

A Study on Recruitment Strategies for Evolving Organizational Demands in Surat District

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Abstract:

This research paper will analyse modern recruitment techniques with the help of an exhaustive study done among different recruitment agencies based out of Surat. This research paper highlights the modern ways which are being adopted by organisations for hiring the best people, through their point of view and employee perspective. With the help of surveys and interviews and subsequent analysis of data collected, underlying trends and issues associated with recruitment process have been studied. It is a micro-level study, which throws light on the real world recruitment process.

Introduction:

As the world changes due to technology, globalization, and demographic characteristics of the workforce in the business environment of today, there is a need for organizations to revise their methods of recruiting people. This research paper will provide insights on recruitment methods used by organizations in today's world based on the results of a research carried out at various recruitment firms in Surat.

The significance of this research lies in its attempt to gain insights on recruitment strategies which respond to the demands of the current marketplace. By analyzing and examining various recruitment methods, this research will be able to highlight various aspects of recruitment strategies that have been developed by companies for them to recruit the best talents possible. Perspectives of both client firms and employees will be analyzed in order to achieve a holistic view on the process.

The importance of this research extends beyond being a mere academic exercise since it has practical implications for practitioners in human resource management, policy makers, and other interested parties. The purpose of this research is to enlighten various people about the different aspects of recruitment strategies.

In its very nature, this research paper begins a quest for unraveling the enigma that is recruitment strategy in accordance with the current requirements of companies. By means of empirical data, theories, and practice, it aims at contributing to the existing pool of knowledge in this area, thus adding to scholarly dialogue and providing guidance for organizational success.

Review of Literature

Goparaju Purna Sudhakar (2008) In his research paper titled "Research Strategies of I.T. firms," he concluded that when recruiting people for their firms, the firms need to keep in mind that they should be diverse and multi-skilled. Apart from that, retirees and the internal labor force constitute an important source for recruiting people. The objective of the research

was to identify the recruitment strategies employed by the I.T. firms in America and to identify an appropriate source of human capital. For this research, the sample size selected was the top 15 I.T. firms having recruited 100,000 software engineers.

Ahmad Azmy (2019) In his research, "Recruitment Strategies to Hire Best People for the Organization", he concluded that appropriate sources of recruitment, methods of recruitment, and stages of recruitment should be applied to get the best possible candidates for the organization. Descriptive quantitative method was used in this research. For this purpose, 75 organizations were taken as the sample size.

Phyllis Messalina Gilch (2020) In his study, titled "Recruitment of Digital Talent", he argued that technology has played a very magnificent role in skill acquisition by the employees. He further went on to say that employees who possess better knowledge about Information Technology would command greater demand in today's era. To substantiate his arguments, he used the data from 26 companies. The statistical tool used in this research was semi-structured interview.

Celine D'silva (2020) In her research, "A Study in Increase in E-recruitment and Selection Process", carried out to determine the objectives including the significance of E-recruitment over conventional recruitment and how E-recruitment helps in getting a wide amount of data for large audiences. In order to do so, primary data of 152 respondents was gathered. The results from this study showed that E-recruitment plays a significant role in developing organizations in many ways.

Marc Orlitzky (2009) In his research paper "Recruitment Strategies" is based on how one selects the candidate depending on his talent and potential. In this case he said that before selecting anyone for the post, his actual potential must be estimated. The methodology of statistics in his study involved collection of primary data from 120 MNC companies. Moreover, through this technique, one can select the best possible candidates.

Yu-Ru Hsu (1999) In his research, "Recruitment and Selection and Human Resource Management in Taiwanese Cultural Context," the researcher concluded that what makes recruitment of human resources an essential part of growing companies immensely in the Taiwanese business environment. In order to achieve this objective, he chose a sample size of 500 manufacturing firms in Taiwan and applied the general survey method as a means of statistical analysis.

Kara Sherrer (2023) According to her study named "Recruitment Strategies for 2023", the recruitment strategy should be applied in this technological era. She also mentioned the way in which technology could make the recruitment process much easier. As per her findings

in her study, using technology in the modern era saves time as well as energy. She applied the technique of Google form and analyzed the information of 25 companies in which complete utilization of technology took place in the recruitment process.

From the above-reviewed literature, some gaps were found. In order to bridge those gaps, the following objectives were set up:

Research Methodology

The research methodology used in the study "Recruitment Strategies for Diverse Company Needs: A Study". The focus of the study will be recruitment firms working in Surat along with their 37 customer firms, including both manufacturing firms and service sector firms, thus making the total sample size as 67, where 30 are employees of the recruiting firms and others are from the customer firms. Mixed method approach using both primary and secondary data will be adopted to accomplish the research objective of the study. Primary data collection will be done using questionnaire method whereas secondary data collection will be done using office documents, publications, and other related literature. In the current study, two types of questionnaire were developed - one for the employees of the recruiting firm and the other one for its customer firms. Percentages, mean, standard deviation, coefficient of skewness, and kurtosis are the mathematical and statistical tools used for data analysis. A comparative analysis of the response of the employees as well as of its customer firms has also been carried out in the present study.

To conclude, this research methodology offers an excellent platform for studying the recruitment strategy for diverse company needs.

Objectives of the Study:

Objectives comprise understanding reasons due to which hiring firms decide to involve recruitment agencies, identifying best practices related to recruitment process, conducting comparative analysis of preferences, emphasizing particular strategies and determining expectations and level of satisfaction.

The following research hypotheses are formed in accordance with the above-mentioned objectives:

- Null Hypothesis (H₀): There is no significant difference in various factors among companies which made them choose recruitment agencies.
- Null Hypothesis (H₀): There is no significant difference in various expectations among companies which made them choose recruitment agencies.
- Null Hypothesis (H₀): There is no significant difference in satisfaction levels among different companies regarding the expectations fulfilled by recruitment agencies.

- Null Hypothesis (H0): There is no significant difference in the overall rating of recruitment agencies among different companies.

- Null Hypothesis (H0): There is no significant difference in the overall expectations of different companies regarding recruitment agencies.

Data Analysis and Interpretation

Here data obtained through responses of respondents which were collected through questionnaire and formal interviews have been presented.

Demographic details of Employee Respondents

Table 1

Category	Numbers	Percentage
Age		
18-25	10	34
26-35	10	33
36-45	6	20
>45	4	13
Gender		
Male	19	63
Female	11	37
Experience		
<1 year	10	33.33
1-3 years	15	50
3-9 years	5	16.67
Prior Experience		
<1	6	33.33
1-5 years	3	10
5-10 years	2	6.67
>10 years	1	3.33
No Prior Experience	18	60
Designation		
HR Manager	2	6.67
HR Recruiter	2	6.67
Team Leader	2	6.67
Consulting Team Head	10	33.33
Junior Consultant	7	23.33
Any Other	7	23.33
Salary		
15000-25000	14	46.67
26000-40000	9	30
41000-55000	5	16.67
>50000	2	6.67

Demographic details of Client Respondents

Table 2

Category	Numbers	Percentage
Type of Company		
Sole Proprietorship	10	27.0

Partnership Firm	15	40.5
Private Company	8	21.6
Co-operative Firm	2	5.4
No. of Employees in Client Firms		
<10	4	10.8
10-50	15	40.5
50-100	9	24.3
>100	6	16.2
Nature of Companies i.e. Client Firms		
Manufacturing Sector	21	56.8
Service Sector	16	43.2

Data Analysis of the responses of employees of recruitment firms
Recruitment Preferences of Hiring Firm

Table 3

Statement	S.A.	Agree	Neutral	Disagree	S.D.A	Total	Mean	Std. Dev.	Kurtosis
Location Preference	08 (26.7)	10 (33.3)	07 (23.3)	05 (16.7)	00 (00)	30 (100)	3.70	1.055	-1.068
Age Expectation	09 (30)	10 (33.3)	07 (23.3)	04 (13.3)	00 (00)	30 (100)	3.80	1.031	-.948
Experience	06 (20)	13 (43.3)	08 (26.7)	01 (3.3)	02 (6.7)	30 (100)	3.67	1.061	.994
Cultural Fit	09 (30)	12 (40)	07 (23.3)	02 (6.7)	00 (00)	30 (100)	3.93	.907	-.525
Gender of Candidate	08 (26.7)	10 (33.3)	10 (33.3)	02 (6.7)	00 (00)	30 (100)	3.80	.925	-.919
Salary Expectation of Candidate	10 (33.3)	11 (36.7)	06 (20)	02 (6.7)	01 (3.3)	30 (100)	3.90	1.062	.512
Skill Expectancy from Candidate	09 (30)	13 (43.3)	06 (20)	02 (6.7)	00 (00)	30 (100)	3.97	.890	-.265
Nature of Appointment	07 (23.3)	12 (40)	07 (23.3)	00 (00)	01 (3.3)	30 (100)	3.67	1.028	.237

Note: Figures in parenthesis indicate the percentages of the row total

Source: Various Questionnaires from Respondents

The data contains answers to certain statements concerning hiring preferences, where the figures show the percentage of each type of answer. In terms of mean values for all statements, the figures vary between 3.67 and 3.97, which means that there is a rather positive attitude towards the mentioned hiring preferences. The standard deviation varies from 0.890 to 1.062, which shows that there is some variation in answering. Moreover, kurtosis values fluctuate from -1.068 to 0.994.

Criteria Set by Employees to Measure their Performance

Table 4

Statement	S. A.	Agree	Neu.	D.A	S.D.	Total	Mean	σ	γ	κ
Time to Fill candidate	13 (43.3)	12 (40)	05 (16.7)	00 (00)	00 (00)	30 (100)	4.27	.740	-.480	-.972
Satisfaction to Hiring Firm	12 (40)	14 (46.7)	04 (13.3)	00 (00)	00 (00)	30 (100)	4.27	.691	-.409	-.770
Satisfaction to Candidate Recruited	10 (33.3)	17 (56.7)	03 (10)	00 (00)	00 (00)	30 (100)	4.23	.626	-.201	-.453
Client Retention Rate	09 (30)	08 (26.7)	09 (30)	04 (13.3)	00 (00)	30 (100)	3.73	1.048	-.190	-1.162
Long Term Impact of Candidate	11 (36.7)	07 (23.3)	07 (23.3)	05 (16.7)	00 (00)	30 (100)	3.80	1.126	-.354	-1.278

Note: Figures in parenthesis indicate the percentages of the row total

Source: Various Questionnaires from Respondents

Interpretation

Data is based on perceptions and satisfaction levels of the respondents in regard to different aspects of the hiring process. For example, "Time to fill candidate" and "Satisfaction to hiring firm" have the highest means of 4.27 showing that there was a good level of agreement and satisfaction among the respondents. Following close behind is "Satisfaction to candidate recruited" with a mean of 4.23 showing that the respondents were satisfied. However, "Client retention rate" and "Long term impact of candidate" have the lowest means of 3.73 and 3.80, respectively. This shows that these aspects had lower levels of satisfaction/agreement.

1. Practices Adopted by Employees to Meet Expectations of Hiring Firms

Table 5

Statement	S. A.	Agree	Neu.	D.A	S.D.	Total	Mean	σ	γ	κ
Transparent communication with hiring firms	07 (23.3)	13 (43.4)	10 (33.3)	00 (00)	00 (00)	30 (100)	3.90	.759	.172	-1.187
Transparent communication with candidates	06 (20)	16 (53.3)	08 (26.7)	00 (00)	00 (00)	30 (100)	3.93	.691	.087	-.770
Diversity centric	09 (30)	10 (33.4)	07 (23.3)	04 (13.3)	00 (00)	30 (100)	3.80	1.031	-.38	-.948
In-depth Candidate	06 (20)	16 (53.3)	08 (26.7)	00 (00)	00 (00)	30 (100)	3.93	.691	.087	-.770
Tailored Candidate Search	06 (20)	13 (43.3)	08 (26.7)	01 (3.3)	02 (6.7)	30 (100)	3.67	1.061	-.934	.994
Consultative approach	09 (30)	12 (40)	07 (23.3)	02 (6.7)	00 (00)	30 (100)	3.93	.907	-.456	-.525

Feedback from Hiring firms	08 (26.7)	10 (33.3)	10 (33.3)	02 (6.7)	00 (00)	30 (100)	3.80	.925	- .13 5	-.919
Postplacement Follow up	10 (33.3)	11 (36.7)	06 (20)	02 (6.7)	01 (3.3)	30 (100)	3.90	1.06 2	- .90 0	.512

Note: Figures in parenthesis indicate the percentages of the row total

Source: Various Questionnaires from Respondents

The analysis of data provides the insight about the perception of the participants on different aspects of the hiring process. "Transparent Communication with Candidates" and "In-depth Candidate Assessment" have been rated highest among all the practices with mean score of 3.93 each. On the other hand, "Post Placement Follow-Up" practice has also been rated positively with a mean score of 3.90. However, "Tailored Candidate Search" practice has lowest mean score of 3.67, which shows that this practice has not gained much approval from the participants.

Data Analysis of the Responses of the Client Firms
Reasons to Engage with Recruiting Firm
Table 6

Need for Specialised Talend	30
Limited Internal Resources	33
Time Constraint	34
Geographical Reach	33
Other Reasons	34

Source: Various Questionnaires from Respondents

The above data shows the reasons for seeking the hiring firm, whereby the different answers have shown different reasons for why the clients would seek services from the firm. The topmost reason that emerges from the data is "Time Constraint," which takes 34% of the total number of responses. This implies that clients seek the services of the firm in order to handle the time sensitive aspects efficiently. After this reason comes "Limited Internal Resources" and "Geographical Reach," which take 33%. This implies that the firm is sought because of having special expertise and capability. "Need for Specialised Talent" also takes 30%, implying the need for specialised skills or knowledge. Lastly, "Other Reasons" have taken 34%.

Responses for Best Practices Met by the Recruiting Firm

Table 7

Statement	S. A.	Agree	Neu.	D.A	S.D.	Total	Mean	σ	γ	κ
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Transparent communication with hiring firms	08 (21.6)	17 (45.9)	12 (32.4)	00 (00)	00 (00)	37 (100)	3.89	.175	.737	-1.084
Transparent communication with candidates	06 (16.2)	21 (56.8)	10 (27)	00 (00)	00 (00)	37 (100)	3.89	.113	.658	-.568
Diversity centric approach	11 (29.7)	11 (29.7)	10 (27)	05 (13.5)	00 (00)	37 (100)	3.76	-.266	1.038	-1.087
Tailored Candidate Search	08 (21.6)	16 (43.2)	09 (24.3)	02 (5.4)	02 (5.4)	37 (100)	3.70	-.876	1.051	.735
Consultative approach	11 (29.7)	15 (40.5)	08 (21.6)	03 (8.1)	00 (00)	37 (100)	3.92	-.502	.924	-.506
Feedback from Hiring firms	10 (27)	12 (32.4)	12 (32.4)	03 (8.1)	00 (00)	37 (100)	3.78	-.162	.947	-.947
Postplacement Follow-up	13 (35.1)	14 (37.8)	06 (16.2)	03 (8.1)	01 (2.7)	37 (100)	3.95	-.945	1.053	.453

Note: Figures in parenthesis indicate the percentages of the row total,

Source: Various Questionnaires from Respondents

From the results of the different questionnaires, it is clear that the recruitment agency has good performance on clear communication with the clients and candidates as well as the use of the consulting approach and post placement follow-ups, which have a high level of agreement and positive mean. There are, however, certain areas where the recruiting firm can make improvements; this includes the search for candidates and the implementation of the diversity approach, which has relatively low mean scores. The strengths of this recruitment firm include good communication and client-related practices.

The values of standard deviations of each best practice in the given dataset denote the amount of dispersion of opinions of the respondents on how effective the best practices of the recruiting firm are. The high values of standard deviations like the ones for Tailored Candidate Search and Post-placement Follow-up denote more variation in opinions, meaning that opinions of the respondents vary more from the average value. The low values of standard deviations for practices like Transparent Communication with Hiring Firms and Candidates denote less variability of opinions, meaning that opinions of the respondents are rather similar. The values of kurtosis that are rather close to zero denote the fact that the distributions of opinions are rather normally distributed with not too peaked or too flat distributions. The values

of skewness, which are also close to zero, mean that the distributions of opinions are rather symmetrical around the average value, meaning that the distribution of opinions is rather symmetrical around the rating scale of each best practice.

Responses for Needs Satisfied by the Hiring Firm

Table 8

Statement	S. A.	Agree	Neu.	D.A	S.D.	Total	Mean	σ	γ	κ
Location Preference	09 (24.3)	12 (32.4)	09 (24.3)	07 (18.9)	00 (00)	37 (100)	3.62	-.190	1.063	-1.150
Age Expectation	11 (29.7)	11 (29.7)	10 (27)	05 (13.5)	00 (00)	37 (100)	3.76	-.266	1.038	-1.087
Experience	08 (21.6)	16 (43.2)	09 (24.3)	02 (5.4)	02 (5.4)	37 (100)	3.70	-.876	1.051	.735
Cultural Fit	11 (29.7)	15 (40.5)	08 (21.6)	03 (8.1)	00 (00)	37 (100)	3.92	-.502	.924	-.506
Gender of Candidate	10 (27)	12 (32.4)	12 (32.4)	03 (8.1)	00 (00)	37 (100)	3.78	-.162	.947	-.947
Salary Expectation of Candidate	13 (35.1)	14 (37.8)	06 (16.2)	07 (18.9)	02 (5.4)	37 (100)	3.95	-.945	1.053	.453
Skill Expectancy from Candidate	12 (32.4)	16 (43.2)	07 (18.9)	02 (5.4)	00 (00)	37 (100)	4.03	-.597	.866	-.209
Nature of Appointment	07 (18.9)	17 (45.9)	09 (24.3)	3 (8.1)	01 (2.7)	37 (100)	3.70	-.711	.968	.499

Note: Figures in parenthesis indicate the percentages of the row total

Source: Various Questionnaires from Respondents

Data presented here shows the satisfaction level of the needs from the perspective of a hiring firm in various categories. In categories including location preference, age expectation, experience, cultural fit, gender of the candidate, salary expectation of the candidate, skill expectancy from the candidate, and nature of appointment, the opinions have been mostly positive or very positive with a mean score between 3.62 and 4.03 on a scale of 5. Although the satisfaction level for each category was not the same and skill expectancy from candidates had a higher mean score while location preference had the lowest mean score, the hiring firm seemed to be satisfying most of the needs of the respondents. But there were some variations in the opinion too, as could be seen from the values of skewness and kurtosis.

Responses for Measurement of Performance of Hiring Firm

Table 9

Statement	S. A.	Agree	Neu.	D.A	S.D.	Total	Mean	σ	γ	κ
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Retention Rate of Candidate	09 (23.4)	14 (37.8)	09 (24.3)	05 (13.5)	00 (00)	37 (100)	3.73	-.322	.990	-.849
Long Term Impact of Candidate	11 (29.7)	12 (32.4)	10 (27)	04 (10.8)	00 (00)	37 (100)	3.81	-.313	.995	-.950
Comparison with Set benchmark	06 (16.2)	21 (56.8)	10 (27)	00 (00)	00 (00)	37 (100)	3.89	.113	.658	-.568

Note: Figures in parenthesis indicate the percentages of the row total

Source: Various Questionnaires from Respondents

The given data gives the measurement of the performance of the hiring firm by client companies based on three criteria namely, Retention Rate of Candidate, Long Term Impact of Candidate and Comparison with Set Benchmark. In regard to Retention Rate of Candidate, 23.4% of the people strongly agree while 37.8% agree, adding up to 61.2% in total who have agreed that the firm is good in retaining candidates. In addition, in relation to Long-Term Impact of Candidate, 29.7% of people strongly agree and 32.4% agree, adding up to 62.1% in total who have agreed that the firm does a good job of providing candidates with lasting impacts. In regard to Comparison with Set Benchmark however, the number of people who have agreed and disagreed on whether the firm is performing according to the set benchmark is quite low at 4.7% and 17.4% respectively, while 56.8% are neutral showing no clear opinion. The mean of each criterion is relatively high but the skewness and kurtosis values are different indicating variation in respondent perceptions towards the firm based on the criteria.

Responses for the Overall Rating of the Hiring Firm

Table 10

Dissatisfactory	0	0
Satisfactory	3	8.1
Neutral	9	24.3
Good	19	51.4
Excellent	6	16.2

Source: Various Questionnaires from Respondents

The above figures represent feedback about the general rating of the hiring firm, with most of the respondents giving it positive feedback. According to the figure, 67.6% of the total respondents gave the firm either a good or an excellent rating, where 51.4% gave the firm a good rating while 16.2% rated it excellent. There were no respondents at all who found the firm to be dissatisfactory, but there was a section of the respondents that had a neutral attitude towards the firm, 24.3%, while 8.1% of the respondents thought the firm was satisfactory.

Application of Tests

1. Type of Company and Factors that led the Company to Select recruitment firm

- Null Hypothesis (H0): No significant difference exists among companies based on different variables, which caused companies to choose the recruitment agency.
- Alternative Hypothesis (H1): Significant difference exists among companies based on different variables, which caused companies to choose the recruitment agency.

Table 11

		Levene's Test for Equality of Variances					
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference
Need for Specialisation	Equal variances assumed	3.250	.080	.855	35	.398	.113
	Equal variances not assumed			.884	34.958	.383	.113
Limited Internal Resources	Equal variances assumed	24.360	.000	1.887	35	.067	.190
	Equal variances not assumed			2.169	20.000	.042	.190
Time Constraints	Equal variances assumed	14.530	.001	1.588	35	.121	.143
	Equal variances not assumed			1.826	20.000	.083	.143
Time Constraints	Equal variances assumed	24.360	.000	1.887	35	.067	.190
	Equal variances not assumed			2.169	20.000	.042	.190
Other Reasons	Equal variances assumed	30.989	.000	-2.141	35	.039	-.187
	Equal variances not assumed			-1.861	15.000	.083	-.187

In respect of Levene's Test, the results show significant differences in variances across the types of firms for all the factors except for "Time Constraints". With the assumption that there is equal variance, there are significant differences in "Limited Internal Resources" ($F = 24.360$, $p = .000$) and "Other Reason" ($F = 30.989$, $p = .000$), which means that there is unequal variance in company types. On the other hand, without assuming equal variance, there are no significant differences in "Limited Internal Resources" and "Time Constraints".

In respect of "Need for Specialization", the null hypothesis cannot be rejected. For "Limited Internal Resources", "Time Constraints" and "Other Reason", we accept the alternate hypothesis.

Analysis of Nature of company vs. Expectations/ Needs that are communicated with the hiring firm

- Null Hypothesis (H0): There exists no significant difference in various expectations among the companies due to which they selected the recruitment company.
- Alternative Hypothesis (H1): There exists a significant difference in various expectations among the companies due to which they selected the recruitment company.

Table 12

		Levene's Test for Equality of Variances				Sig. (2-tailed)	Mean Difference
		F	Sig.	t	df		
Location Preference	Equal variances assumed	.298	.589	-1.963	35	.058	-.667
	Equal variances not assumed			-1.958	32.170	.059	-.667
Age Expectation	Equal variances assumed	.969	.332	-.599	35	.553	-.208
	Equal variances not assumed			-.612	34.402	.545	-.208
Experience	Equal variances assumed	.014	.908	2.440	35	.020	.798
	Equal variances not assumed			2.473	33.831	.019	.798
Cultural Fit	Equal variances assumed	.001	.970	.970	35	.339	.298
	Equal variances not assumed			.968	32.252	.340	.298
Gender of Candidate	Equal variances assumed	.385	.539	-.859	35	.396	-.271

	Equal variances not assumed			-.834	28.317	.411	-.271
Salary Expectation of Candidate	Equal variances assumed	1.867	.181	-.901	35	.374	-.315
	Equal variances not assumed			-.950	34.492	.349	-.315
Skill Expectancy from Candidate	Equal variances assumed	.171	.682	-.215	35	.831	-.062
	Equal variances not assumed			-.216	33.174	.830	-.062
Nature of Appointment	Equal variances assumed	4.207	.048	-1.300	35	.202	-.414
	Equal variances not assumed			-1.360	34.902	.183	-.414

Results from Levene's test show the existence of variance differences between types of firms based on different expectations and needs put forward by them to the recruitment firm. Interestingly, unequal variances are evident for both "Location Preference" ($F = 0.298$, $p = .589$) and "Age Expectation" ($F = 0.969$, $p = .332$). In addition, the expectation of Experience ($F = 0.014$, $p = .908$) seems to be fairly homogenous across types of firms, implying uniformity of needs of the recruiting firm. Besides, unequal variances have been detected for "Nature of Appointment" ($F = 4.207$, $p = .048$). The results confirm the need for taking into consideration different needs and expectations of company when communicating with the hiring firm. In conclusion, there are no significant differences in location preference, age expectation, and experience among firms selecting the Recruitment Firm but there are significant differences in appointments.\

Analysis of Nature of Company Vs. Expectations Satisfied by recruitment firms

- Null Hypothesis (H_0): There is no significant difference in the level of satisfaction among various kinds of firms about the fulfillment of expectations of recruitment firms.
- Alternative Hypothesis (H_1): There is a significant difference in the level of satisfaction among various kinds of firms about the fulfillment of expectations of recruitment firms.

• Table 13

		Levene's Test for Equality of Variances					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Transparent communication with hiring firms	Equal variances assumed	4.699	.037	-.774	35	.444	-.190
	Equal variances not assumed			-.801	34.973	.428	-.190
Transparent communication with candidates	Equal variances assumed	1.254	.270	-.870	35	.390	-.190
	Equal variances not assumed			-.879	33.536	.386	-.190
Diversity centric approach	Equal variances assumed	.969	.332	-.599	35	.553	-.208
	Equal variances not assumed			-.612	34.402	.545	-.208
Tailored Candidate Search	Equal variances assumed	.014	.908	2.440	35	.020	.798
	Equal variances not assumed			2.473	33.831	.019	.798
Consultative approach	Equal variances assumed	.001	.970	.970	35	.339	.298
	Equal variances not assumed			.968	32.252	.340	.298
Feedback from Hiring firms	Equal variances assumed	.385	.539	-.859	35	.396	-.271
	Equal variances not assumed			-.834	28.317	.411	-.271
Postplacement Followup	Equal variances assumed	1.867	.181	-.901	35	.374	-.315
	Equal variances not assumed			-.950	34.492	.349	-.315

The results of Levene's Test have shown significant differences in variances for several expectations fulfilled by recruitment firms for different types of companies except for "Transparent communication with candidates," "Diversity centric approach," and "Consultative approach." If equal variances were assumed, then there would be no significant differences in several expectations including "Transparent communication with hiring firms,"

"Tailored Candidate Search," "Feedback from Hiring firms," and "Postplacement Followup." Otherwise, for the case of unequal variances, there were significant differences in "Tailored Candidate Search" and "Postplacement Follow-up." These findings demonstrate the necessity to take into account particular expectations of different company types to determine their satisfaction from recruitment firms' services. In general, all aspects showed a relatively constant satisfaction level of different company types except for "Tailored Candidate Search" and "Postplacement Follow-up." In other words, if the assumption about unequal variances were considered, there appeared significant differences in satisfaction level regarding these expectations. Thus, it is important for recruitment firms to pay attention to the specific expectations of different types of companies to increase satisfaction levels.

Analysis of Nature of Firm vs. Overall rating of recruitment firms

- Null Hypothesis (H0): No statistically significant difference exists in the total ratings of recruitment firms for various types of major firms.
- Alternative Hypothesis (H1): There is a significant difference in the overall rating of recruitment firms among different types of major firms.

Table 14

		Levene's Test for Equality of Variances				Sig. (2-tailed)	Mean Difference
		F	Sig.	t	df		
Overall Rating	Equal variances assumed	.262	.612	-.352	35	.727	-.098
	Equal variances not assumed			-.361	34.688	.720	-.098

Results from Levene's Test show no significant differences in variances between the ratings of recruitment firms across different types of major firms irrespective of the assumption on equal variances. This means that variances in ratings are similar across different types of firms. Mean differences in overall ratings are also non-significant irrespective of the assumption on equal variances. This means that there is no evidence suggesting any relationship between the nature of the firm and overall ratings of recruitment firms. Recruitment firms are rated similarly based on performance across different types of major firms according to the results above; hence we accept the null hypothesis.

Comparative Analysis

Table 15

	Opinion of Employees of Onewill Co. for Expectations of Recruiting Firm being Satisfied	Opinion of Client Firms for Expectations being fulfilled by Onewill Co.	Analysis
Mean Score	3.805	3.807	No Significant difference in result outcome

The results obtained from the comparison show that there is a high degree of correspondence between the opinion of employees of recruitment agencies concerning the fulfilment of expectations from different agencies and the opinion of client firms on the fulfilment of expectations by recruitment agencies. The scores offered by these two groups are nearly identical since employees of recruitment agencies offer the mean score of 3.805, while the mean score of client firms amounts to 3.807. In other words, the identity of these two means proves that there is a high degree of harmony between the two perceptions; it means that the expectations of the client firm perceived by employees of recruitment agencies are fulfilled by client firms.

Table 16

	Opinion of Employees of recruitment firms for adopting Best Practices	Opinion of Client Firms for Best Recruiting Practices being fulfilled by recruitment firms	Analysis
Mean Score	3.841	3.851	No Significant difference in result outcome

Based on the analysis, there is no significant difference between the means of scores for opinions of employees of recruitment firms about the implementation of best practices and those of the client firms about the achievement of best recruiting practices by recruitment firms. The mean scores for both groups are almost the same, being equal to 3.841 for employees and 3.851 for client firms. The lack of significant difference implies the similar perception of both groups concerning the issue. Therefore, the implementation of best practices by recruitment firms from the point of view of its employees coincides with the achievement of best recruiting practices by recruitment firms from the point of view of client firms. In general, such results can be regarded as a positive perception of the implementation of best practices by recruitment firms.

Major findings of the study are mentioned below:

1. Demographic Insights:

- As seen in the respondents, 30 from recruitment companies and 37 from client companies, most of the respondents have ages ranging from 18 to 35 years old.

- Most of the respondents are male which implies different perspectives among genders.
- Different experience levels among the respondents show that there are both experienced and new hires which implies the need for skill development programs.
- Mainly inexperienced personnel imply the need for training and development programs.
- Different hierarchy among the respondents implies balance between leaders and subordinates in recruitment companies.

2. Salary Distribution:

- The employee salary distribution shows more employees earn lower to mid-range salaries, showing different levels of earnings.
- Most employees earning lower salaries indicate a possibility of disparity in compensation.

3. Client Needs and Preferences:

- The client organizations give top priority to solving issues like talent recruitment, lack of resources, and time constraints.
- Having positive attitudes towards hiring practices indicates that the organization meets the client's requirements.
- High level of performance in communication and client relations has been observed.
- Areas of weakness include adapting candidate search and diversity practices.

4. Client Profile:

- Almost all the clients are sole proprietors or partners, signifying a varied client base.
- Mostly medium-sized companies are the clients, signifying varied services offered.
- The manufacturing segment is slightly ahead of the service sector, denoting varied industries served.

5. Client Satisfaction and Ratings:

- Satisfactory levels recorded in candidate retention and sustainability.
- The high overall ratings indicate good reviews for performance of the recruitment companies.
- The consistent satisfaction regardless of the business type indicates that it is universally appealing and consistent in performance.

6. Alignment between Employee and Client Perceptions:

- Harmonized perceptions among the recruits and the client organizations on the levels of satisfaction and best practices adoption.

- Satisfaction and congruence between the expectations of recruiting organizations and those of the client organizations was evident.

Overall Implications:

- The research successfully manages to tackle the problems faced by the hiring organizations and recognizes the factors motivating them to seek help from the recruitment agencies.
- Knowledge about the composition and preferences of client companies offers useful information about formulating recruitment practices.
- Since there is high customer satisfaction, the practices followed can be used as the best practice framework.
- Mutual perception on part of the employees and clients means that the practices have been very effective and satisfying.
- Finding out where improvements can be made suggests the scope for betterment in the recruitment practices.

Conclusion

Conclusively, this study offers an insight into the crucial importance of recruitment strategies in meeting the varied needs of organizations in the current business environment. In the effort to stay competitive and be able to adapt to shifting market conditions, it has become very important for organizations to be able to attract, retain, and develop their diverse staff. From the careful examination and analysis carried out by this study, it has been revealed that a strategy to meet all organizations' recruitment needs will not work anymore.

Therefore, there is need for organizations to develop recruitment strategies that incorporate the varied talents and different perspectives of various diverse candidates. By doing this, the organizations will get an opportunity to increase their talent pool as well as improve innovation and creativity in the organizations. Use of technology, such as the AI-powered recruitment platforms and data analytics can make recruitment process easier and faster.

It should be noted that this research shows the need for continuous analysis and development of recruitment methods to make sure that they correspond to new organizational demands and trends. Learning and development are important for being able to cope with changes and stay competitive.

To conclude, the results of this research point to the need for companies to put special emphasis on diversity and inclusiveness in recruitment. Using new methods and technologies will allow them not only to meet their current staffing demands but also to prosper in the future.

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