

# **“Analysis of Communication and Recruitment Process at Spectrum Talent Management”**



**Post-Graduate Diploma in Management(2020-22)**

By

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**PGFC2046**

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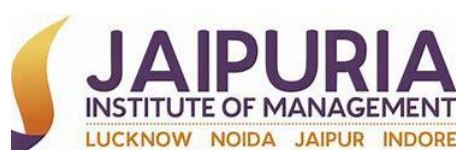
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**30<sup>th</sup> August,2021**

# Certificate of Approval

The following Summer Project Report titled “**Analysis of Recruitment Process at Spectrum Talent Management**” is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of Post-Graduate Diploma in Management for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed, or conclusion drawn therein but approve the Summer Project Report only for the purpose it is submitted. “Summer Project Report Examination Committee for evaluation of Summer Project Report”

Name                      Signature

1. Faculty Examiner \_\_\_\_\_

2. PMC Summer Project Co-coordinator \_\_\_\_\_



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**Certificate from Industry Mentor**

This is to certify that Ms. Shubhangi Nigam, a student of the Post-Graduate Diploma in Management, has worked under our guidance and supervision for Project.

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Date of Issue: 22<sup>nd</sup> July 2021

**For Spectrum Talent Management Pvt Ltd**

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RPO | Executive Search | Flexi-Staffing | Payroll

## **ABSTRACT**

This research is based on pure facts and experiences that occur in an HR consultancy firm. The main purpose of this study is to analyse the process of recruitment for clients. The purpose of this research is to identify problems related to recruitment and selection methods and sources used by the organization.

The findings of this research are purely based on the opinions and answers collected through the questionnaire. The questionnaire was prepared to get a picture of how different companies are sourcing candidates for recruitment purposes and what mediums are they using to source them. The questionnaire is a form of primary research for the project, apart from the primary research. Data from various studies and research papers has also been taken into consideration to come to the final conclusion of the study.

A SWOT and TOWS analysis of the recruitment vertical of the company has also been conducted to the best of my ability by studying the internal and external environment of the company and the HR service industry as a whole. SWOT and TOWS analysis if done with proper detail can provide a deeper insight to any organization and extract information which may help in the success of the company.

The objective of this research is to find out the gaps in the recruitment and selection process and find any possible solutions that could help the company in any way. This report is a practical study in the Human Resource domain which aims to provide insights and solutions to any problems that arise in the company in the recruitment process of candidates for third parties.

Spectrum Talent Management is an HR service company that is providing HR solutions for its clients for over a decade. It has an established client base in various industries. Recruitment is the biggest and most demanded service from the company, it is the aim of this report to help close the gap between any disparities that may be present in the recruitment process of the company.

## **ACKNOWLEDGEMENT**

The completion of this project would not have been possible without the participation and assistance of many people whose name may not be enumerated. Their contribution is sincerely appreciated and gratefully acknowledged.

However, I would like to express their deep appreciation and indebtedness particularly to Dr. Abdul Qadir and Mr. Abhinav Alexander Horo for guiding me in every step and helping me understand the concepts of human resource management in a practical way, all my friends, family, and others who in one way or other they shared their support, either morally, financially, or physically. I would like to thank them all.

Thank you

Shubhangi Nigam

PGFC2046

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## List of Annexures

### A survey on Recruitment

Please fill the form according to your experience in the Recruitment domain.  
This data would be confidential and only used for research purpose for my academic project.

\* Required

Name \*

Your answer \_\_\_\_\_

Email \*

Your answer \_\_\_\_\_

Gender \*

- Female  
 Male  
 Prefer not to say  
 Other: \_\_\_\_\_

Position in the company \*

Your answer \_\_\_\_\_

What is the main source of recruitment while recruiting for clients? \*

- LinkedIn  
 Job portals like Naukri.com etc  
 Existing Database  
 Referrals  
 Social Media like Facebook  
 Other: \_\_\_\_\_

Do you think Social media like Facebook is a reliable source while recruiting for a client? \*

- Yes  
 No  
 Maybe

Do you think it is necessary to invest money in job portals to find the right candidate? \*

- Yes  
 No  
 Other: \_\_\_\_\_

What mode of interviews do you prefer while recruiting? \*

- Telephonic  
 Video Based  
 Personal Interviews

What would you rate these methods of recruitment? \*

	1	2	3	4	5
Telephonic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video Based	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Interview	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What profiles are do you usually recruit for? \*

- IT Profiles  
 Non IT Profiles  
 Managerial Positions  
 Other: \_\_\_\_\_

What are the most demanded services of your company? \*

- Recruitment  
 Payroll Management  
 IT services  
 Vendor Management System  
 Other: \_\_\_\_\_

What other services are offered by your organization? \*

Your answer \_\_\_\_\_

## List of Abbreviations

<b>Abbreviation</b>	<b>Full form</b>
STM	Spectrum Talent Management
RPO	Recruitment Process outsourcing
CAGR	Compound annual growth rate
VUCA	volatility, uncertainty, complexity, and ambiguity
SWOT	Strength, weakness, opportunity, and threat
TOWS	Threat, opportunity, Weakness, and Strength
WFH	Work from Home
HR	Human Resources

## Chapter-1

### INTRODUCTION

#### 1.1 Introduction

##### **Background Of the Company:**

Spectrum Talent Management is a leading HR Services and solutions company. They provide complete HR services which involve Recruitment, Payroll, Onboarding, and flexible staffing. They have been highly successful in creating a worldwide network of professionals covering big countries like the USA, UK, and UAE. Spectrum Talent Management has a 47% YOY growth. One of the biggest recruitment companies in India, Spectrum Talent Management provides multiple Human Resource solutions. Out of the various services provided by the company Payroll, Recruiting, Flexible staffing and onboarding are most demanded by their clients.

Founded in the year 2008, STM is a continuously growing company with its branches in countries like the US, UK, and UAE. In this short period of time STM has managed to gain specialization in multiple services in the HR sector. Permanent Recruitment, Payroll Management, Staffing Solutions, RPO, and Staffing Augmentation too are offered.

With its headquarters in Noida, Spectrum Talent Management has a total of 9 offices in India. They understand the needs of their clients and provide them with customized solutions. They communicate with them intimately and do precisely what they want. Following that, they give clients solutions at affordable costs using a tailored approach. They have clients in various industries, all the way from automotive to pharmaceutical to consulting and many more. Some of the clients include following companies:



Fig-(i)

**STM is Offering the following services to its clients:**

- **Contingent recruitment-** This is mainly for companies who are looking to fill mid-level and senior level managerial positions in a non-confidential manner. Spectrum uses vigilant market research and analytics and an un parallel network of candidates pan India to take up the process with utmost professionalism and thoroughness. The services of contingent recruitment are spread across multiple industries like Automotive, IT/ITES, KPO, Pharma, Auto Ancillary, Audit and Consulting, Infrastructure, Telecom, EPC, and many more.

**PROCESS CYCLE**

- **Contract Staffing-** Contract staffing solutions enable businesses to create flexible, cost-effective workforces that can be increased in size or reduced in size based on macro and company requirements. STM has developed tools like Recruitment and transfers/migration, statutory & compliance management, payroll management, exit formalities Grievance Management Engagement Programs to benefit their clients. Some of the examples include single window contact, labour law management, easy online access to associate details, access to payroll data through HRSS, etc.

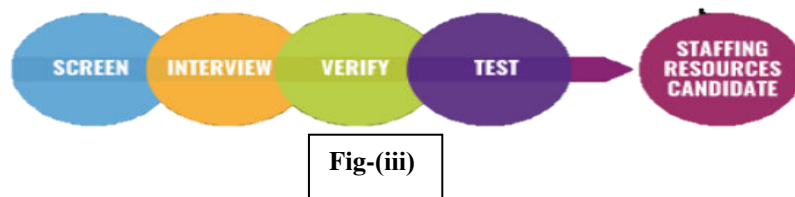


**Fig-(ii)**

- **Executive Search (PRO-Spect)-** This offering is for clients who are looking for senior level recruitments like presidents, vice-presidents, executives etc. Executive search is different from regular recruitment therefor clients are charged a higher fee for these profiles.
- **Global Recruitment-** When companies are looking to fill vacant positions and a national research does not give them a desired candidate, a team of prominent recruiters

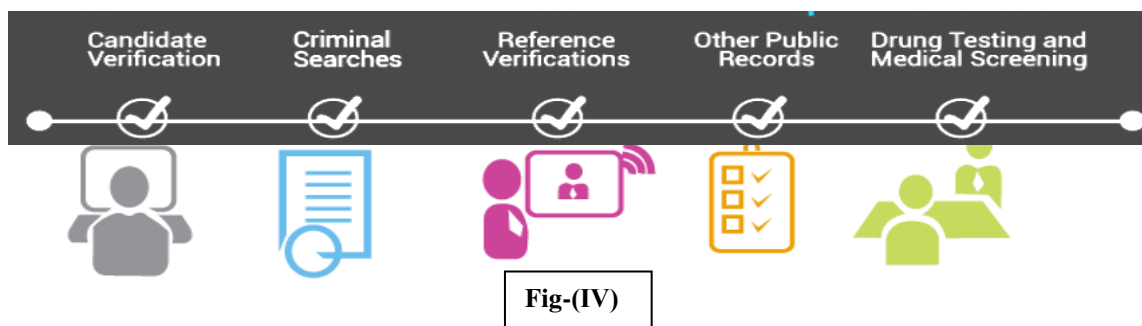
look for the right talent by using global job boards or using an internal applicant database to find the most qualified individuals who meet the specific job criteria of your organization.

- **IT Staff Augmentation-** IT staff requirements are one of the major services that are required by the clients, STM can hire professionals worldwide and manage them directly. Top-tier IT staffing services are provided to a variety of organisations ranging from Fortune 100 corporations to start-ups.



- **Payroll Management-** STM offers complete payroll solutions for all your needs. Whether it is a SaaS-based payroll service, a standard payroll processing capability, or an integrated one, clients are providing a full compliance managed service in addition to the necessary technological platforms to meet their demands. STM has payroll processors who produce payroll on time and to exact specifications.
- **RPO-** Spectrum Talent Management provides the most comprehensive selection of recruitment process outsourcing services. They optimize the talent acquisition process by matching their services with the company goals of their clients. Aside from that, tertiary institution qualification checks, as well as credit and criminal background checks are also done. They carry out this procedure while keeping Labour Legislation in mind. Checking references is an essential element of procedure too.

## Innovation and continuous improvements



## 1.2 Rationale for the Study and the Benefits of the Project

Details of the managerial problem/ task and the background to the problem/task, its genesis.-

Spectrum Talent Management is a HR consultancy Company providing a variety of HR related services to multiple companies in India and abroad. The HR industry According to a survey by [Wheebox in their India Skills Report 2020](#), it was found that the employable talent across India was a little above 46% only. This makes recruitment a very important process in every organization.

It is important for a company to get the right person for every position, having the right employee with relevant skills helps the company grow in the long run. This is where the role of HR service companies comes in. Companies like Spectrum Talent Management have been working professionally to make sure that companies get the right person for their jobs.

Recruitment is one of the top services that are required by clients.

This analysis of the recruitment process at Spectrum Talent Management will give us an insight on how outsourcing recruitment works and what are the benefits of using Recruitment process outsourcing(RPO) for any organization.

It is important to conduct a proper research into the HR service industry to get a clear picture. Interviews from various sources are taken to understand how the process takes place. Managers and interns were interviewed for the research. They were given a set of questions for each interviewee.

Some of them were:

- How is the recruitment process like at STM?
- What are the main sources of leads when hiring for clients?
- What services are most demanded by clients?
- How is your experience working with STM?
- What are the preferred ways of recruitment?
- Importance of social media in recruitment
- Reliability of social media platforms for finding candidates.

The answers to these questions helped create a bigger picture into the analysis.

In this time where we are living in a pandemic struck situation it gets difficult to stay focused and keep the work going. It also takes a toll on the mental health of the employees. The company did not have a proper way of communication for its employees. In order to solve this problem, it was necessary to develop a mode of communication that would be beneficial in employee engagement. Internal communication holds a very important position in any company. This important aspect of human resource is at times also looked over by management which may have severe results on the company's overall performance. In order to make sure that Spectrum talent management does not suffer the same consequences an idea of creating a newsletter was presented. This newsletter would focus on increasing employee engagement and at the same time being employee and company centric. It will also suggest methods of employee engagement to the management. It will contain various articles and a list of webinars which are relevant to the HR service industry.

I am positive the results of this analysis on recruitment and communication process at spectrum talent management be beneficial for the company and will help in creating a channel of communication for all employees working there.

### **1.3 Scope of the project**

According to the [Bureau of Labour statistics Report](#) the global online recruitment market size was \$28.68 billion in 2019 & is projected to reach \$43.39 billion by 2027, at a CAGR of 7.1% during forecast period. This huge difference in the market size is a perfect example of why it is important to look into this area and rule out any possible disparities that may be present so as to achieve optimal performance.

The objective of this research is to provide a better insight into the recruitment and selection process followed by STM for its clients. Feedback received from the employees and the interns working in this process will help in highlighting the present recruitment and selection scenario in the company. At the end of this research, it is projected that it will be helpful in easier evaluation of the recruitment that goes on in the company.

To do this it is important to have a clear understanding of the human resource practices that are followed by the company. It is also important to stay updated with the latest changes that are going around in human resource management sector as well as the changes that may be coming in the future with the ever-changing environment.

#### **1.4 Problem Formulation**

HR services industry is becoming a fast-growing sector. According to the [Annual Report published by Randstad](#) the staffing service market was valued at \$213 billion dollars for the year 2020 and the staffing line alone had above 50% share in it. Recruitment being the most demanded service from the clients Spectrum Talent Management has to pay special attention towards this vertical as it brings in most income to the business.

The subject of the study is related to the recruitment and selection process that takes place in the company for their clients as well as the communication that happens in the organization. The contents in the report are representative of my study and the experience that I had at Spectrum Talent Management Private Limited., as an intern in their human resource department.

To begin with my research on recruitment, I started with understanding the process that goes behind the recruitment process and the importance of selecting the right candidate according to the needs of the client.

After the initial understanding of the process, I start with the possible tools or techniques that could be used to conduct the research and get meaningful conclusion. After going through various methods to analyse the recruitment process I decided to continue with the SWOT analysis and creating a TOWS matrix. For the process of internal communication I collected data on how information was being shared in the office. The main source was found to be through emailing.

After gathering the initial understanding of both the matrix I began with the collection of data. The data I incorporated was a mix of primary and secondary data. Primary data was collected through questionnaires whereas secondary was taken off of various research reports and articles available on the internet through websites like J-Gate or Research Gate etc. ([Analysis of the](#)



Coming to the process of internal communication I found that the employees would appreciate if they got regular updates about the company as well as the sector, they are working in. When employees are stuck in their homes they start feeling cut off from the regular world. This also takes a toll on their effectiveness at work. Creating a newsletter to keep them up to date with the latest happenings in the company as well as the hr industry sector may help in maintaining effectiveness of the employees. An analysis of human resource management requires some sort of conceptual framework to begin with, this is helpful to understand the complexity of the content. Human resource management practices in any organization varies and it is usually an amalgamation of different methods, techniques and tools developed for HR practices only. Human resource practices have been ever changing, living in a dynamic world it is important to keep up with the changing environment. The new VUCA world is full of opportunities and threats at the same time.

The process of recruitment and selection of employees for an organization is an important process for every company. The quality of employees directly impacts the company they are working for. It is important to look at the recruitment process from different point of views. The perspective of the recruiter and the person getting approached for the job is equally important to understand the process of recruitment. The aim of this research is to find out if there are any drawbacks in the recruitment process and to make the process of internal communication more effective and efficient for the company. The research conducted was interesting and I came across a vast area of this process to figure out a solution for the process.

## CHAPTER-2

### LITERATURE REVIEW

#### **2. Theoretical Backdrop/Literature Review**

**Human Resource Management-** Human Resource Management is the new and developed term for the old personnel management. It has been proven by numerous research that the Human Resource Department of every organization is the core of its existence, and the organization will crumble without it. In addition to managing the existing employees in the company the HR department is directly responsible for the recruitment of new employees too. Human resource management encompasses all management choices and activities that influence the organization's connection with its workers – or, in other words, its human resources. The human resource functions can be broadly classified into six functions:

1. Planning, Recruitment, and selection.
2. Human resource development.
3. Benefits and compensation management.
4. Health and Safety.
5. Labour and Employee relations.
6. HR Research

This particular research is mainly focused on the first function i.e., Recruitment and Selection. Recruitment and selecting new personnel are both complex processes.

**Recruitment-** The strategic needs of an organization are specifically designed by the department heads. As soon as they are determined it becomes the duty of the human resource department to look for the right candidate. In the present time a lot of companies have started opting for a third party to do the recruitment for them, these third parties are known as HR

service companies. These companies use their vast area of network and candidate databases to look for the desired candidate. There are multiple types of recruitment techniques that can be followed. Once the client describes the job role that needs to be filled action is taken to look for candidates. STM uses job portals like Naukri.com etc to search for the candidates, another way to source candidates is through LinkedIn. These candidates once shortlisted, their profiles are scrutinised and reviewed. After the final shortlisting telephonic/video-based/face-to-face interviews are taken, technical interviews are next in process. The company also makes background checks on these candidates so as to reduce any chances of fraud. Only after these steps an offer is placed to the candidate on behalf of the client.

**Internal Communication-** Internal communication is the process of transferring information among the employees of the company. It plays an important role in a company as it is a part of human resources and also plays a major role in employee engagement. A complete perspective of how a company communicates with its employees is called internal communication whereas the tools, strategies, and channels that allow for this are known as *internal communications*. Out of the multiple mediums of communication in a company this research is focused on newsletters and how it can engage the employees by introducing material that is interesting to them.

**Newsletter-** A newsletter is a tool of communication that is used by the companies to float all the news related to the company to its employees. Newsletters carry all the internal news that happens in the company. It is basically an email or printed publication that compiles news, announcements, and other essential information for workers to be aware of.

**Assumptions made in the study-** Study was done by taking in single recruitments and not bulk recruitment for clients. Focus was made towards the methods and preferences of sourcing candidates. Competition analysis was done for the SWOT analysis. And the growing market share of the HR service industry was studied to understand the possible opportunities for the company. HRs are looking at job portals to look for new hires([India Skills Report 2020, page 56](#)) This puts the focus on portals like Naukri.com. Coming to the part of internal communication, it was assumed that the employees sometimes do not look into every email they receive which contains little information or small news related to the company. Their busy schedules may make them easily skip on emails like this. 30 percent of employees admit they don't read email from their employers([a survey conducted by APPrise](#)).

## CHAPTER-3

### RESEARCH METHODOLOGY

#### **3.1 The Research Problem**

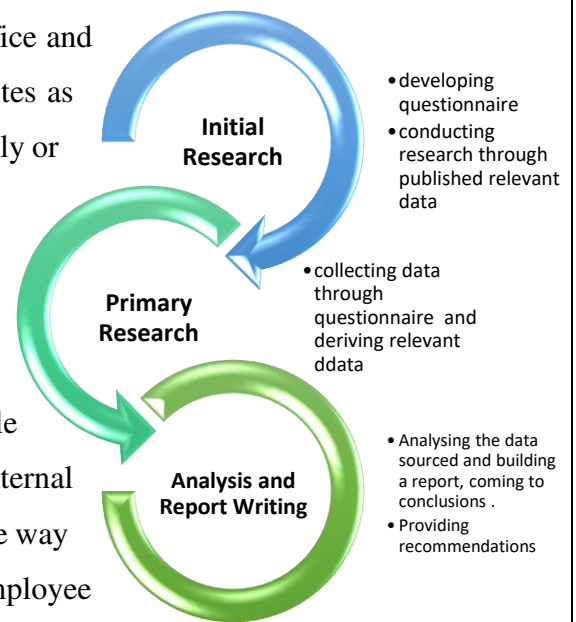
The research is an Exploratory Research. This research's primary objective is to develop insights into the problem and find out where problems lie and finally an evaluation and finding out appropriate courses of action. It will also look into finding solution for increasing the quality of internal communication that goes on in the company.

Data Source: A collection of both Primary data and Secondary data. Primary was collected directly from the interns and employees working at the office and the secondary data was collected from the company websites as well as external factor sources that effect the business directly or indirectly.

The research is based on the major problems that may be faced by the HR personnel while recruiting a candidate for clients and at the same time doing a swot and tows analysis for the company to list out disparities and finding possible solutions. The research will also look into the internal communication that goes on in the organization and how the way information is floated in the company can play a part in employee engagement.

While conducting the research following questions were also kept in mind:

1. What are the opportunities for Spectrum talent management in the industry?
2. What are the ways to make the employees continue their effective work and not feel left out due to being stuck at their homes?
3. Does the company have any competitive advantage in the field of HR Service?
4. Would the employees appreciate receiving a single source of information that can keep them up to date with the happenings in the company and their industry?



**Fig-(V)**

5. What methods are usually used by the recruiters in the company?

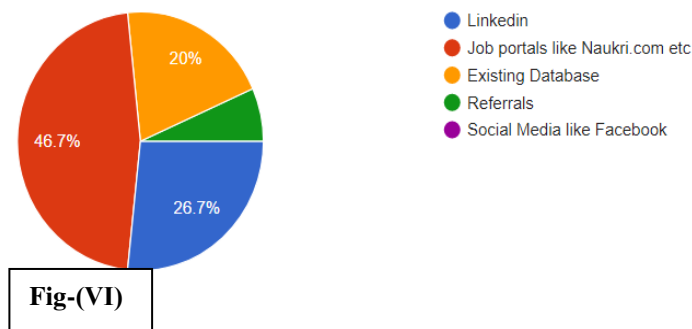
### 3.2 The Research Design

A questionnaire can be used in various contexts for a research. The data obtained through a questionnaire majorly depends on the way it has been designed by the maker. The successful use of a questionnaire depends on the initial research done by the researcher as it is important to frame questions in a way that would collect relevant data for the research while eliminating all the excess information which is not necessary to conduct the research.

The questionnaire was floated among the recruiters and interns working in the HR field to create a sample in order to create a pool of data for analysis.

The questionnaire had 40 respondents. The size of the company is around 150-200 employees therefore a sample size of 40 is taken as acceptable. A snapshot of the said questionnaire is attached for reference in the Annexure.

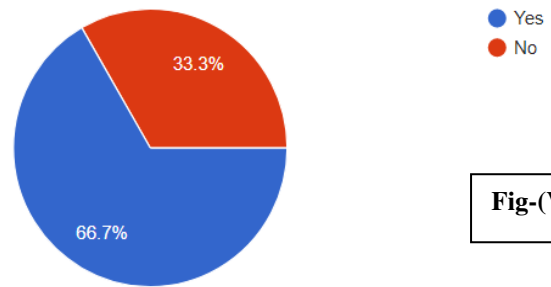
A number of questions were asked from the respondents and for some questions the answers received were quiet dynamic but most of the answers pointed out that a lot of recruiters look for the same things while looking at recruiting candidates for the clients.



database to look for potential candidates.

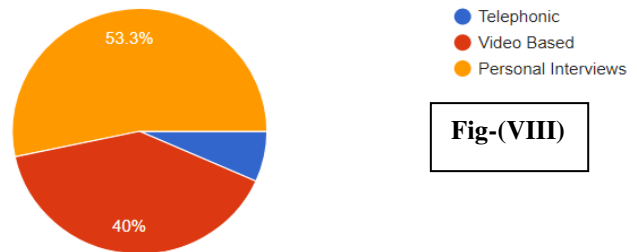
Out of all the respondents around 46.7% said they preferred job portals like Naukri.com to source candidates whereas 26% preferred LinkedIn and 20% did the initial search in the company

A total of 33% deemed social media websites like Facebook okay to find suitable people for clients, whereas 20% were against it and almost 46% were in the grey zone. About 67% recruiters agreed that it is important to invest in paid websites to get the right talent.

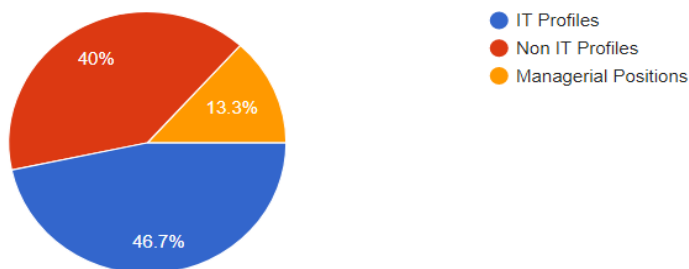


**Fig-(VII)**

It is also important to keep the current situation in mind while doing any research. Due to the spread of coronavirus the recruitment processes have been shifted online. The results of the next question are not surprising. Even though 53.3% recruiters still preferred personal interviews 40% now preferred video-based interviews.



**Fig-(VIII)**



**Fig-(IX)**

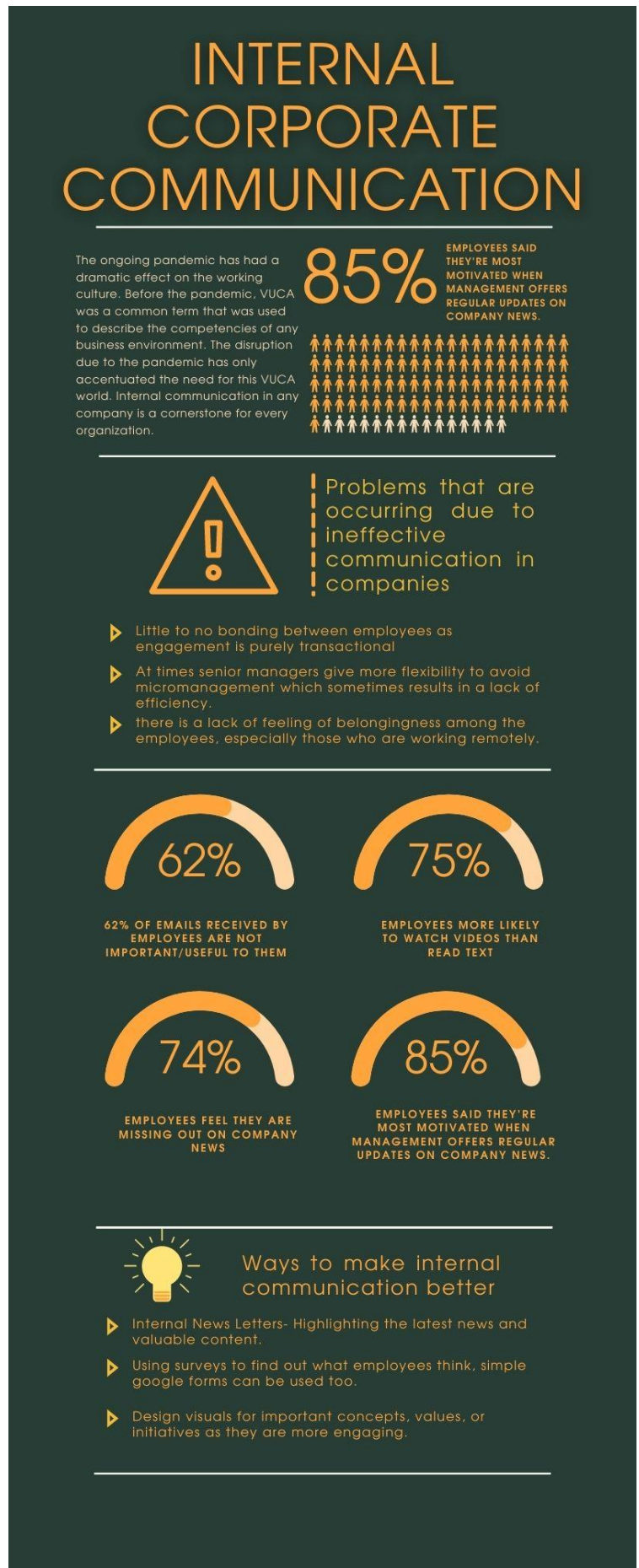
Out of these recruiters 46% worked on recruiting for IT profiles and 13% worked for recruiting managerial positions and 46% worked on non-IT positions.

I have considered answers to all these questions into consideration while working on the TOWS matrix. This data also helps us interpret the minds of a recruiter to an extent regarding their preferences in the recruitment process.

Apart from the data collected to gain information on the recruiting process, to gain more information on the process of internal communication I posted a mail to my Industry mentor where following questions were asked:

1. What policy changes have happened due to Covid and remote working?
2. Company milestones that have been achieved/
3. Events(online) that have been planned previously or could be planned?

The answers to these questions helped me form a better idea of what the contents of the newsletter should be like. With the help of answers from my mentor and by collecting secondary data through the internet I was able to come out with an infographic that explained the importance of internal corporate communication in every organization. By completion if this infographic it became clear to me that a newsletter should be created to make the communication in the company better than it has been.



## **CHAPTER-4**

### **DATA ANALYSIS AND RESULTS**

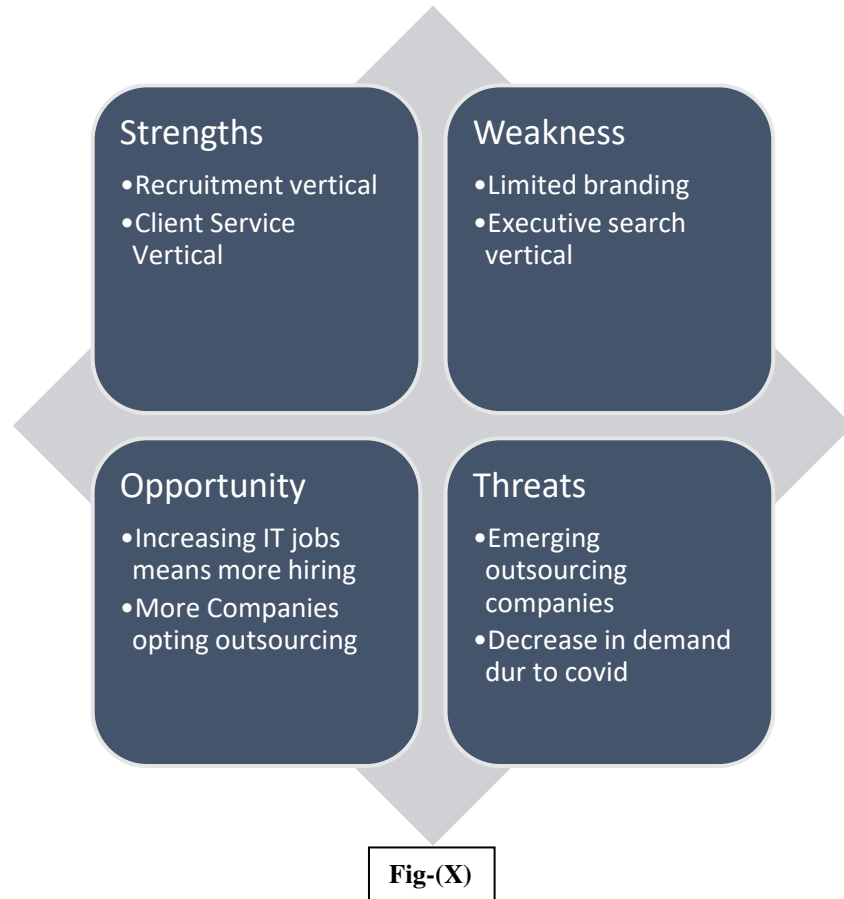
A SWOT analysis is a strategic planning technique that acts as an assessment tool. It helps in the identification of core strengths, weaknesses, threats, and opportunities and helps deducing fact based fresh perspectives and new ideas. Initially the SWOT analysis was used to analyse businesses but now looking at its success even government bodies have started using it. Potential questions to list during the SWOT analysis are:

- a. What is the company doing well?
- b. What is their strongest asset?
- c. What are the detractors?
- d. What are the low performing verticals?
- e. What trends are upcoming in the industry?
- f. Is the company missing any target customers?
- g. What is the competition like?
- h. Are there any regulations that can potentially harm the business?

By looking at Spectrum Talent Management I have classified these above-mentioned questions into the SWOT matrix



## Detailed SWOT Analysis



**STRENGTH-** The recruitment vertical of Spectrum Talent Management is the strongest. It is the most demanded service by the clients and with the growing recruitment market it is bound to stay strong. Their recruitment vertical is branched out too, STM provides services for medium level managerial positions as well as executive level positions under their executive search vertical.

The client service vertical is the second most demanded service of STM. It has also established a market in countries like the UAE, The US and UK.

**WEAKNESS-** STM is an organization which is older than a decade, more branding is required. Other HR consultancies like Randstad Indian Ltd. etc are using internet platforms to increase their branding by publishing reports etc. One of the verticals which has limited client base is the executive search. Since a lot of companies still wish to choose their top-level senior executives through internal searches and referrals this vertical can be mentioned as a weakness for the company. Another point that can add to the weakness of STM is facing difficulties in finding the right candidate for a job role. There are times when the client demands for specific qualifications in a candidate, but they are not available in the job market. In some cases even if they are available they ask for higher compensations that are over the budget of the client.

**OPPORTUNITIES-** With the increase in the jobs in the IT sector the companies will need more people to be hired and in bulk. This can be a huge opportunity for STM to grab.

The emerging numbers in the growth reports are a fact-based depiction of how more and more companies have started outsourcing talent through hr service companies.

STM can also grab onto the opportunity of increasing RPO by pharma companies. With a significant boom in the pharmaceutical sector more companies need new employees. With its pharma vertical already being strong this opportunity can really help the business blossom.

**THREATS-** Due to coronavirus a lot of companies had to resort to decrease their budgets which makes companies like STM in vulnerable positions.

With the passage of time, it is evident that this sector is growing with potential of earning a lot of profit which means more and more companies will be entering the market which will ultimately increase competition. Increased competition may bring down the profits significantly so it is important to keep the strategies up to date with the current trends.

## **TOWS Matrix**

The TOWS matrix is usually an advanced step of SWOT analysis. It is a tool for strategy generation and selection. The strengths and weaknesses are considered to be a part of the internal environment whereas the opportunities and threats are a part of the external environment. TOWS matrix can be used to find out strategic options that may be available for the company. In order to formulate TOWS strategies, It is required that the company takes advantage of its internal environment to flourish in its external environment and at the same time use opportunities in its external environment to get over the weaknesses in its internal environment and vice versa.

I concluded the following strategies after doing the SWOT analysis of the business processes at spectrum talent management.:

**Strengths and Opportunities in TOWS matrix/SO-** this first strategy will use the strengths of the company to optimally take over the opportunities available in the market. Spectrum Talent Management can use its strength in the recruitment vertical to take over new opportunities arising in the market. With more companies looking at outsourcing as an option for hiring STM will benefit from this strategy.

**Weakness and Opportunities in TOWS matrix/WO-** The second strategy indicates that the management may have various options where they can take advantage of opportunities to overcome their weaknesses. STM can use its expanding customer base to pitch in the idea of outsourcing senior level talent through them.

**Strengths and Threats in TOWS Matrix/ ST-** This strategy implies that the management can use its internal strength to overcome any possible threats that the company might have. The company can make benefit since a lot of its competitors are fairly new in the market and have a less established client base.

**Weakness and Threats in TOWS matrix/WT-** It is always advisable to minimise weaknesses to avoid threats. A great way to establish more market presence is by creating an online presence. With so much business and networking happening on online platforms this will definitely be profitable for business.

After looking into the SWOT analysis and finding suggestions through TOWS matrix I shifted my focus to the newsletter collect more information about various employee engagement programs that can benefit the organization. I referred to the internet for the collection of information on this topic. I read up on various articles and blogs that defined the importance of employee engagement programs. While looking for ways of employee engagement in online mode I discovered that reward and recognition programs are one of the most liked ways of engagement. I then proceeded to create a company newsletter for the employees. I made sure that the contents were relatable for the employees and at the same time be company-specific and focus on increasing internal communication in the organization. In order to collect details to make it company specific, I had to go through both the company websites. Since the company operates in India and abroad the area to be covered was vast. For the contents of the newsletter, I collected news on the company, I also added internal company news related to working remotely for employees. I collected information on various webinars that were happening on the internet that would interest the employees. I also Included Articles published on famous platforms like Forbes or People Matters website that were related to the HR service industry.

A snippet of the front page of the newsletter is added below for reference purpose.



## RESOURCE

### What's inside this issue:

- IMPROVING COMMUNICATION
- ARTICLES OF THE MONTH
- BOOK RECOMMENDATIONS
- SUGGESTIONS FOR RNR PROGRAMS
- ARTICLE REVIEW- FORBES
- REMOTE EVENTS



## TIPS ON IMPROVING INTERNAL COMMUNICATION

It has been rightly said that "Communication is the key". Some of the suggestions to improve communication are:

- Create a separate mailing list for separate teams. This will reduce the overflowing of inboxes with messages that are directed to another team.
- While sharing the data, create a dashboard with various graphs and charts. This will effectively communicate the message with less consumption of time.
- Shorten the channel of communication. By doing so there is less chance of distortion of information. For example, in order to communicate the possible reason for the attrition rate to the senior manager, it is advisable to do so by sending them a detailed report and simultaneously reporting to them to reduce confusion.



## **CHAPTER-5**

### **SUGGESTIONS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Suggestions and Recommendations**

Recruitment is a major part of the HR service business. It is the biggest contributor in the company's business. The analysis of the recruitment process gave a better understanding of the complete process of selection that goes on in the company.

The analysis of the process has made me conclude to the undermentioned suggestions:

- a. Spectrum Talent Management should look into expanding the reach of their lesser demanded services apart from recruitment too.
- b. The management could use their clients who are already availing their recruitment services to pitch the idea of additional HR services.
- c. The company should look into expanding their reach on online platforms.
- d. Spectrum talent management can assign the duty of creating and floating a newsletter every fortnight.
- e. The company should invest into employee engagement programs to boost employee morale.
- f. The company should keep the employees updated on the company news.
- g. A monthly activity or seminar should be organized to take feedbacks from the employees and the management to keep a track of the progress.
- h. The company should introduce a bi-monthly newsletter specially designed for their clients.
- i. The area of recruitment should be increased to more than just one platform to get more eligible candidates.

- j. The company should also ensure they have an updated database of potential candidates and clients separately.
- k. Employee should be encouraged to give referrals if they believe any candidate would be fit for a role.
- l. With advancements in technology, the company can consider creating a tailored platform for its clients to keep a track of their business with STM.
- m. In order to increase employee productivity RNR programs should be given more importance in the office.
- n. The frequency of reward and recognition programs should be increased by the company management, at least until work from home is in effect.

## 5.2 Conclusion

Every firm seeks an employee who could work efficiently. They are looking for someone who possesses the highest level of competence necessary for the position. The company's major goal after picking the appropriate individual is to place that person in the proper role. Any company's key strength is its personnel effective workers are the greatest way to achieve success. As an outcome, businesses try to recruit and hire the greatest employees while also providing the finest working environment. HR service companies like spectrum talent management are helping organizations find the desired candidate for themselves. The analysis of internal and external environment gave a deeper understanding of the functioning of the company and how small changes can have big

effects on the company. Spectrum talent management has a capable and motivated team, but there is always room for development. To guarantee

that the firm hires the appropriate individuals, it must establish the necessary abilities and characteristics that candidates should exhibit. It would be even more beneficial if the company starts expanding its online presence which would ultimately result in more business opportunities. While taking over the markets in the external environment it is also important to keep a balance in the internal environment and Internal communication is one of the biggest player in the internal well being of a company. Companies should invest in maintaining a

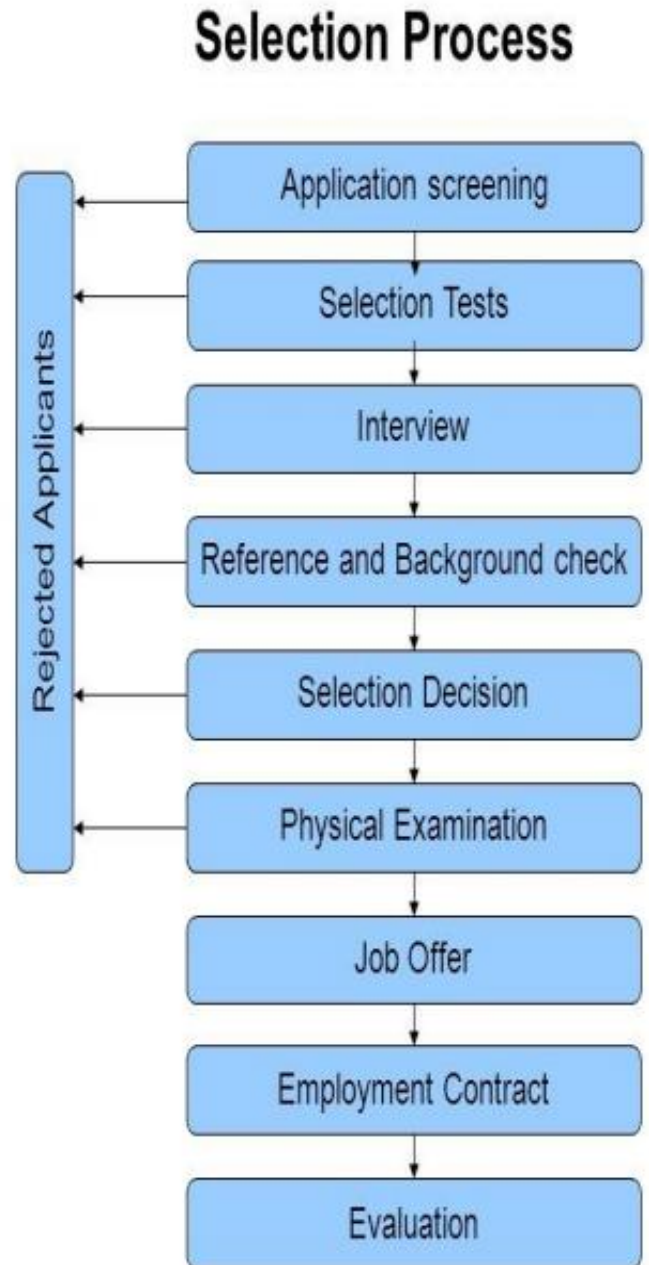


Fig-(XI)



smooth flow of information among its employees. It is also important to make employees feel that they are in the loop and not missing out on important information that may benefit them in one way or another. Apart from newsletters companies should figure out other creative ways to keep employees satisfied and on top of their game. They could use leader boards to keep track of work and award the top performers etc.

### **5.3 Key Learnings**

The analysis of the recruitment process in Spectrum talent Management has helped me immensely in understanding the core concepts of human resource management. It has also made me understand that there are multiple aspects of being an HR professional. Although a lot of freshers focus more on understanding the recruitment and selection aspect of human resources it is equally important to look for other areas in the same domain, only when all the areas are given equal importance a person can transform into a knowledgeable professional. During my tenure at Spectrum Talent Management, I have picked up the following key learnings:

- a. Job portals like Naukri.com play a huge role in the recruiting process
- b. Application of concepts learned in theory will turn out in your favour.
- c. The importance of internal communication should never be taken lightly in an organization.
- d. It is important to grow in multiple aspects, selecting a single vertical to expand will not be beneficial in the long run.
- e. It is always fruitful to keep a check of the internal as well as the external factors while running any business.

- f. International markets are difficult to tap into but if done correctly they will make your organization profitable in the long run.
- g. In order to maintain efficiency in the organization it is important to maintain a smooth flow of communication.
- h. The employees will always appreciate programs that benefit them.
- i. I learnt the various techniques of creating a newsletter from scratch.
- j. I learned about various rewards and recognition programs that employees can benefit from.
- k. I learned about the relationship between employee engagement and efficiency in their work.
- l. It is not always required to invest monetarily to boost employee morale.
- m. Regular updates about the news around the sector is appreciated by employees.
- n. There is a huge possibility the employees do not go through every email floated by the management.
- o. In an environment which is dynamic it is always advisable to keep yourself up to date on the latest trends going around the industry.

## **5.4 Limitations**

Although the research was done best to my ability there were certain limitations to it:

Due to coronavirus the internship took place in a WFH mode which limited the scope of collecting deeper information from employees.

A candidate's point of view was missing from this research as it was not possible to interact with them on a virtual mode.

There was also a time constraint. It would have been a great opportunity if a reward and recognition programs was organised for the employees.

Due to remote working it was sometimes difficult to reach out to a senior authority as we were limited by the resources at our homes. Issues like power outage and network unavailability also created disruptions.

Due to the coronavirus outbreak the regular workings of almost every industry has been disturbed. Therefore, it was difficult to assess what the situation would be after the pandemic is over.

If provided with more time and resources I would have organised a webinar with the help of the management on the topic of flow of communication and how it plays a part in the recruitment processes too.

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