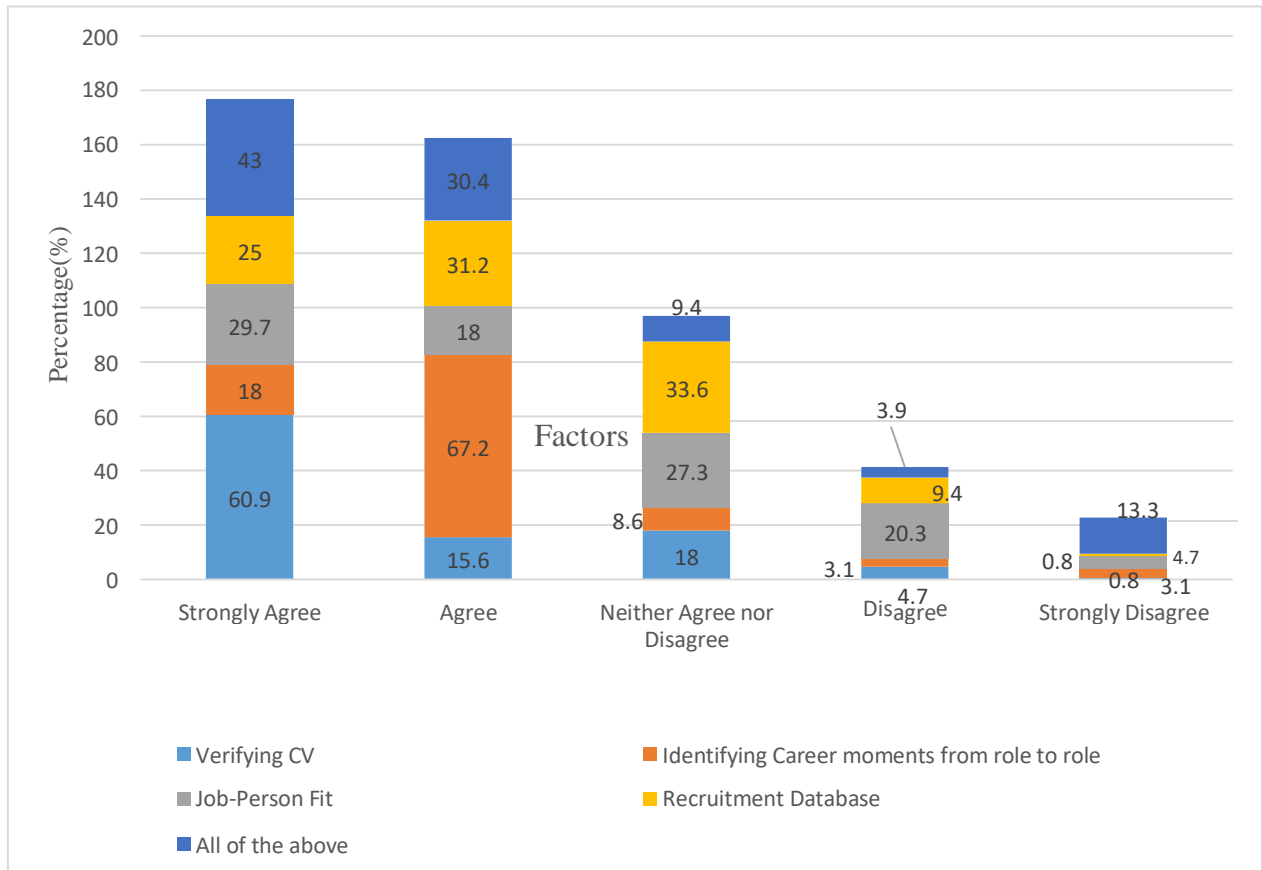
**TABLE 3.2.15 TABLE SHOWING WHAT ARE THE TOP FACTORS IN SCREENING TECHNIQUES**

S. No	Factors in Screening Techniques		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Verifying CV	Respondents	78	20	23	6	1	128
		Percentage(%)	60.9	15.6	18	4.7	0.8	100
2	Identifying Career moments from role to role	Respondents	23	86	11	4	4	128
		Percentage(%)	18	67.2	8.6	3.1	3.1	100
3	Job-Person Fit	Respondents	38	23	35	26	6	128
		Percentage(%)	29.7	18	27.3	20.3	4.7	100
4	Recruitment Database	Respondents	32	40	43	12	1	128
		Percentage(%)	25	31.2	33.6	9.4	0.8	100
5	All of the above	Respondents	55	39	12	5	17	128
		Percentage(%)	43	30.4	9.4	3.9	13.3	100

**Findings:** From the above table it is found that the 60.9% of the respondents strongly agree that verifying CV is the top factor in screening techniques and 0.8% of the respondents strongly disagree that verifying CV is the top factor in screening techniques. Similarly, 67.2% of respondents agree that identifying career moments from role to role is the top factor in screening techniques and 3.1% of respondents disagree and strongly disagree that identifying career moments from role to role is the top factor in screening techniques; 29.7% of respondents strongly agree that Job-Person fit is the top factor in screening techniques and 4.7% of respondents strongly disagree that Job-Person fit is the top factor in screening techniques; 33.6% of the respondents neither agree nor disagree that Recruitment database is the top factor in screening techniques and 0.8% strongly disagree that Recruitment database is the top factor in screening techniques. Finally, 43% of the respondents strongly agree that all the above (Verifying CV, Identifying Career moments from role to role, Job-person fit, Recruitment database) are the top factors in screening techniques and 3.9% of respondents disagree that all the above (Verifying CV, Identifying Career moments from role to role, Job-person fit, Recruitment database) are the top factors in screening techniques.

**Interpretation:** 60.9% of the respondents strongly agree that verifying CV is the top factor in screening techniques; 67.2% of respondents agree that identifying career moments from role to role is the top factor in screening techniques; 29.7% of respondents strongly agree that Job-Person fit is the top factor in screening techniques; 33.6% of the respondents neither agree nor disagree that Recruitment database is the top factor in screening techniques; 43% of the respondents strongly agree that all the above (Verifying CV, Identifying Career moments from role to role, Job-person fit, Recruitment database) are the top factors in screening techniques.

**CHART 3.2.14 CHART SHOWING WHAT ARE THE TOP FACTORS IN SCREENING TECHNIQUES**



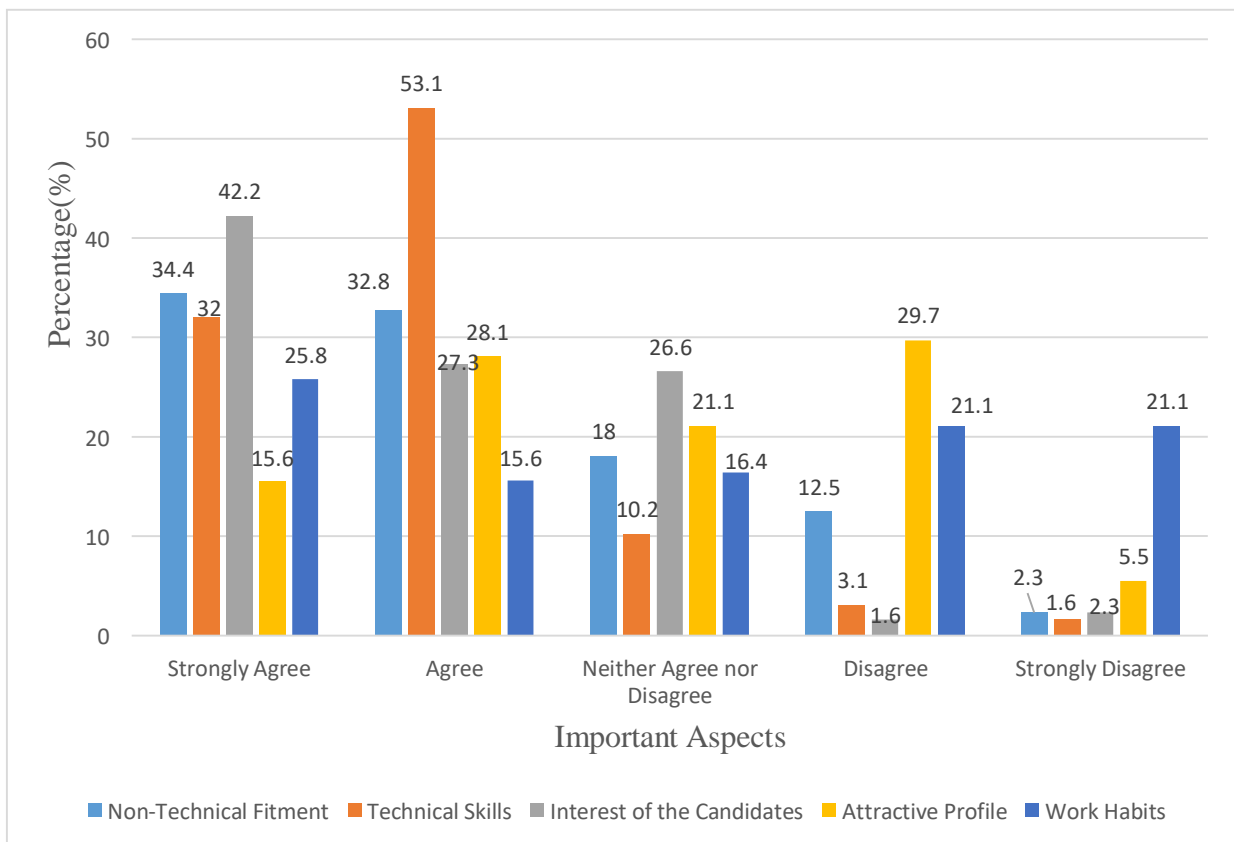
**TABLE 3.2.16 TABLE SHOWING ACCORDING TO EMPLOYEE WHAT ARE THE IMPORTANT ASPECTS TO BE VALIDATED DURING SCREENING AN APPLICATION**

S. No	Important Aspects		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Non-Technical Fitment	Respondents	44	42	23	16	3	128
		Percentage(%)	34.4	32.8	18	12.5	2.3	100
2	Technical Skills	Respondents	41	68	13	4	2	128
		Percentage(%)	32	53.1	10.2	3.1	1.6	100
3	Interest of the Candidates	Respondents	54	35	34	2	3	128
		Percentage(%)	42.2	27.3	26.6	1.6	2.3	100
4	Attractive Profile	Respondents	20	36	27	38	7	128
		Percentage(%)	15.6	28.1	21.1	29.7	5.5	100
5	Work Habits	Respondents	33	20	21	27	27	128
		Percentage(%)	25.8	15.6	16.4	21.1	21.1	100

**Findings:** From the above table it is found that the 34.4% of the respondents strongly agree that Non-Technical fitment is the important aspects to be validated during screening an application and 2.3% of the respondents strongly disagree that Non-Technical fitment is the important aspects to be validated during screening an application. Similarly, 53.1% of respondents agree that Technical skills is the important aspects to be validated during screening an application and 1.6% of respondents strongly disagree that Technical skills is the important aspects to be validated during screening an application; 42.2% of respondents strongly agree that interest of candidates is the important aspects to be validated during screening an application and 1.6% of respondents disagree that interest of candidates is the important aspects to be validated during screening an application; 29.7% of the respondents disagree that attractive profile is the important aspects to be validated during screening an application and 5.5% strongly disagree that attractive profile is the important aspects to be validated during screening an application. Finally, 25.8% of the respondents strongly agree that work habits are the important aspects to be validated during screening an application and 15.6% of respondents agree that work habits are the important aspects to be validated during screening an application.

**Interpretation:** 34.4% of the respondents strongly agree that Non-Technical fitment is the important aspects to be validated during screening an application; 53.1% of respondents agree that Technical skills is the important aspects to be validated during screening an application; 42.2% of respondents strongly agree that interest of candidates is the important aspects to be validated during screening an application; 29.7% of the respondents disagree that attractive profile is the important aspects to be validated during screening an application; 25.8% of the respondents strongly agree that work habits are the important aspects to be validated during screening an application.

**CHART 3.2.15 CHART SHOWING ACCORDING TO EMPLOYEE WHAT ARE THE IMPORTANT ASPECTS TO BE VALIDATED DURING SCREENING AN APPLICATION**



**TABLE 3.2.17 TABLE SHOWING WHAT'S THE EXPECTATION OF RECRUITER TO IDENTIFY AN APPLICANT'S SUITABILITY**

S. No	Applicant's Suitability		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Personal Value	Respondents	51	28	25	15	9	128
		Percentage(%)	39.9	21.9	19.5	11.7	7	100
2	Interest	Respondents	38	69	15	4	2	128
		Percentage(%)	29.7	53.9	11.7	3.1	1.6	100
3	Abilities and skills	Respondents	56	31	32	6	3	128
		Percentage(%)	43.8	24.2	25	4.7	2.3	100
4	Goals and Opportunities	Respondents	25	42	34	21	6	128
		Percentage(%)	19.5	32.8	26.6	16.4	4.7	100
5	Employment Preference	Respondents	42	38	15	13	20	128
		Percentage(%)	32.8	29.7	11.7	10.2	15.6	100

**Findings:** From the above table it is found that the 39.9% of the respondents strongly agree that personal value is used to identify an applicant's suitability and 7% of the respondents strongly disagree that personal value is used to identify an applicant's suitability. Similarly, 53.9% of respondents agree that interest is used to identify an applicant's suitability and 1.6% of respondents strongly disagree that interest is used to identify an applicant's suitability; 43.8% of respondents strongly agree that abilities and skills are used to identify an applicant's suitability and 2.3% of respondents strongly disagree that abilities and skills are used to identify an applicant's suitability; 32.8% of the respondents agree that goals and opportunities are used to identify an applicant's suitability and 4.7% strongly disagree that goals and opportunities are used to identify an applicant's suitability. Finally, 32.8% of the respondents strongly agree that employee preference is used to identify an applicant's suitability and 10.2% of respondents disagree that employee preference is used to identify an applicant's suitability.

**Interpretation:** 39.9% of the respondents strongly agree that personal value is used to identify an applicant's suitability; 53.9% of respondents agree that interest is used to identify an applicant's suitability; 43.8% of respondents strongly agree that abilities and skills are used to identify an applicant's suitability; 32.8% of the respondents agree that goals and opportunities

are used to identify an applicant’s suitability; **32.8%** of the respondents strongly agree that employee preference is used to identify an applicant’s suitability.

**CHART 3.2.16 CHART SHOWING WHAT’S THE EXPECTATION OF RECRUITER TO IDENTIFY AN APPLICANT'S SUITABILITY**



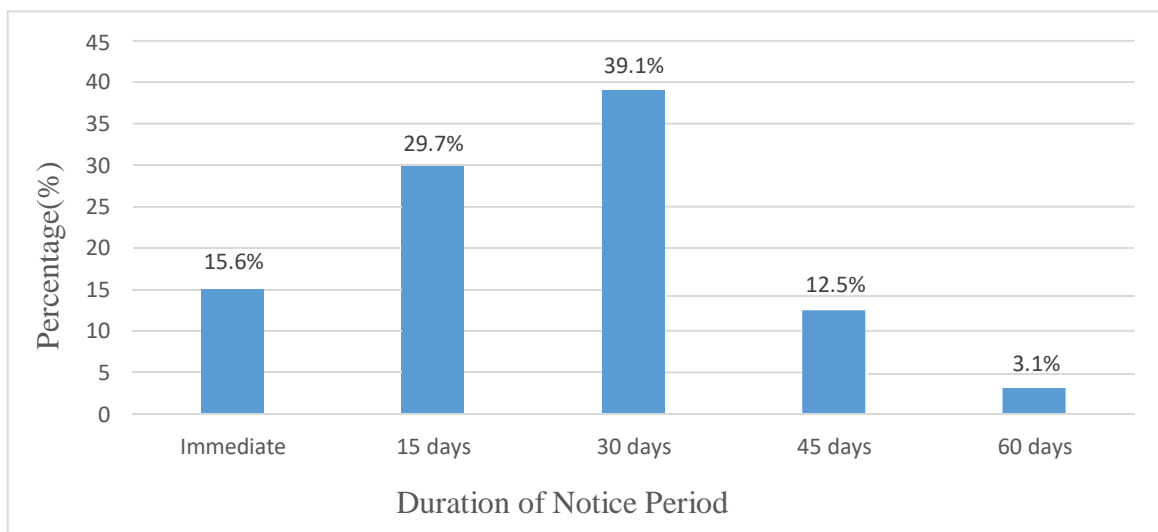
**TABLE 3.2.18 TABLE SHOWING WHAT'S THE RELEVANT DURATION OF NOTICE PERIOD, EMPLOYEE FEEL TO PROCESS AHEAD A CANDIDATE'S RESUME**

S. No	Duration of Notice Period	No. of Respondents	Percentage(%)
1	Immediate	20	15.6
2	15 days	38	29.7
3	30 days	50	39.1
4	45 days	16	12.5
5	60 days	4	3.1
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found 15.6% of respondents accepts that there feel immediate is the relevant duration of notice period to process ahead a candidate's resume; 29.7% of respondents accepts that there feel 15 days is the relevant duration of notice period to process ahead a candidate's resume; 39.1% of respondents accepts that there feel 30 days is the relevant duration of notice period to process ahead a candidate's resume; 12.5% of respondents accepts that there feel 45 days is the relevant duration of notice period to process ahead a candidate's resume; 3.1% of respondents accepts that there feel 60 days is the relevant duration of notice period to process ahead a candidate's resume.

**Interpretation:** 39.1% of respondents accepts that there feel 30 days is the relevant duration of notice period to process ahead a candidate's resume

**CHART 3.2.17 CHART SHOWING WHAT'S THE RELEVANT DURATION OF NOTICE PERIOD, EMPLOYEE FEEL TO PROCESS AHEAD A CANDIDATE'S RESUME**



**TABLE 3.2.19 TABLE SHOWING WHICH JOB PORTALS WOULD RECRUITER PREFER THE MOST FOR SOURCING**

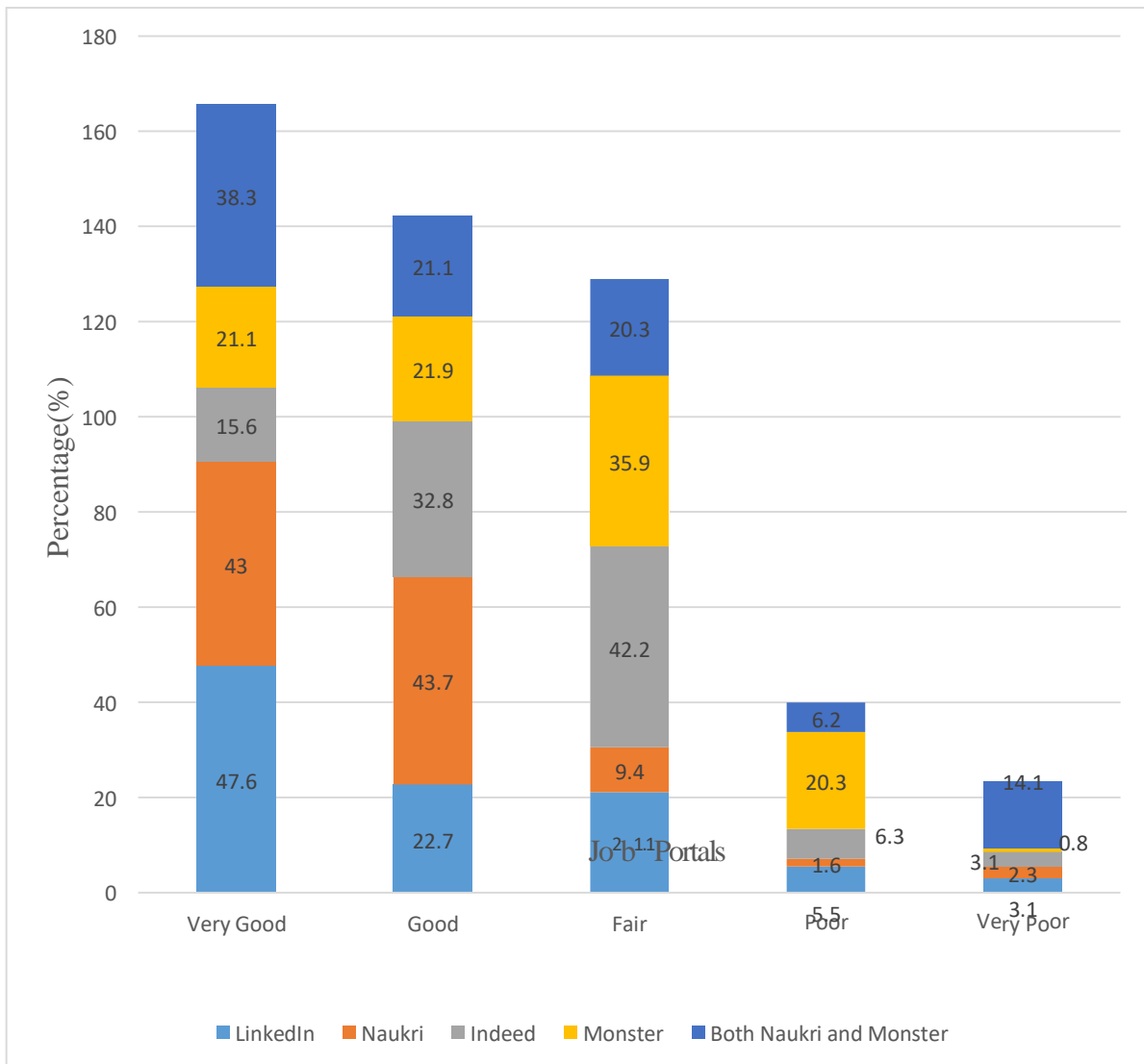
S. No	Job Portals		Very Good	Good	Fair	Poor	Very Poor	Total
1	LinkedIn	Respondents	61	29	27	7	4	128
		Percentage(%)	47.6	22.7	21.1	5.5	3.1	100
2	Naukri	Respondents	55	56	12	2	3	128
		Percentage(%)	43	43.7	9.4	1.6	2.3	100
3	Indeed	Respondents	20	42	54	8	4	128
		Percentage(%)	15.6	32.8	42.2	6.3	3.1	100
4	Monster	Respondents	27	28	46	26	1	128
		Percentage(%)	21.1	21.9	35.9	20.3	0.8	100
5	Both Naukri and Monster	Respondents	49	27	26	8	18	128
		Percentage(%)	38.3	21.1	20.3	6.2	14.1	100

**Findings:** From the above table it is found that the 47.6% of the respondents feels LinkedIn is very good job portal and there prefer LinkedIn the most for sourcing and 3.1% of the respondents feels LinkedIn is very poor job portal and there didn't prefer LinkedIn the most for sourcing. Similarly, 43.7% of respondents feels Naukri is good job portal and there prefer Naukri the most for sourcing and 1.6% of respondents feels Naukri is a poor job portal and there didn't prefer Naukri the most for sourcing; 42.2% of respondents feels Indeed is fair job portal and there prefer Indeed the most for sourcing and 3.1% of respondents feels indeed is very poor job portal and there didn't prefer Indeed the most for sourcing; 35.9% of the respondents feels Monster is fair job portal and there prefer Monster the most for sourcing and 0.8% feels Monster is very poor job portal and there didn't prefer Monster the most for sourcing. Finally, 38.3% of the respondents feels both Naukri & Monster are very good job portals and there prefer both Naukri & Monster the most for sourcing and 6.2% of respondents feels both Naukri & Monster are poor job portals and there didn't prefer both Naukri & Monster the most for sourcing.

**Interpretation:** 47.6% of the respondents feels LinkedIn is very good job portal and there prefer LinkedIn the most for sourcing; 43.7% of respondents feels Naukri is good job portal

and there prefer Naukri the most for sourcing; **42.2%** of respondents feels Indeed is fair job portal and there prefer Indeed the most for sourcing; **35.9%** of the respondents feels Monster is fair job portal and there prefer Monster the most for sourcing; **38.3%** of the respondents feels both Naukri & Monster are very good job portals and there prefer both Naukri & Monster the most for sourcing.

**CHART 3.2.18 CHART SHOWING WHICH JOB PORTALS WOULD RECRUITER PREFER THE MOST FOR SOURCING**



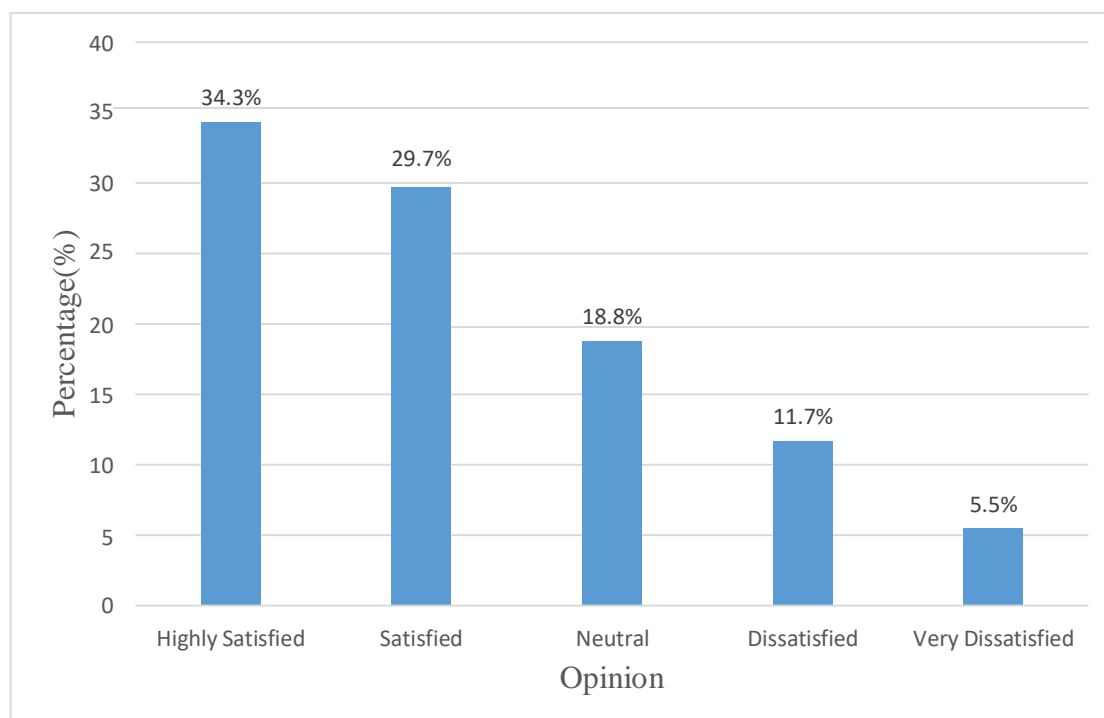
**TABLE 3.2.20 TABLE SHOWING HOW BOOLEAN SEARCH IS EFFECTIVE**

S. No	Opinions	No. of Respondents	Percentage(%)
1	Highly Satisfied	44	34.3
2	Satisfied	38	29.7
3	Neutral	24	18.8
4	Dissatisfied	15	11.7
5	Very Dissatisfied	7	5.5
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 34.3% of respondents highly satisfied that Boolean search is effective; 29.7% of respondents satisfied that Boolean search is effective; 18.8% of respondents neither satisfied nor dissatisfied that Boolean search is effective; 11.7% of respondents dissatisfied that Boolean search is effective; 5.5% of respondents highly dissatisfied that Boolean search is effective.

**Interpretation:** 34.3% of respondents highly satisfied that Boolean search is effective.

**CHART 3.2.19 CHART SHOWING HOW BOOLEAN SEARCH IS EFFECTIVE**



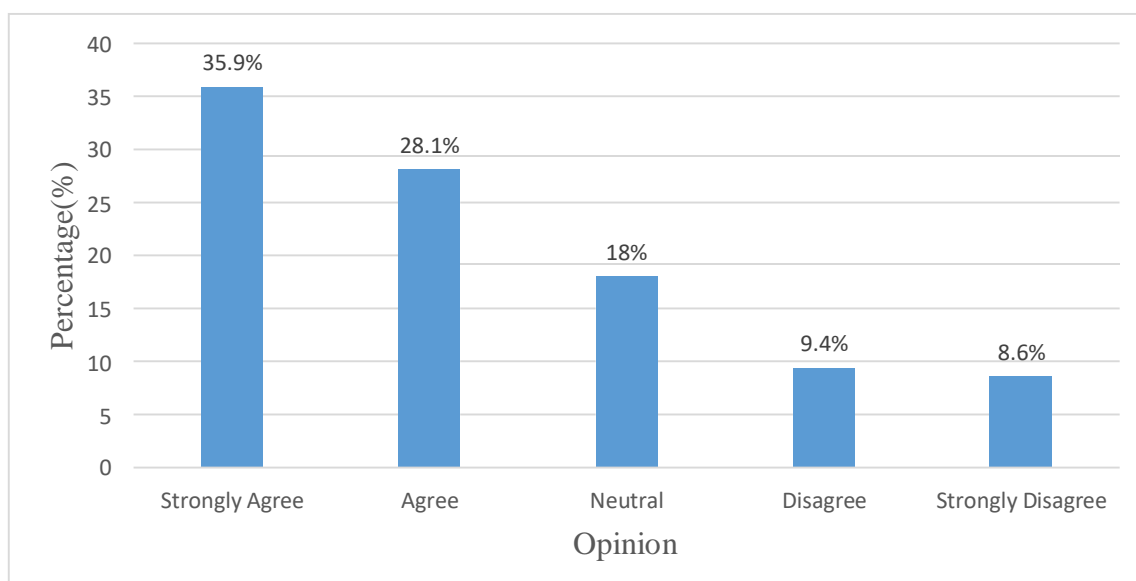
**TABLE 3.2.21 TABLE SHOWING DO EMPLOYEE KEEP UP CANDIDATE'S EXPECTATION IN TERMS OF ROLE/DESIGNATION/SALARY**

S. No	Opinion	No. of Respondents	Percentage(%)
1	Strongly Agree	46	35.9
2	Agree	36	28.1
3	Neutral	23	18
4	Disagree	12	9.4
5	Strongly Disagree	11	8.6
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 35.9% of respondents strongly agree that there keep up candidate's expectation in terms of role/designation/salary; 28.1% of respondents agree that there keep up candidate's expectation in terms of role/designation/salary; 18% of respondents neither agree nor disagree that there keep up candidate's expectation in terms of role/designation/salary; 9.4% of respondents disagree that there keep up candidate's expectation in terms of role/designation/salary; 8.6% of respondents strongly disagree that there keep up candidate's expectation in terms of role/designation/salary.

**Interpretation:** 35.9% of respondents strongly agree that there keep up candidate's expectation in terms of role/designation/salary.

**CHART 3.2.20 CHART SHOWING DO EMPLOYEE KEEP UP CANDIDATE'S EXPECTATION IN TERMS OF ROLE/DESIGNATION/SALARY**



**TABLE 3.2.22 TABLE SHOWING WHICH IS THE MOST USED TOOL IN PASSIVE SOURCING**

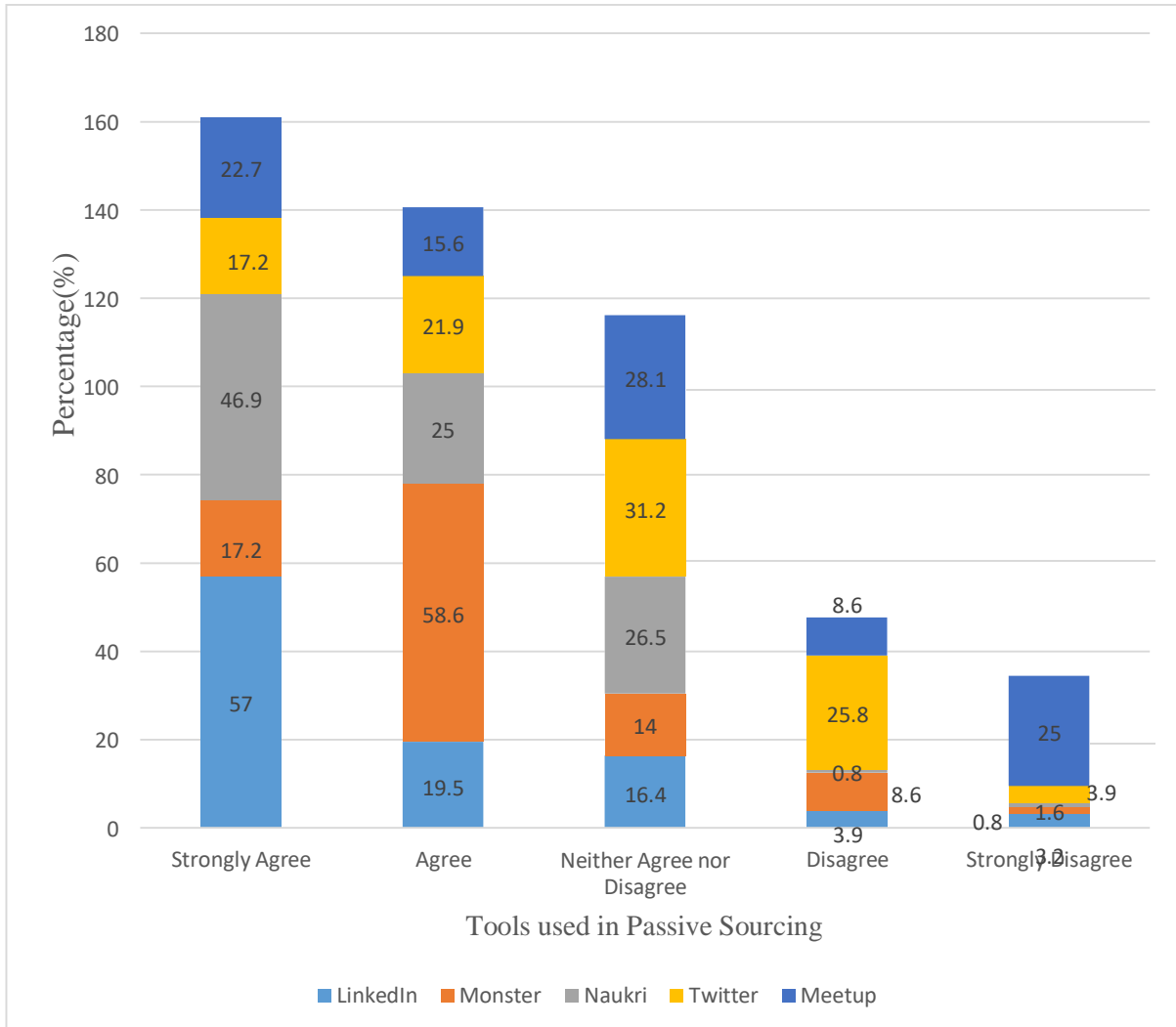
S. No	Tools used in Passive Sourcing		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	LinkedIn	Respondents	73	25	21	5	4	128
		Percentage(%)	57	19.5	16.4	3.9	3.2	100
2	Monster	Respondents	22	75	18	11	2	128
		Percentage(%)	17.2	58.6	14	8.6	1.6	100
3	Naukri	Respondents	60	32	34	1	1	128
		Percentage(%)	46.9	25	26.5	0.8	0.8	100
4	Twitter	Respondents	22	28	40	33	5	128
		Percentage(%)	17.2	21.9	31.2	25.8	3.9	100
5	Meetup	Respondents	29	20	36	11	32	128
		Percentage(%)	22.7	15.6	28.1	8.6	25	100

**Findings:** From the above table it is found that the 57% of the respondents strongly agree that LinkedIn is the most used tool in Passive sourcing and 3.2% of the respondents strongly disagree that LinkedIn is the most used tool in Passive sourcing. Similarly, 58.6% of respondents agree that Monster is the most used tool in Passive sourcing and 1.6% of respondents strongly disagree that Monster is the most used tool in Passive sourcing; 46.9% of respondents strongly agree that Naukri is the most used tool in passive sourcing and 0.8% of respondents disagree and strongly disagree that Naukri is the most used tool in passive sourcing; 31.2% of respondents neither agree nor disagree that Twitter is the most used tool in passive sourcing and 3.9% of respondents strongly disagree that Twitter is the most used tool in passive sourcing; 28.1% of the respondents neither agree nor disagree that Meetup is the most used tool in passive sourcing and 8.6% disagree that Meetup is the most used tool in passive sourcing.

**Interpretation:** 57% of the respondents strongly agree that LinkedIn is the most used tool in Passive sourcing; 58.6% of respondents agree that Monster is the most used tool in Passive sourcing; 46.9% of respondents strongly agree that Naukri is the most used tool in passive sourcing; 31.2% of respondents neither agree nor disagree that Twitter is the most used tool in

passive sourcing; **28.1%** of the respondents neither agree nor disagree that Meetup is the most used tool in passive sourcing.

**CHART 3.2.21 CHART SHOWING WHICH IS THE MOST USED TOOL IN PASSIVE SOURCING**



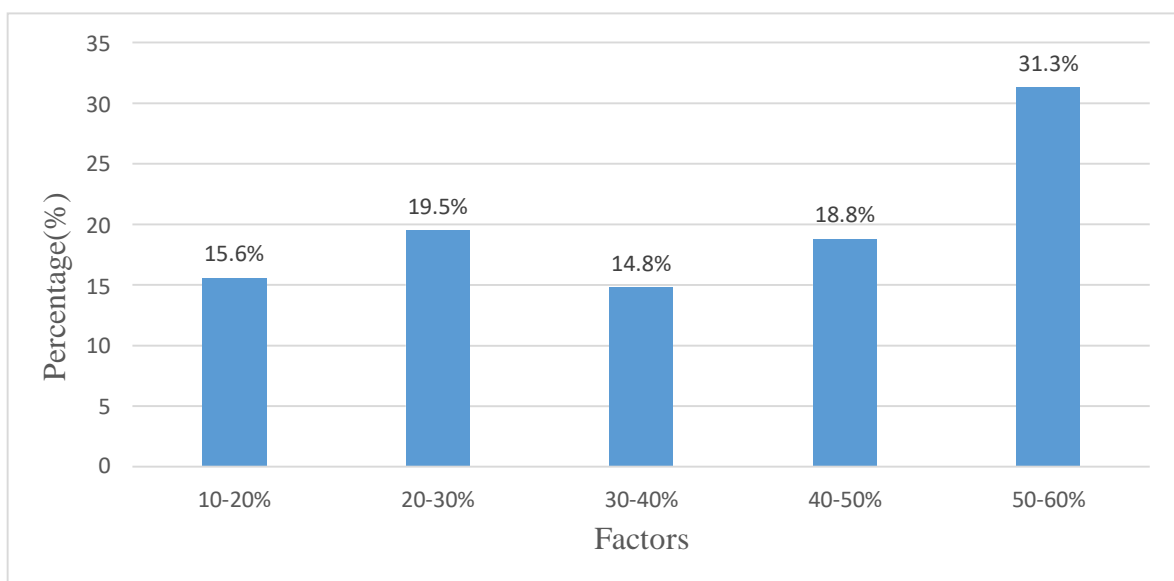
**TABLE 3.2.23 TABLE SHOWING HOW OFTEN EMPLOYEE GET MOST RELEVANT PROFILES IN AN INTERNAL DATABASE**

S. No	Factors	No. of Respondents	Percentage(%)
1	10-20%	20	15.6
2	20-30%	25	19.5
3	30-40%	19	14.8
4	40-50%	24	18.8
5	50-60%	40	31.3
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 15.6% of respondents feels that there get 10-20% of relevant profiles in an internal database; 19.5% of respondents feels that there get 20-30% of relevant profiles in an internal database; 14.8% of respondents feels that there get 30-40% of relevant profiles in an internal database; 18.8% of respondents feels that there get 40-50% of relevant profiles in an internal database; 31.3% of respondents feels that there get 50-60% of relevant profiles in an internal database.

**Interpretation:** 31.3% of respondents feels that there get 50-60% of relevant profiles in an internal database.

**CHART 3.2.22 CHART SHOWING HOW OFTEN EMPLOYEE GET MOST RELEVANT PROFILES IN AN INTERNAL DATABASE**



**TABLE 3.2.24 TABLE SHOWING IN WHAT TYPE OF SOURCING EMPLOYEE MOSTLY FIND DUPLICITY OF PROFILES**

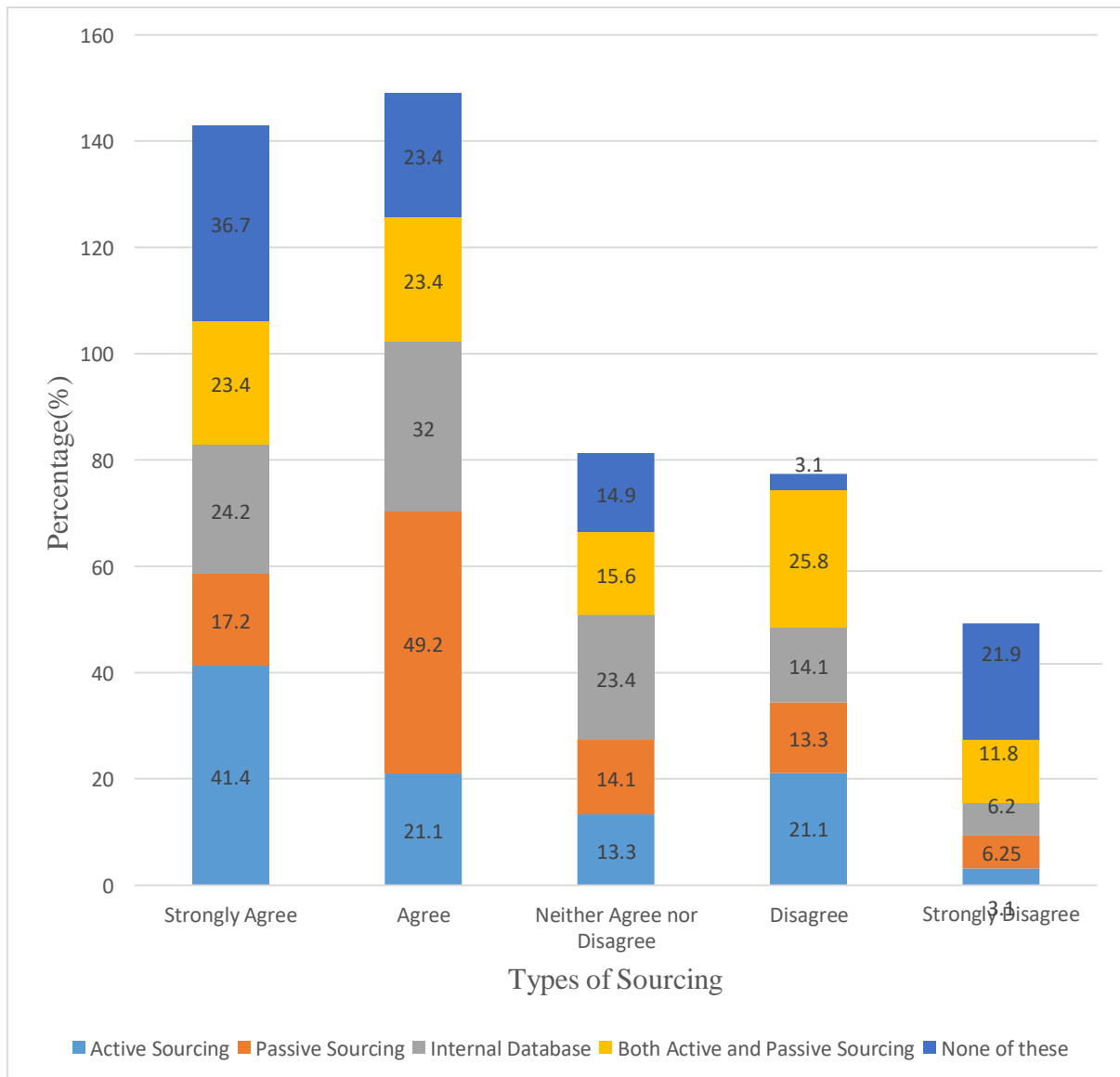
S. No	Type of Sourcing		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
1	Active Sourcing	Respondents	53	27	17	27	4	128
		Percentage(%)	41.4	21.1	13.3	21.1	3.1	100
2	Passive Sourcing	Respondents	22	63	18	17	8	128
		Percentage(%)	17.2	49.2	14.1	13.3	6.25	100
3	Internal Database	Respondents	31	41	30	18	8	128
		Percentage(%)	24.2	32	23.4	14.1	6.2	100
4	Both Active and Passive Sourcing	Respondents	30	30	20	33	15	128
		Percentage(%)	23.4	23.4	15.6	25.8	11.8	100
5	None of these	Respondents	47	30	19	4	28	128
		Percentage(%)	36.7	23.4	14.9	3.1	21.9	100

**Findings:** From the above table it is found that the 41.4% of the respondents strongly agree that Active Sourcing is type of sourcing there mostly find duplicity of profiles and 3.1% of the respondents strongly disagree that Active Sourcing is type of sourcing there mostly find duplicity of profiles. Similarly, 49.2% of respondents agree that Passive Sourcing is type of sourcing there mostly find duplicity of profiles and 6.25% of respondents strongly disagree that Passive Sourcing is type of sourcing there mostly find duplicity of profiles; 32% of respondents agree that Internal database is type of sourcing there mostly find duplicity of profiles and 6.2% of respondents strongly disagree that Internal Database is type of sourcing there mostly find duplicity of profiles; 25.8% of respondents disagree that both active & passive sourcing are types of sourcing there mostly find duplicity of profiles and 11.8% of respondents strongly disagree that both active & passive sourcing are types of sourcing there mostly find duplicity of profiles. Finally, 36.7% of the respondents strongly agree that none of these are types of sourcing there mostly find duplicity of profiles and 3.1% disagree that none of these are types of sourcing there mostly find duplicity of profiles.

**Interpretation:** 41.4% of the respondents strongly agree that Active Sourcing is type of sourcing there mostly find duplicity of profiles; 49.2% of respondents agree that Passive

Sourcing is type of sourcing there mostly find duplicity of profiles; **32%** of respondents agree that Internal database is type of sourcing there mostly find duplicity of profiles; **25.8%** of the respondents disagree that both active & passive sourcing are types of sourcing there mostly find duplicity of profiles; **36.7%** of the respondents strongly agree that none of these are types of sourcing there mostly find duplicity of profiles.

**CHART 3.2.23 CHART SHOWING IN WHAT TYPE OF SOURCING EMPLOYEE MOSTLY FIND DUPLICITY OF PROFILES**



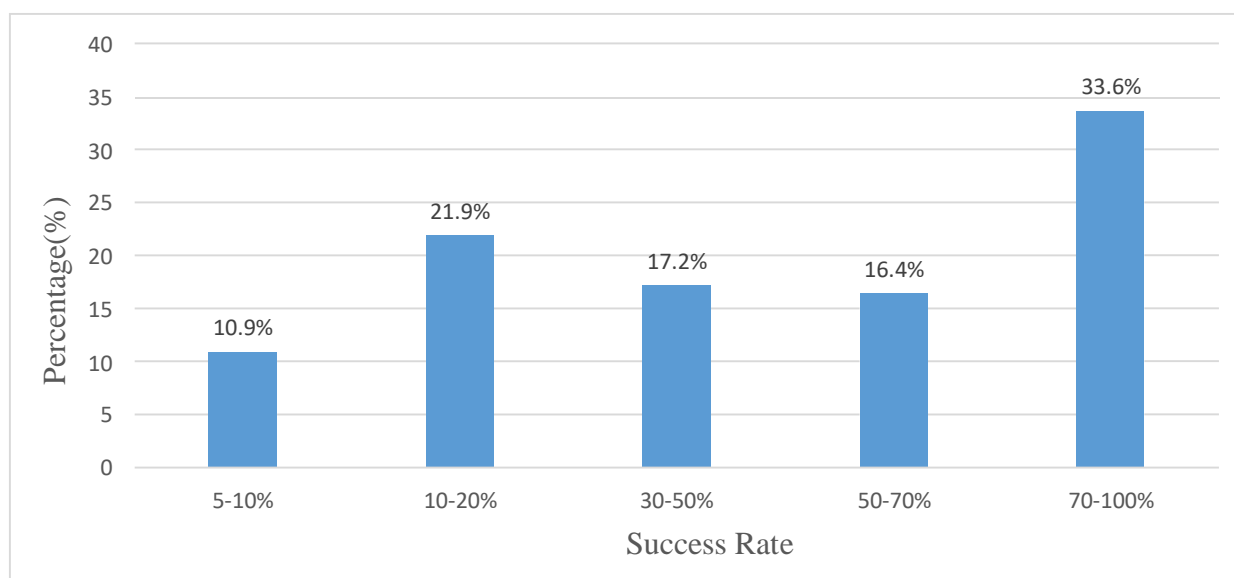
**TABLE 3.2.25 TABLE SHOWING WHAT IS THE SUCCESS RATE OF PASSIVE SOURCING FOR STRATEGIC/LEADERSHIP ROLES**

S. No	Success Rate	No. of Respondents	Percentage(%)
1	5-10%	14	10.9
2	10-20%	28	21.9
3	30-50%	22	17.2
4	50-70%	21	16.4
5	70-100%	43	33.6
<b>TOTAL</b>		<b>128</b>	<b>100</b>

**Findings:** From the above table it is found that 10.9% of respondents feels 5-10% is the success rate of passive sourcing for strategic/leadership roles; 21.9% of respondents feels 10-20% is the success rate of passive sourcing for strategic/leadership roles; 17.2% of respondents feels 30-50% is the success rate of passive sourcing for strategic/leadership roles; 16.4% of respondents feels 50-70% is the success rate of passive sourcing for strategic/leadership roles; 33.6% of respondents feels 70-100% is the success rate of passive sourcing for strategic/leadership roles.

**Interpretation:** 33.6% of respondents feels 70-100% is the success rate of passive sourcing for strategic/leadership roles.

**CHART 3.2.24 CHART SHOWING WHAT IS THE SUCCESS RATE OF PASSIVE SOURCING FOR STRATEGIC/LEADERSHIP ROLES**



## INFERENTIAL ANALYSIS

### KRUSKAL-WALIS TEST 1:

**Table 3.2.26:** Table showing the significant difference between among Mean Rank of Sourcing hours with Respect to Average Time, Highest & Fastest Applicants and Sourcing Techniques. (Comparing Table-3.2.5, Table- 3.2.7 and Table- 3.2.10).

**Null Hypothesis H<sub>0</sub>:** There is no significance difference between the mean rank of sourcing hours with respect to sourcing techniques. We Reject Null Hypothesis, Stating that there is a significance difference between the mean rank of sourcing hours with respect to average time and highest & fastest applicants.

### Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Average Time	128	16.34	2.976	10	25
Highest and Fastest Applicants	128	18.26	3.326	11	25
Sourcing Techniques	128	19.26	3.521	9	25
Sourcing Hours	128	3.01	1.585	1	5

### Ranks

	Sourcing Hours	N	Mean Rank
Average Time	3 hours	32	69.33
	4 hours	25	76.04
	5 hours	19	75.61
	6 hours	14	50.86
	More than 6 hours	38	52.32
	<b>Total</b>	<b>128</b>	
Highest and Fastest Applicants	3 hours	32	84.42
	4 hours	25	61.58
	5 hours	19	72.71
	6 hours	14	49.36
	More than 6 hours	38	51.12
	<b>Total</b>	<b>128</b>	

Sourcing Techniques	3 hours	32	75.41
	4 hours	25	57.08
	5 hours	19	63.00
	6 hours	14	43.14
	More than 6 hours	38	68.82
	<b>Total</b>	<b>128</b>	

**Test Statistics<sup>a,b</sup>**

	<b>Average Time</b>	<b>Highest and Fastest Applicants</b>	<b>Sourcing Techniques</b>
Kruskal-Wallis H	11.722	17.780	9.116
Df	4	4	4
Asymp. Sig.	.020	.001	.058

- a. Kruskal Wallis Test
- b. Grouping Variable: Sourcing Hours

**Findings:**

From the above table it was observed that P value of sourcing techniques is greater than 0.05. Since the P value is greater than 0.05 there is no significance difference among sourcing hours with respect to sourcing techniques. The P value of Average time and Highest & Fastest applicants are lesser than 0.05. Since the P value is lesser than 0.05 there is a significance difference among sourcing hours with respect to Average time and Highest & Fastest applicants. Hence the  $H_0$  is accepted @ 5% level with respect to sourcing techniques and  $H_0$  is rejected @ 5% level with respect to average time and highest & fastest applicants.

**Inference:**

There is no significance difference among sourcing hours with respect to sourcing techniques and There is a significance difference among sourcing hours with respect to Average time and Highest & Fastest applicants.

## KRUSKAL-WALIS TEST 2:

**Table 3.2.27:** Table showing the significant difference between among Mean Rank of Experience with Respect to Important Component, Sourcing Efficient and Duplicity of Profiles. (Comparing Table-3.2.6, Table- 3.2.9 and Table- 3.2.24).

**Null Hypothesis H<sub>0</sub>:** There is no significance difference between the mean rank of experience with respect to important component and sourcing efficient. We Reject Null Hypothesis, Stating that there is a significance difference between the mean rank of experience with respect to duplicity of profiles.

### Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Important Component	128	15.36	2.676	6	20
Sourcing Efficient	128	15.42	2.725	9	20
Duplicity of Profiles	128	17.59	4.030	9	25
Experience	128	2.48	1.397	1	5

### Ranks

	Experience	N	Mean Rank
Important Component	0-1 years	42	66.71
	1-1.5 years	32	66.28
	1.5-2 years	20	74.05
	2-2.5 years	18	49.06
	2.5-3 years	16	60.56
	<b>Total</b>	<b>128</b>	
	0-1 years	42	72.71

Sourcing Efficient	1-1.5 years	32	58.83
	1.5-2 years	20	58.50
	2-2.5 years	18	67.75
	2.5-3 years	16	58.13
	<b>Total</b>	<b>128</b>	
Duplicity of Profiles	0-1 years	42	54.62
	1-1.5 years	32	73.70
	1.5-2 years	20	79.65
	2-2.5 years	18	54.25
	2.5-3 years	16	64.63
	<b>Total</b>	<b>128</b>	

**Test Statistics<sup>a,b</sup>**

	<b>Important Component</b>	<b>Sourcing Efficient</b>	<b>Duplicity of Profiles</b>
Kruskal-Wallis H	4.952	4.044	9.802
Df	4	4	4
Asymp. Sig.	.292	.400	.044

- a. Kruskal Wallis Test
- b. Grouping Variable: Experience

**Findings:**

From the above table it was observed that P value of important component and sourcing efficient is greater than 0.05. Since the P value is greater than 0.05 there is no significance difference among experience with respect to important components and sourcing efficient. The

P value of duplicity of profiles is lesser than 0.05. Since the P value is lesser than 0.05 there is a significance difference among experience with respect to duplicity of profiles. Hence the  $H_0$  is accepted @ 5% level with respect to important component & sourcing efficient and  $H_0$  is rejected @ 5% level with respect to duplicity of profiles.

**Inference:**

There is no significance difference among experience with respect to important components and sourcing efficient and There is a significance difference among experience with respect to duplicity of profiles.

**MANN- WHITNEY TEST:**

**Table 3.2.28:** Table showing the significant difference between among Mean Rank of Gender with Respect to Screening Candidates, Top Screening Techniques, Important Aspects and Applicant’s Suitability. (Comparing Table-3.2.5, Table- 3.2.7 and Table- 3.2.10).

**Null Hypothesis H<sub>0</sub>:** There is no significance difference between the mean rank of female and male with respect to screening candidates, top screening techniques and important aspects. We Reject Null Hypothesis, Stating that there is a significance difference between the mean rank of female and male with respect to applicant’s suitability.

**Descriptive Statistics**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
Screening Candidates	128	11.90	1.601	6	15
Top Screening Techniques	128	19.29	3.478	9	25
Important Aspects	128	37.54	6.671	14	50
Applicant’s Suitability	128	18.85	3.957	5	25
Gender	128	1.40	.492	1	2

**Ranks**

	<b>Gender</b>	<b>N</b>	<b>Mean Rank</b>	<b>Sum of Ranks</b>
Screening Candidates	Female	77	64.97	5002.50
	Male	51	63.79	3253.50
	<b>Total</b>	<b>128</b>		
Top Screening Techniques	Female	77	63.05	4855.00
	Male	51	66.69	3401.00
	<b>Total</b>	<b>128</b>		

Important Aspects	Female	77	64.67	4979.50
	Male	51	64.25	3276.50
	<b>Total</b>	<b>128</b>		
Applicant's Suitability	Female	77	70.93	5461.50
	Male	51	54.79	2794.50
	<b>Total</b>	<b>128</b>		

#### Test Statistics<sup>a</sup>

	Screening Candidates	Top Screening Techniques	Important Aspects	Applicant's Suitability
Mann-Whitney U	1927.500	1852.000	1950.500	1468.500
Wilcoxon W	3253.500	4855.000	3276.500	2794.500
Z	-.184	-.546	-.064	-2.421
Asymp. Sig. (2-tailed)	.854	.585	.949	.015

a. Grouping Variable: Gender

#### Findings:

From the above table it was observed that P value of screening candidates, top screening techniques and important component are greater than 0.05. Since the P value is greater than 0.05 there is no significance difference among female and male with respect to screening candidates, top screening techniques and important component. The P value of applicant's suitability is lesser than 0.05. Since the P value is lesser than 0.05 there is a significance difference among female and male with respect to applicant's suitability. Hence the  $H_0$  is accepted @ 5% level with respect to screening candidates, top screening techniques & important component and  $H_0$  is rejected @ 5% level with respect to applicant's suitability. Based on the mean score the female have better opinion on the screening process.

#### Inference:

There is no significance difference among female and male with respect to screening candidates, top screening techniques and important component and There is a significance difference among female and male with respect to applicant's suitability.

**NON-PARAMETRIC CORRELATIONS:**

**Table 3.2.28:** Table showing the correlation coefficient between job portal and passive sourcing. (Comparing Table- 3.2.19 and Table- 3.2.22)

**Null Hypothesis H<sub>0</sub>:** There is no relationship between job portal and passive sourcing.

**Correlations**

			<b>Job Portal</b>	<b>Passive Sourcing</b>
Spearman's rho	Job Portal	Correlation Coefficient	1.000	.353**
		Sig. (2-tailed)	.	<.001
		N	128	128
	Passive Sourcing	Correlation Coefficient	.353**	1.000
		Sig. (2-tailed)	<.001	.
		N	128	128

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Findings:**

The Correlation Coefficient between job portal and passive sourcing is 0.353. Since P value is greater than 0.001, there is no relationship between job portal and passive sourcing. Hence, H<sub>0</sub> is accepted @ 1% level with respect to job portal and passive sourcing. Since P value is positive there is a positive relationship between job portal and passive sourcing.

**Inference:**

There is no relationship between job portal and passive sourcing. Hence, H<sub>0</sub> is accepted @ 1% level with respect to job portal and passive sourcing. Since P value is positive there is a positive relationship between job portal and passive sourcing.

### 3.3 SUMMARY OF FINDINGS

- ❖ 60.2% of the employees are female.
- ❖ 39.1% of the employees of Zoho corporation are between 21 to 25.
- ❖ 32.8% of the respondents have 0-1 years of work experience in Zoho corporation.
- ❖ 39% of the respondents have income level between Rs10,000-15,000.
- ❖ 60.1% of the respondents accept that there will always take less than 2 minutes to look at a resume; 57.8% of the respondents accept that there will take very oftenly to look at a resume; 59.3% of the respondents accept that only sometimes there will take 7-10 minutes to look at a resume; 50% of the respondents accept that there will rarely take 12 minutes to look at a resume; 42.3% of respondents accept that there will never take more than 12 minutes to look at a resume.
- ❖ 50% of the respondents strongly agree that education qualification is an important component; 44.5% of respondents agree that skills is an important component; 35.2% of respondents neither agree nor disagree that achievements is an important component; 29.7% of the respondents agree that Internship, Projects etc., are important components.
- ❖ 52.3% of the respondents strongly agree that social networks will give fastest and highest number of applicants; 47.7% of respondents agree that employee referrals will give fastest and highest number of applicants; 35.2% of respondents neither agree nor disagree that walk-ins will give fastest and highest number of applicants; 31.3% of the respondents agree that career page will give fastest and highest number of applicants; 32.8% of the respondents agree that job fair will give fastest and highest number of applicants.
- ❖ 39.1% of respondents strongly agree that the sourcing and screening method used by Zoho corporation in initial stages of recruitment is satisfactory.
- ❖ 48.4% of the respondents strongly agree that Active Sourcing is most efficient for sourcing; 47.6% of respondents agree that Passive Sourcing is most efficient for sourcing; 30.5% of respondents neither agree nor disagree that Internal database is most efficient for sourcing; 33.6% of the respondents agree that both Active and passive Sourcing is most efficient for sourcing.
- ❖ 56.3% of the respondents strongly agree that social media is the candidate sourcing technique used by ZOHO ; 56.3% of respondents agree that online job postings is the candidate sourcing technique used by ZOHO ; 37.5% of respondents agree that employee referrals is the candidate sourcing technique used by ZOHO ; 39.8% of the respondents agree that Recruitment database is the candidate sourcing technique used by ZOHO ; 43.8% of the respondents strongly agree that all of the above (social media, online job postings, employee referrals, recruitment database) are the candidate sourcing techniques used by ZOHO .
- ❖ 90.6% of respondents says yes for their source proactively regardless of the current vacancies.
- ❖ 29.8% of respondents accepts that there will spend more than 6 hours every day for sourcing.
- ❖ Naukri is the Employee's first preference in job portal and is as it ranked 1<sup>st</sup>.
- ❖ 42.2% of the respondents strongly agree that Telephonic interview is the best method for screening candidates; 64.8% of respondents agree that Video interview is the best method

for screening candidates; 46.1% of respondents strongly agree that In-person interview is the best method for screening candidates.

- ❖ 60.9% of the respondents strongly agree that verifying CV is the top factor in screening techniques; 67.2% of respondents agree that identifying career moments from role to role is the top factor in screening techniques; 29.7% of respondents strongly agree that Job-Person fit is the top factor in screening techniques; 33.6% of the respondents neither agree nor disagree that Recruitment database is the top factor in screening techniques; 43% of the respondents strongly agree that all the above (Verifying CV, Identifying Career moments from role to role, Job-person fit, Recruitment database) are the top factors in screening techniques.
- ❖ 34.4% of the respondents strongly agree that Non-Technical fitment is the important aspects to be validated during screening an application; 53.1% of respondents agree that Technical skills is the important aspects to be validated during screening an application; 42.2% of respondents strongly agree that interest of candidates is the important aspects to be validated during screening an application; 29.7% of the respondents disagree that attractive profile is the important aspects to be validated during screening an application; 25.8% of the respondents strongly agree that work habits are the important aspects to be validated during screening an application.
- ❖ 39.9% of the respondents strongly agree that personal value is used to identify an applicant's suitability; 53.9% of respondents agree that interest is used to identify an applicant's suitability; 43.8% of respondents strongly agree that abilities and skills are used to identify an applicant's suitability; 32.8% of the respondents agree that goals and opportunities are used to identify an applicant's suitability; 32.8% of the respondents strongly agree that employee preference is used to identify an applicant's suitability.
- ❖ 39.1% of respondents accepts that there feel 30 days is the relevant duration of notice period to process ahead a candidate's resume
- ❖ 47.6% of the respondents feels LinkedIn is very good job portal and there prefer LinkedIn the most for sourcing; 43.7% of respondents feels Naukri is good job portal and there prefer Naukri the most for sourcing; 42.2% of respondents feels Indeed is fair job portal and there prefer Indeed the most for sourcing; 35.9% of the respondents feels Monster is fair job portal and there prefer Monster the most for sourcing; 38.3% of the respondents feels both Naukri & Monster are very good job portals and there prefer both Naukri & Monster the most for sourcing.
- ❖ 34.3% of respondents highly satisfied that Boolean search is effective.
- ❖ 35.9% of respondents strongly agree that there keep up candidate's expectation in terms of role/designation/salary.
- ❖ 57% of the respondents strongly agree that LinkedIn is the most used tool in Passive sourcing; 58.6% of respondents agree that Monster is the most used tool in Passive sourcing; 46.9% of respondents strongly agree that Naukri is the most used tool in passive sourcing; 31.2% of respondents neither agree nor disagree that Twitter is the most used tool in passive sourcing; 28.1% of the respondents neither agree nor disagree that Meetup is the most used tool in passive sourcing.
- ❖ 31.3% of respondents feels that there get 50-60% of relevant profiles in an internal database.
- ❖ 41.4% of the respondents strongly agree that Active Sourcing is type of sourcing there mostly find duplicity of profiles; 49.2% of respondents agree that Passive Sourcing is type

of sourcing there mostly find duplicity of profiles; 32% of respondents agree that Internal database is type of sourcing there mostly find duplicity of profiles; 25.8% of the respondents disagree that both active & passive sourcing are types of sourcing there mostly find duplicity of profiles; 36.7% of the respondents strongly agree that none of these are types of sourcing there mostly find duplicity of profiles.

- ❖ 33.6% of respondents feels 70-100% is the success rate of passive sourcing for strategic/leadership roles.

### 3.4 SUGGESTIONS

Zoho corporation has got an efficient talent hunting approaches with good infrastructure and recruitment teams. Some of the suggestions which can be considered to improve are as follows:

- ❖ The use of HR technology to improve the recruitment process: The easiest way to speeding up candidate sourcing is to use a recruitment software that automatically pulls candidate profiles from various sources like social media accounts, job boards, career site etc. Also, using a fully automated recruitment suite with latest resume search and matching technology gives the most suitable CVs for a particular role. This reduces recruiter's screening and shortlisting time and helps them expedite the overall selection process.
- ❖ Invest in recruiting software: Video recruiting software will save time and money when interviewing remote candidates. Applicant tracking systems can also help you manage your hiring stages, keep candidate profiles in a searchable database and collaborate with the team.
- ❖ Try tests: Ask candidates to take standardized tests. This approach can help to reduce the number of candidates the manager's interview, thus saving hiring manager's time.
- ❖ Priorities for recruiting candidates in future requires the organization to keep with the hiring needs, latest recruiting technology which can have an impact on the business.
- ❖ Proactive talent sourcing has become a must-have recruitment strategy as most of the professionals are interested in hearing about new job opportunities.
- ❖ Manual screening of resume is still a time-consuming part for recruiters, the software can easily streamline the candidate screening process. ATS with resume parser is one of the smartest tools which has given a new face to the recruitment process. It parses candidate's resume, extracts the information and saves it in the fields created for the skills, experience, contact details, etc. This will take off the burden of the recruitment team by making candidate screening easy.
- ❖ Zoho corporation can adopt social media for sourcing and screening rather than using only job portals like naukri, monster etc. for all type of roles to avoid duplicity of profiles.
- ❖ Zoho corporation can adapt innovative techniques to approach passive candidates, by attending workshops and conferences and events meeting people in person is an effective communication method.
- ❖ Zoho corporation can access groups in LinkedIn and other sources online and offline which can build strong employee network and accessing groups can provide them more potential and genuine profiles for the various kinds of role.

- ❖ While communicating with passive candidates, they might want to sell a specific role. Instead, facilitate a conversation about the growth opportunities within Clients Company. And, focus on employer branding.
  
- ❖ Through this research, the consulting recruiters suggest the young talents for making them self-fit for the job and build their career, knowing their personal value, abilities and skills is highly important.
  
- ❖ The consulting firm have to go for direct interview, instead of just screening an applicant by viewing the CV. To make their identity they have to bring quality output. Sometimes evaluating a candidate just by his/her profile may lead to misjudgment. They have to put effort on understanding the job description and roles better.

### 3.5 CONCLUSION

An efficient recruitment process is an organization-specific sourcing model that aims to find the right fit for the right job at the right time. It is a step-by-step approach to bringing in talented people who can help the company grow. Sourcing is more powerful and important than ever before due to the amount of online profiles and data available online.

Sourcing strategies are a crucial part of the growing business. By finding leaders and executives who will bring the company to greater heights. Therefore, developing strategies for both ensuring business will employ the right people for the right job for a long time.

According to analysis of the study, In Zoho corporation, Passive sourcing techniques is implemented to source a requirement, diversity roles and strategic roles according to the requirement of the client, by passive sourcing they are providing best candidates for the growth of the business.

The main purpose of the study was to analyze the effective sourcing and screening techniques in the Zoho corporation. Though we find enormous study based on recruitment sourcing and screening, there is need for similar type of research to be conducted at regular intervals to know the changing needs and know about their effectiveness to improve the sourcing and screening process. From the above discussion it is found that Zoho corporation is still following the traditional sourcing and screening techniques. The IT recruiters use marketing techniques and networking to attract client companies and young talents. The applicants true phase and skills level are really tricky, but definitely ways to bring them out. So Zoho corporation need to make effort on snapping them and bring them out of comfort zones, which may give way a drastic improvement in whole recruitment. So that the companies get the right person and a candidate placed at right job.

Hence, the study has helped in understanding the various aspects of sourcing and screening of candidates. The sourcing and screening process have helped the organization and its clients to grow as a company. Also, the employees of Zoho corporation are satisfied with the sourcing and screening of candidates in the recruitment process. Also, they are well aware of the different sources and screening methods in the recruitment and selection process.

**A STUDY ON INITIAL PROCESS SOURCING AND SCREENING IN TALENT ACQUISITION  
AT Zoho corporation**

**DECLARATION:**

Myself S Krithiga 2<sup>nd</sup> Year MBA Student of Panimalar Engineering College, is doing in “A Study On Sourcing and Screening of Candidates in Recruitment Process at Zoho corporation”. The data collected will be kept confidential and will be used only for academic purpose.

**QUESTIONNAIRE**

- 1) Gender:
  - a) Female
  - b) Male
  
- 2) Age group:
  - a) 21-25
  - b) 26-30
  - c) 31-35
  - d) 36-40
  - e) Above 40
  
- 3) How many years of work experience you have in Zoho corporation?
  - a) 0-1 years
  - b) 1-1.5 years
  - c) 1.5-2 years
  - d) 2-2.5 years
  - e) 2.5-3 years
  
- 4) Your monthly salary ranges from:
  - a) Rs. 10,000-15,000
  - b) Rs. 16,000-30,000
  - c) More than Rs. 30,000
  
- 5) How much average time do you take to look at a resume?

S.No	Average Time	Always	Very Often	Sometimes	Rarely	Never
a)	Less than 2 minutes					
b)	3-6 minutes					
c)	7-10 minutes					

d)	12 minutes					
e)	More than 12 minutes					

6) Which is the important component you would look for in a fresher's candidate resume?

S.No	Important Components	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a)	Education Qualification					
b)	Skills					
c)	Achievements					
d)	Internship, Projects etc.,					

7) On posting job vacancies which of the below mentioned sources have given the fastest and highest number of applicants?

S.No	Sources	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a)	Social Networks					
b)	Employee Referrals					
c)	Walk-ins					
d)	Career page					
e)	Job Fair					

8) Is the sourcing and screening method used by Zoho corporation in the initial stages of recruitment is satisfactory?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

9) Which type of sourcing is most efficient?

S.No	Types of Sourcing	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a)	Active sourcing					

b)	Passive sourcing					
c)	Internal database					
d)	Both Active and Passive sourcing					

10) What are the candidate sourcing techniques used by the Zoho corporation for recruitment?

S.No	Sourcing Techniques	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a)	Social Media					
b)	Online Job Postings					
c)	Employee Referrals					
d)	Recruitment Database					
e)	All of the Above					

11) Do you source proactively regardless of the current vacancies?

- a) Yes
- b) No

12) How much time do you spend on sourcing every day?

- a) 3 hours
- b) 4 hours
- c) 5 hours
- d) 6 hours
- e) More than 6 hours

13) Rank the job portal as per your perception. Rank [1- Excellent, 2-Good, 3-Fair, 4-Somewhat, 5- Not to your Satisfaction]

S.No	Job Portals	Ranks
a)	Naukri	
b)	Monster	
c)	LinkedIn	
d)	Indeed	
e)	Glassdoor	

14) Which is the best method for screening candidates?

<b>S.No</b>	<b>Screening Methods</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	Telephonic Interview					
b)	Video Interview					
c)	In-Person Interview					

15) What are the top factors in Screening techniques?

<b>S.No</b>	<b>Top Factors in screening Techniques</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	Verifying CV					
b)	Identifying Career moments from role to role					
c)	Job- Person Fit					
d)	Educational Background					
e)	All of the Above					

16) According to you what are the important aspects to be validated during screening an application?

<b>S.No</b>	<b>Important Aspects</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	Non-Technical Fitment					
b)	Technical Skills					
c)	Interest of the Candidates					
d)	Attractive Profiles					
e)	Work Habits					

17) What are your expectations as a recruiter, to identify an applicant's suitability?

<b>S.No</b>	<b>Applicant's Suitability</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	Personal Value					
b)	Interest					
c)	Abilities and Skills					
d)	Goals and Opportunities					
e)	Employee Preferences					

18) What's the relevant duration of notice period, you feel to process ahead a candidate's resume?

- a) Immediate
- b) 15 days
- c) 30 days
- d) 45 days
- e) 60 days

19) As a recruiter which job portals would you prefer the most for sourcing?

<b>S.No</b>	<b>Job Portals</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>
a)	LinkedIn					
b)	Naukri					
c)	Indeed					
d)	Monster					
e)	Both Naukri and Monster					

20) How effective Boolean search is?

- a) Highly Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly Dissatisfied

21) Do you keep up candidate's expectation in terms of role/designation/salary?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

22) Which is the most used tool in passive sourcing?

<b>S.No</b>	<b>Tools used in Passive Sourcing</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	LinkedIn					
b)	Monster					
c)	Naukri					
d)	Twitter					
e)	Meetup					

23) How often you get most relevant profiles in an internal database?

- a) 10-20%
- b) 20-30%
- c) 30-40%
- d) 40-50%
- e) 50-60%

24) In what type of sourcing you mostly find duplicity of profiles?

<b>S.No</b>	<b>Type of Sourcing</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
a)	Active Sourcing					
b)	Passive Sourcing					
c)	Internal Database					
d)	Both Active and Passive Sourcing					
e)	None of these					

25) What is the success rate of passive sourcing for strategic/leadership roles?

- a) 5-10%
- b) 10-20%
- c) 30-50%
- d) 50-70%
- e) 70-100%

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