

A STUDY ON THE EFFECTIVENESS OF CUSTOMER RELATIONSHIP  
MANAGEMENT FOR A RECRUITMENT CONSULTING FIRM - ADECCO  
WORKFORCE SOLUTIONS LIMITED, CHENNAI

A PROJECT REPORT  
submitted by

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Reg. No. 0720400057



In partial fulfillment of the requirements  
for the award of the degree

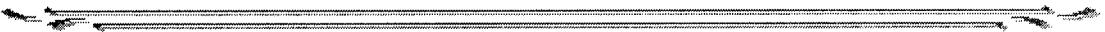
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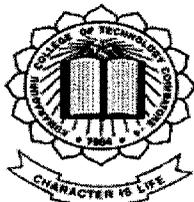
**MASTER OF BUSINESS ADMINISTRATION**

**April, 2009**

KCT Business School  
Department of Management Studies  
**Kumaraguru College of Technology**  
( An autonomous institution affiliated to Anna University, Coimbatore)  
Coimbatore-641 006

*Certificate*





**KCT BUSINESS SCHOOL**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**KUMARAGURU COLLEGE OF TECHNOLOGY**  
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**BONAFIDE CERTIFICATE**

Certified that this project titled **“A STUDY ON THE EFFECTIVENESS OF CUSTOMER RELATIONSHIP MANAGEMENT FOR A RECRUITMENT CONSULTING FIRM – ADECCO WORKFORCE SOLUTIONS LIMITED, CHENNAI”** is the bonafide work of **Mr. T VINOTHKANNA (0720400057)** who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

*K.R. Sathish Kumar*  
 (K.R. SATHISHKUMAR)  
 Project Guide

*[Signature]*  
 Director

Viva – Voce Examination held on ...05.05.09...

*[Signature]*

*[Signature]*  
 27/05/09



better work, better life

**TO WHOM SO EVER IT MAY CONCERN**

...  
This is to certify that Mr. T.VINOTHKANNA doing MBA in Kumaraguru College of Technology has taken up the project and undergone a research on "A STUDY ON THE EFFECTIVENESS OF CUSTOMER RELATIONSHIP MANAGEMENT FOR A RECRUITMENT CONSULTING FIRM" with special reference to ADECCO WORK FORCE SOLUTIONS LIMITED, Chennai, as a part of fulfilment of his MBA degree for a period of three months [19<sup>th</sup> January 09 – 17<sup>th</sup> April 09]. His conduct has been very good & we wish him all success in all his future endeavours.

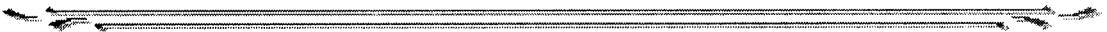
Warm regards  
For Adecco Solutions

Authorised Signatory,

A handwritten signature in black ink, appearing to read "Ragavanthira Kumar T", written in a cursive style.

(Ragavanthira Kumar T)  
HR Manager

*Declaration*



## DECLARATION

I, hereby declare that this project report entitled as “**A STUDY ON THE EFFECTIVENESS OF CUSTOMER RELATIONSHIP MANAGEMENT FOR A RECRUITMENT CONSULTING FIRM – ADECCO WORKFORCE SOLUTIONS LIMITED, CHENNAI**”, has been undertaken for academic purpose submitted to Anna University, Coimbatore in partial fulfillment of requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of **Mr. K R SATHISHKUMAR**, Lecturer, MBA Department during the academic year 2007-2009.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

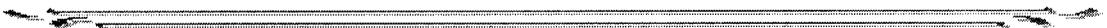
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VINOTHKANNA T

## *Acknowledgement*



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I am indebted to the powerful **Almighty God** for all the blessings he showered on me and for being with me throughout the study.

At the Outset I am grateful to our honorable Correspondent **Mr. Balasubramanian M**, and other college trust members for allowing me to develop the project in their institution.

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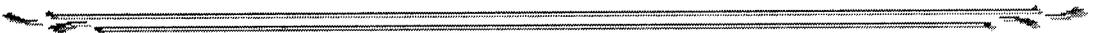
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*Abstract*



## **ABSTRACT**

In this project, an attempt has been made to study on the effectiveness of customer relationship management in ADECCO WORKFORCE SOLUTIONS LIMITED - a recruitment firm. This study has been conducted to analyze the customer's satisfaction level with special reference to Adecco Workforce Solutions Limited in Chennai. Customer satisfaction includes factors like quantity, quality, Turnaround time, service, Cost etc., they have large number of customers all over India, but this study has been conducted with special reference to customers in Chennai.

The study was conducted among the population of 120 where the sample size of 60 was drawn from the population. The population was divided into 3 Strata. The sampling technique used in this study is stratified simple random sampling. The research design used for the study is descriptive research design. A questionnaire was used to interview the 60 respondents. The secondary data was collected through company website. Percentage analysis and statistical tools like chi-square and weighted average were used for data analysis and interpretation.

The difficulty encountered while conducting the study was time constraint and difficulty in getting appointments with HR Managers and HR Executives.

The study reveals that the customer's opinion about overall services of the company is good. A few areas of dissatisfaction are also identified and relevant suggestions are also made to improve the services and customer Relationship.

# *Introduction*



## CHAPTER 1

### INTRODUCTION

#### 1.1 INTRODUCTION TO THE STUDY

In an organization, whether a business or an industrial enterprise need customers for its survival and growth. The success and failure of an organization depends on its customers. So it is the utmost duty of any organizational members to look after their customer's needs and wants and make them satisfied with their product or service.

It is ideal from any organization's part of view that customer's are the only assets.

#### **Customer**

A customer is a person who adopts and uses a product or service which fulfill his requirement. Customers are us! Everyone is a customer. A customer will not be a customer all the time and even not be a consumer of the same products or services.

#### **CRM**

**CRM** stands for **Customer Relationship Management**. It is a process or methodology used to learn more about customers' needs and behavior in order to develop stronger relationships with them. The more useful way to think about CRM is as a process that will help bring together lots of pieces of information about customers, sales, marketing effectiveness, responsiveness and market trends.

#### **CUSTOMER EFFECTIVENESS**

Customer effectiveness is the utilization of an individual's ability, skills and knowledge to get a task done by others and render best services and products. They focus is on optimization utilization of resources in best way.

In simple words customer effectiveness is apply smartness in activities.

### **Using CRM, a business can:**

- Provide better customer service.
- Increase customer revenues.
- Discover new customers.
- Help sales staff close deals faster.
- 

### **The evolution of CRM**

It is not suddenly that the business managers have realized that the customer is supreme or the need to render personalized service. However, it was not possible to address the preferences of a massive group of widely dispersed individuals. Neither the tools nor the technology was available. The smart business managers did the next best thing, which was to conduct a market research and classify the market into broad segments with different preferences. The product managers would (and still do) then position their products catering broadly to these segments.

The commercial penetration of Internet into the homes changed everything. It provided the means to take the integrated enterprise information system to the customer's living room. He could buy, sell or bank sitting there, while uniquely identifying himself.

### **Reasons for Adopting CRM:**

CEOs are realizing those who are not able to come up with effective CRM strategies risk being edged out of business. Customer is the king and the business strategies must be built for ensuring customer loyalty. It costs six times more to create a new customer than retain an old one.

- Increased sales revenues.
- Increased responsiveness.
- Increased win rates.
- Increased margins.
- Reduced cost.

To introduce a new customer it cost Rs 10/- , to retain a customer it cost Rs 1/- but to bring back an old customer it cost Rs100/- . So building rapport with the customers and creating a friendly service oriented environment leads to a good customer relationship management

## 1.2 ABOUT THE INDUSTRY

Human resources (HR) are a general term meant to cover a wide range of activities. Some of the work that falls to HR professionals includes hiring and firing employees, creating organizational charts and shaping corporate culture after a merger or acquisition, managing employee communications, settling employee disputes, creating benefits programs, navigating government regulations, dealing with legal issues such as sexual harassment and occupational safety, and setting up policy and programs for measuring performance, compensating, recognizing, and training employees. In other words, HR doesn't consist of a single activity or function but a huge network of them; basically, HR refers to everything related to the employer/employee relationship. Both specialists and generalists can find a home here, with specialist tracks ranging from training to pension plan administration to legal compliance. In HR, there's something for just about everyone.

Long considered a support role, in recent years HR has taken on an increasingly strategic dimension in the world of business as managers have recognized employees as a source of competitive advantage. Meanwhile, globalization has complicated the HR role, creating new challenges, such as managing employees and overseeing employee regulations in different countries and cultures, while technology has created a new array of opportunities for streamlining HR administration and practice—everything from putting benefits programs online to e-learning to automating payroll and other administrative HR tasks.

The responsibilities and activities of HR practitioners vary depending on the size of company. At a small company, the HR professional will usually wear many hats, whereas at bigger companies you'll find both generalist and specialist HR roles. Large Fortune 500 companies, for instance, divide HR into corporate and field operations, with those on the corporate side setting policy and those in the field working with divisions to implement programs and handle day-to-day issues. Many smaller and mid-sized businesses, or those of less than 1,000 employees, are increasingly outsourcing some or even all of the HR functions. A few responsibilities

recruitment, compensation and benefits consulting, and HR systems, have grown into multibillion-dollar service sectors designed to support in-house HR functions.

Human resources act as the mediator between an organization's management and its workers. This requires wearing many hats: It's an HR administrator's job to make sure that employees are working in a safe environment, that disputes are settled, and that benefits are understood and functioning properly. At the same time, HR is charged with recruiting new employees who will both fit in well and help the company achieve profitability. They also represent management when negotiating for benefits with companies administering these benefits and when implementing companywide policies that will ultimately lower costs or boost profits. The needs of HR cover a wide range of tasks and, therefore, require someone who is not only good with people, but also organized, analytical, business-minded, and able to juggle many projects at once.

Recruiters need to know what the best ways are to attract potential employees, such as running ads, searching the Internet, attending job fairs, and interviewing at schools. Recruiters communicate with prospective employees about personnel policies, wages, benefit packages, working conditions, and promotional opportunities. Recruiters also screen, interview, test, and check the references of applicants.

In essence, consultants are hired advisors to corporations. They tackle a wide variety of business problems and provide solutions for their clients. Depending on the size and chosen strategy of the firm, these problems can be as straightforward as researching a new market or as complex as totally rethinking the client's organization. No matter what the engagement, the power that management consultants wield is hard to scoff at. They can advise a client to acquire a related company worth hundreds of millions of dollars, or reduce the size of its workforce by thousands of employees.

"Consulting" is a big, one-size-fits-all term that includes virtually any form of advice-giving. This industry overview focuses primarily on the flavor known as

industry includes firms that specialize in providing advice about strategic and core operational issues. Although some of the highest profile firms populate this segment, they're not the only ones doing consulting.

## **Human Resources Consulting**

Consulting for HR is a huge business. Most of the major consulting firms offer service lines related to HR. Consultants in these areas work on everything from creating more effective organizations, to managing change, to developing training programs, to managing health-care programs for their clients. The work is often strategic, focusing on the people issues of running a large company. A lot of it is data-driven; too, such as in actuarial consulting, which involves financial planning based on the company's long-term hiring projections.

HR Consulting can include everything from designing an employee evaluation and compensation system to conducting organizational effectiveness training to helping an organization through a significant change event, such as a merger. HR consultants often work as long and travel as much as their counterparts in general management consulting. Representative firms include Accenture (Change Management Group), Buck Consultants, Hay Group, Hewitt Associates, Mercer Human Resource Consulting, Towers Perrin, and Watson Wyatt & Company.

In the industry, a "headhunter" is formally known as an executive recruiter. Typically, a headhunter earns his or her living by recruiting top-notch candidates for hard-to-fill corporate positions. The basic premise of executive recruiting is that really good candidates are happy in their current jobs and are not likely to read (or respond to) want ads in newspapers or on the Internet. Ideally, executive recruiters, begin each recruiting assignment by carefully gathering the specific requirements for the job to be filled. They then attempt to locate the ideal candidate using their network of contacts in business and industry.

Interestingly, Indians in the US, after their failed foray into the consulting and body-shopping businesses have taken to headhunting. Many consultants and IT

into positions they become aware of. Of course the slowing economy means that such moonlighters are giving way to value added recruiters.

With projects increasingly being outsourced to India, companies there are probably starting to look for talented individuals with the right skills who can hit the ground running. Use of Internet websites and e-mails helps them remain relatively anonymous. The flip side is that since most of the big recruitment push is coming from Indian companies and not international players, it will be hard for the bad apples to survive in the long run.

### **Indian Recruitment Industry Moves on the Internet**

Around the world online recruitment had an ascending raise, from a market of approximately \$ 300 millions in 2000 to almost 8 billion in 2005. The highest rate is owned by the United States, where 39% of the companies choose as recruitment method the internet; and “the big boys” (The Fortune 1000 companies) in a 90% proportion. In India it can be observed an ascending trend in using the internet as a recruitment method, in 2005, 10% of the jobs being placed online,

“We estimate that 10-12% of the jobs are generated online, from which 75% can also be found in other channels of distribution, like newspapers or recruitment agencies with offline activity. With the growth of internet usage it will be observed a raise of online recruitment rate, with the lost of newspapers and other ways of promoting. We expect this sector to grow and consolidate, going 10-13 percent higher in 2006”. From the jobs published on the internet the higher rate, of approximately 25-35%, is found in the IT sector.

### **Three Ages of Staffing**

#### **1. Temporary Staffing**

1940's to 1988

- Traditional staffing.
- Augmentation for sickness and holidays

## 2. Flexible Staffing Solutions

1989 to 1998

- Flexible staffing on a proactive basis.
- Growth of professional sectors.

## 3. Human Capital Management

1999 to present

- Outsourcing.
- Procurement.
- Technology and Staffing.
- HR Consulting.

It is suddenly that business managers have realized that the customer is supreme or the need to render personalized service. However, it was not possible to address the preferences of a massive group of widely dispersed individuals. Neither the tools nor the technology was available. The smart business managers did the next best thing, which was to conduct a market research and classify the market into broad segment with different preferences. The product managers would (and still do) then position their product catering broadly to these segments.

The information systems have evolved tremendously over the last three decades and so have the communication system. While Enterprise Resource Planning the management mantra of nineties offered the means to optimize resource planning at the enterprise level encompassing every area of the enterprise on a real time basis, there was still no means to connect to the customer. The customer had just too many locations.

The commercial penetration of internet into homes changed everything. It provided the means to take the integrated enterprise information system to the customer's living room. He could buy, sell or bank sitting there while uniquely identifying himself

This led to the evolution of customer relationship, which uses the Net to integrate the customer contact points directly with the enterprise. It provides the means to interact with every customer individually. The interacting over a period of time creates history that is available to the field sales/support personnel at the touch of a button.

### **Current trends in Customer Relationship Management**

- American and European Market Entering India – Launching BPO.
- Microsoft Facing Problem over their customers E-mails as junk mails.
- Acquisition of Seibel by Oracle – 4000 Customer and 3.4 million CRM users to oracle database.
- Biometric Sensing – Proof recognition through voice and live finger prints.
- M – Commerce – Mobile Computing and data access through mobile phones.

### **Critical Success Factors**

Some of the Critical Success Factors that must be evaluated:

- Identify mission and goal.
- Identify the function to be automated.
- Gain Top Management Support.
- Employ Technology Smartly.
- Prototype the Solution.
- Training.
- Allocate responsibility.
- Cross Department Management Team.
- Keep the Employees Motivated.

## 1.3 ABOUT THE COMPANY

**ADECCO SOLUTIONS CONSULTING GROUP**, the innovative recruitment, search, selection and training consulting organization. Set up in 1998 with a vision to “become the most sought after recruitment consulting firm”. With the mix of skill, experience, speed on commitment to delivery and deadlines with a strong culture of ethics; have consistently out performed their competitors and growing at a speed of 300% every year. They provide integrated recruitment solutions for corporate on a platform of business partnership and are not just a service provider.

The vision” Is to become the top five recruitment consulting companies, the most sought after”. The mission “Is to obtain, manage, utilize, and maximize human resource information to provide exceptional executive search and recruitment consulting service to the corporate and the human talent on their specific requirements in a time bound, efficient, systematic and organized process”.

The Service offered by ADECCO SOLUTIONS CONSULTING GROUP is Executive Search, IT Recruitment, ITES Recruitment, Non-IT Recruitment, BPO and Temporary staffing, Corporate Training.

### **Executive Search:**

The goal of this method is to reach candidates who are not actively on the job market, but whose professional experience and qualifications match the employer’s requirements.

Their business philosophy is Honest, Ethical approach, Efficient, Innovative, systematic and structured consulting process. Strict adherence to recruitment standards in long term view to relationships.

The Methodologies they adopt are internal search of our 100,000 strong databases, Focused networking and head hunting, Network based referencing, sourcing through strategic regional associates, Web and portal search, Print and media search.

## **Process**

To build the short list of potential incumbents, their research-based process ensures that they understand the business, work culture, the role clarification and the prospective incumbent's profile, thus they minimize the time involved and eliminate the mismatches.

ADECCO SOLUTIONS has made an image among all other consultancies with in a shorter time by means of value proposition, less professional fee, immediate replacement.

The evaluation process they adopt to every candidate is based on communication, personality traits, evaluating and analyzing the psychological, cultural, aptitude, attitudinal fitment, technical screening, HR screening, reference checking on personal, professional and social behavioral pattern.

*Main Theme of the Project*



## CHAPTER 2

### MAIN THEME OF THE PROJECT



#### 2.1 OBJECTIVES OF THE PROJECT

##### Primary Objective

- To study about the effectiveness of CRM practices in ADECCO WORKFORCE SOLUTIONS LIMITED – a recruitment consulting firm.

##### Secondary Objective

1. To analyze the various customer relationship parameters with respect to various factors like turnaround time, cost, quality, services etc.
2. To evaluate the perception level of customers related to their recruitment agencies.
3. To study about the existing customer satisfaction level towards the company.

#### 2.2 SCOPE OF THE PROJECT

Customers' expectation changes in this changing environment. Customers' expectation should be satisfied to gain the market share. The CRM plays the vital role in recruitment industry rather than others because it deals with people in all times, where perfect maintenance of CRM is needed to lead HR which drives the way of success.

The major advantages lead by this study:

- Building good customer relationship.
- Knowing customer's expectation.
- Removing customers Dissatisfaction.
- Retain current customer and gaining new one through studying customer's expectation.
- To increase the Market Share.

### **LIMITATIONS OF THE STUDY**

- The validity and Reliability of the data obtained depends on the responses from the customers.
- Time at the disposal for the research was limited.
- The study was limited to a specific number of respondents, which did not cover the whole population.
- Some of the respondents were time pressed this might have introduced small bias.
- The findings and recommendations of the study are limited to recruitment industry alone.

## 2.3 RESEARCH METHODOLOGY

### TYPE OF STUDY:

The research design adopted for this study is Descriptive Research. The descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. The studies concerned with specific predictions, with narration of facts & characteristics concerning individual, group or situation are all examples of descriptive research studies.

### SAMPLE DESIGN:

The company currently deals with 120 clients where out of 120, 60 clients are taken as the sample for the survey. The sample population is divided into three stratum classify as 20 for each group. They are

- IT
- ITES
- NON-IT

The sampling method is used in this study is Stratified Random Sampling Method.

### DATA COLLECTION METHOD:

The data collected can be categorized into two types.

- a) Primary data
- b) Secondary data

**The Primary data** are those which are collected afresh for the first time, and thus happens to be original in character.

Among the various methods, which can be used to collect the primary data, the researcher has adopted two methods which are Personal Interview method and Structural Questionnaire method. The researcher has prepared structured questionnaires, which contained predominantly multiple choice questions. The respondent's opinions are gathered with regard to the problem with the help of the questionnaires.

The tools used for collecting the Primary data are:

- Structured Questionnaire.
- Personal Interviewing.

**The Secondary data** are those which have already been collected by someone else and which have already passed through the statistical process. The secondary data is collected with the help of Company Website, Internet etc.

Both primary and secondary data collection have been taken for this research study.

#### **TOOLS OF ANALYSIS:**

The data collected were carefully analyzed and processed. Using SPSS statistical test such as simple percentage analysis, Weighted Average Method and chi-square test were applied to interpret the data to draw meaningful interfaces.

## 2.4 REVIEW OF LITERATURE

**Mustafa Jarrar.et.al.,<sup>1</sup>** in his paper presents an ontology-based approach for managing and maintaining multilingual online customer complaints. To achieve trust and transparency in e-commerce communications and transact is, effective and cross-border complaint platforms need to be established and may be integrated in e-business activities. The effectiveness and width of such complaint service platforms depend on rising to several challenges, such as the sensitivity of business regulations and complaint resolution, the language and cultural diversity of the cross-border business parties, the extensibility according to the market needs and standards. In this paper, show how such challenges can be addressed and simplified: first, they propose the construction of an ontology that captures the core knowledge of the customer complaint domain. Second, they show how the extensibility of a complaint platform can be simplified and managed. Finally, they show how a multilingual representation of this ontology may be constructed.

**Arun Saxena<sup>2</sup>** in his paper reveals that Today's customer is empowered by information and choice. This presents new challenges to companies, who in their quest to acquire, retain and service customers are adopting Customer Relationship Management in a big way, and changing their business approach from being 'Product centric' to 'Customer-centric'. The role of CRM is to provide a wide range of touch-points through which a customer can interact with the company. The objective of this paper is to explore the efficiency and effectiveness of CRM in the financial services sector (with a special emphasis on call centers), which calls for more personalized service than ever before.

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<sup>1</sup>Mustafa Jarrar and Ruben Verlinden, "Ontology-based Customer Complaint Management" Proceedings of the Workshop on Regulatory Ontologies, Springer Verlag LNCS. Vol. 2889, pp. 594-606, November 2003.

<sup>2</sup> Arun Saxena "CRM in Financial Services Sector: An Investigation into Call Center Service Levels", *The Icfai Journal of Services Marketing*, Vol. 4, No. 4, 2006.

**Luciano Pilotti.et.al.,**<sup>3</sup> in his paper explains that from the beginning of the 1990s, the business world has been talking about Knowledge Management (KM). Information Technologies (network technologies and local databases) have provided new tools to better perform the activity of using (codify and store) and sharing knowledge (modern Knowledge Management System). Technology can help to enable greater process standardization and automation in the Knowledge Integration among the marketing processes. The first core point of this article is to identify the key areas where technology can drive greater efficiency and effectiveness on the development of the relational software's as Customer Relationship Management. The second key point is the analysis and the creation of a future scenario based on a KM-based Customer Relationship Management framework throughout the integration between strategic and operative supports.

**Victor Danciu**<sup>4</sup> in his paper explains that the contribution of services to the development of every national economy is in the progress, they becoming the major contributor to the gross national product of most countries. In their turn, the customers become more demanding and powerful in their relationship with service providers. They ask for more and new relationship. The appropriate new marketing, known as Relationship Marketing, looks to engage the customer interactively in the many steps of creating value which is later shared between service provider and customer. This requires to focus on long-term customer relationship. In order to establishing and maintaining long-term relationship, relationship marketing should understand customer expectations, know the customers, evaluate services process, obtain a proper service quality and adequately manage customers' relationships.

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<sup>3</sup>Luciano Pilotti and Peter J. Van Baalen "Marketing Knowledge Management in Strategic Adoption of a CRM Solutions: Global Supports and Applications in Europe", *The Icfai Journal of Services Marketing*, Vol. 4, No. 4, 2006.

<sup>4</sup>Victor Danciu "Performance in Service Marketing from Philosophy to Customer Relationship Management" ,Rep. No: IDA-P-1597, August 1981, 29p.

**G.H. van Bruggen**<sup>5</sup> in his paper explains the individual impact of CRM systems is strongly related to impact at the organizational level. Fit with the task of the user is key. CRM systems are successful in organizations that reward customer-centric behavior and that have an analytical decision style. Acceptance of a CRM system should be monitored over time.

**Mohammad Reza Noruzi**<sup>6</sup> in his paper explains there is a close relationship between Human Resource Management and Customer Relationship Management (HRM & CRM) in every organization or in enterprise. The CRM and increasing it depends on employee's morals and efficiency. If we have a good HRM system, we can strongly improve our CRM. In CRM or in any enterprise the main part is customer, we should satisfy them, so we should develop our HRM and Human Resource strategies. We know the necessity of these, we know all the time we should emphasize on the humanistic materials such as, motivation, recruitment, payment, promotion and, etc. or the steps in CRM process that we should apply for having fixed and loyal customers or having a strong relation with our customers that they trust us, but how can we do this Well? We can provide some indicators that help you in managing your position, we are going to mention you one of them which called COPS checklist.

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<sup>5</sup>G H van Bruggen, "When are CRM Systems Successful", The Perspective of the User and of the Organization" Evidence Based Library & Information Practice, July 2008, Vol. 3 (2), p42-44.

<sup>6</sup>Mohammad Reza Noruzi , "Human Resource Management and Customer Relationship Management (HRM & CRM)", Information systems for the evaluation, Evaluation, April 2004, Vol. 10 (2), p217-235.

**Paul Boselie et.al.**,<sup>7</sup> in their paper explains the relationship between Human Resource Management (HRM) and performance of the firm has been a hot debated topic in the field of HRM/IR for the last decade. Most scientific research on this topic originates from the USA. In our paper we will give an overview of recent USA-based research outcomes as a frame of reference for presenting recent findings from the Netherlands in this respect. These Dutch findings are interesting and contrasting USA-based approaches because they reflect the Western-European model for industrial relations or the so-called Rhineland model. A model in which legislation, institutions and stakeholders like works councils and trade unions play an important role in shaping HRM policies and practices. So the very often proclaimed relationship between corporate strategies, aligned HRM policies and their subsequent effect on performance is in a Dutch setting mitigated by institutions and stakeholders inside and outside the organization.

**Ali Azari**<sup>8</sup> in his paper reveals the purpose of this study is to Identify and assess the key elements of CRM in the context of Iran's software industry. To accomplish this objective, we adopted an exploratory research approach to identify the CRM key elements and effectiveness factors by means of literature review and expert interviews. Our initial research model is derived from two areas of the literature: CRM key elements and CRM performance effectiveness evaluation. CRM key elements are the aspects of the CRM that seems to be crucial to success of a CRM strategy implementation. These factors are derived from three researches done by Lindgreen et al. (2006), Bohling et al. (2006) and Mendoza et al. (2006).

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<sup>7</sup> Paul Boselie and Jaap Paauwe, "Human Resource Management and Performance", *ERIM Report Series Reference No. ERS-2000-46-ORG*, 2006.

<sup>8</sup> Ali Azari "Assessment of factors leading to customer relationship management success", *Journal of European Industrial Training*; 2002, Vol. 26 Issue 5, p230-240

**Dr. James E. Richard**<sup>9</sup> in his research explored the relationship between Customer Relationship Management (CRM) technology adoption and its impact on business relationships. The research brought together marketing and IT research domains, including technology adoption, customer relationship management and relationship marketing. This study provided clear evidence that CRM technology adoption significantly and positively affects customer relationships, thereby improving customer satisfaction, loyalty and retention. The results of the research provide guidance to companies considering CRM technology to improve customer relationships, and offer insights, regarding application development areas, to CRM vendors in order to assist their customers in implementing successful CRM technology.

**Assion Lawson-Body**<sup>10</sup> in his paper explains the impact of Web site characteristics on the relation between customer relationship management (CRM) and customer loyalty. In other words, using the Internet to support CRM allows firms to increase their customer loyalty in the IT sector. However, the impact of Web site characteristics on the link between CRM, in terms of understanding customer expectations, customer prospecting, and interactive management, and customer loyalty has not been tested because the direct link between these three components of CRM and customer loyalty has not been significant in this study. The managerial and theoretical implications of these results are discussed.

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<sup>9</sup> *Dr. James E. Richard*, "The Impact of Customer Relationship Management (CRM) Technology on Business-to-Business Customer Relationships" ,Efficacy of training for three manual handling strategies based on the observation of expert and novice workers measurement model, *Clinical Biomechanics*, Aug 2003, Vol. 18(7), p601.

<sup>10</sup> *Assion Lawson-Body* "The Impact of Customer Relationship Management on Customer Loyalty: The Moderating Role of Web Site Characteristics" A meta-analysis of design and evaluation features, *Journal of Applied Psychology*, April 2003, Vol. 88 (2), p234-245.

# *Data Analysis and Interpretation*



## CHAPTER 3

### DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire.

#### 3.1 PERCENTAGE ANALYSIS

##### 3.1.1 DESIGNATION OF THE RESPONDENTS

**TABLE NO. 3.1.1 - DESIGNATION OF THE RESPONDENTS**

<b>S.No.</b>	<b>Designation</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Asst. Manager	9	15.0
2.	Sr. HR Managers	3	5.0
3.	<b>HR Executive</b>	<b>48</b>	<b>80.0</b>
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### **Interpretation**

It is inferred from the above table that 15.0% of the respondents are Assistant manager, 5.0% of the respondents are Senior HR Manager and 80.0% of the respondents are HR executives.

It is concluded from the above table that maximum (80%) of the respondents are HR executives because most of the clients appoint a specialized executive to deal with the consultancy.

### 3.1.2 ASSOCIATION WITH ADECCO SOLUTIONS

**TABLE NO. 3.1.3 - ASSOCIATION WITH ADECCO SOLUTIONS**

S.No.	No. of year	No. of Respondent	Percentage
1.	Less than 1 year	12	20.0
2.	<b>1 year – 3 years</b>	<b>37</b>	<b>61.7</b>
3.	3 years – 5 years	5	8.3
4.	More than 5 years	6	10.0
	<b>Total</b>	<b>60</b>	<b>100</b>

#### Interpretation

It is noted from the above table that 61.7% of the respondents are associated between 1 year to 3 years, 20.0% of the respondents are associated with Adecco Solutions for less than 1 year, 8.3% of the respondents are associated between 3 years to 5 years and 10.0% of the respondents are associated above 5 years.

It is concluded from the above table that maximum (61.7%) of the respondents are associated between 1 year to 3 years because the company follows best CRM practices.

### 3.1.3 KNOWING ABOUT ADECCO SOLUTIONS

**TABLE NO. 3.1.3 - KNOWING ABOUT ADECCO SOLUTIONS**

S.No.	Factors	No. of Respondent	Percentage
1.	<b>Word of Mouth</b>	<b>30</b>	<b>50.0</b>
2.	Advertisement	10	16.7
3.	Reference	18	30.0
4.	Others	2	3.3
	<b>Total</b>	<b>60</b>	<b>100</b>

### Interpretation

It is noted from the above table that 50.0% of the respondents are known through Word of Mouth, 30.0% of the respondents are known through Reference, 16.7% of the respondents are known through Advertisement and 3.3% of the respondents are known from others.

It is concluded from the above table that majority (50%) of the respondents are known through Word of Mouth because most of the candidates are benefited by the company. So they spread positive word of mouth.

### 3.1.4 EXPERIENCES IN OTHER CONSULTANCY SERVICES

**TABLE NO. 3.1.4 - EXPERIENCES IN OTHER CONSULTANCY SERVICES**

<b>S.No.</b>	<b>Response</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Yes	17	28.3
2.	No	43	71.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 71.7% of the respondents are not having any previous experiences in other consultancy and 28.3% of the respondents are having previous experiences in other consultancy services.

It is concluded from the above table that maximum (71.7%) of the respondents are not having any previous experiences in other consultancy services because the clients are satisfied with the services given by the company.

### 3.1.5 OPINION ABOUT THE FEEDBACK ON THE DELIVERY

**TABLE NO. 3.1.5 - OPINION ABOUT THE FEEDBACK ON THE DELIVERY**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Very good	8	13.3
2.	<b>Good</b>	<b>42</b>	<b>70.0</b>
3.	Fair	10	16.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### Interpretation

It is stated from the above table that 70.0% of the respondents' opinion about the feedback on the delivery is good, 16.7% of the respondents' opinion about the feedback on the delivery is fair and 13.3% of the respondents' opinion about the feedback on the delivery is very good.

It is concluded from the above table that maximum (70%) of the respondents' opinion about the feedback on the delivery is good because the approaches by the company towards the client is efficient.

### 3.1.6 APPROACH FROM ADECCO SOLUTIONS IN GETTING REQUIREMENTS

**TABLE NO. 3.1.6 - APPROACH FROM ADECCO SOLUTIONS IN GETTING REQUIREMENTS**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	7	11.7
2.	<b>Satisfied</b>	<b>29</b>	<b>48.3</b>
3.	Neutral	19	31.7
4.	Dissatisfied	5	8.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 48.3% of the respondents are satisfied of the approach in getting the requirements, 31.7% of the respondents are neutral, 11.7% of the respondents are highly satisfied and 8.3% of the respondents are dissatisfied.

It is concluded from the above table that majority (48.3%) number of the respondents are satisfied over the approach because the company's focuses is on customer's loyalty.

### 3.1.7 SATISFACTION LEVEL PERTAINING TO THE UNDERSTANDING OVER CUSTOMERS REQUIREMENT

**TABLE NO. 3.1.7 -SATISFACTION LEVEL PERTAINING TO THE UNDERSTANDING OVER CUSTOMERS REQUIREMENT**

S.No.	Opinion	No. of Respondent	Percentage
1.	Highly satisfied	3	5.0
2.	<b>Satisfied</b>	<b>36</b>	<b>60.0</b>
3.	Neutral	18	30.0
4	Dissatisfied	3	5.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is observed from the above table that 60.0% of the respondents are satisfied over the understanding about their requirements, 30.0% of the respondents are neutral, 5.0% of the respondents are highly satisfied and 5.0% of the respondents are dissatisfied.

It is concluded from the above table that maximum (60%) of the respondents are satisfied over the understanding about their requirements because there is no communication barriers between the client and the company.

### 3.1.8 SATISFACTION LEVEL ON THE TURN AROUND TIME

**TABLE NO. 3.1.8 - SATISFACTION LEVEL ON THE TURN AROUND TIME**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Satisfied	12	20.0
2.	<b>Neutral</b>	<b>30</b>	<b>50.0</b>
3.	Dissatisfied	18	30.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### **Interpretation**

It is noted from the above table that 50.0% of the respondents are neutral on the turnaround time of their requirements, 30.0% of the respondents are dissatisfied and 20.0% of the respondents are satisfied.

It is concluded from the above table that majority (50%) of the respondents are neutral on the turnaround time of their requirements because of the economic slowdown, the salary has been reduced to greater extent where candidate are hesitate to take up the job.

### 3.1.9 SATISFACTION LEVEL PERTAINING TO IMMEDIATE DELIVERY

**TABLE NO. 3.1.9 - SATISFACTION LEVEL PERTAINING TO IMMEDIATE DELIVERY**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	<b>Highly satisfied</b>	<b>39</b>	<b>65.0</b>
2.	Satisfied	14	23.3
3.	Neutral	7	11.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is known from the above table that 65.0% of the respondents are highly satisfied on the immediate delivery, 23.3% of the respondents are satisfied and 11.7% of the respondents are neutral.

It is concluded from the above table that maximum (65%) of the respondents are highly satisfied on the immediate delivery because the consultant of the company have good contacts and references where immediate delivery is possible.

### 3.1.10 OPINION ABOUT THE PROCESS OF VALIDATION

**TABLE NO. 3.1.10 - OPINION ABOUT THE PROCESS OF VALIDATION**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	14	23.3
2.	<b>Satisfied</b>	<b>28</b>	<b>46.7</b>
3.	Neutral	12	20.0
4.	Dissatisfied	6	10.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 46.7% of the respondents are satisfied on the process of validation, 23.3% of the respondents are highly satisfied, 20.0% of the respondents are neutral and 10.0% of the respondents are dissatisfied

It is concluded from the above table that majority (46.7%) of the respondents are satisfied on the process of validation because of the efficient working of the recruitment consultant.

### 3.1.11 OPINION ABOUT THE PROFILE PRESENTATION

**TABLE NO. 3.1.11 - OPINION ABOUT THE PROFILE PRESENTATION**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	12	20.0
2.	Satisfied	12	20.0
3.	<b>Neutral</b>	<b>28</b>	<b>46.7</b>
4.	Dissatisfied	6	10.0
5.	Highly Dissatisfied	2	3.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### Interpretation

It is obvious from the above table that 46.7% of the respondents are neutral on the candidate profile presentation format, 20.0% of the respondents are highly satisfied and satisfied, and 10.0% of the respondents are dissatisfied and 3.3% the candidate profile presentation format.

It is concluded from the above table that majority (46.7%) of the respondents are neutral on the candidate profile presentation format because of the time bound, the company cannot give promises about the candidate participation.

### 3.1.12 OPINION ABOUT THE INTERVIEW SCHEDULE

**TABLE NO. 3.1.12 - OPINION ABOUT THE INTERVIEW SCHEDULE**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	5	8.3
2.	<b>Satisfied</b>	<b>31</b>	<b>51.7</b>
3.	Neutral	24	40.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is inferred from the above table that 51.7% of the respondents are satisfied on the interview schedule, 40.0% of the respondents are neutral and 8.3% of the respondents are highly satisfied.

It is concluded from the above table that maximum (51.7) of the respondents are satisfied on the interview schedule because the initial screening is taken care by the company itself. Therefore, the interview schedule is not stressful to the client.

### 3.1.13 OPINION ABOUT THE POST OFFER PROCESS

**TABLE NO. 3.1.13 - OPINION ABOUT THE POST OFFER PROCESS**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	37	61.7
2.	Satisfied	23	38.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 61.7% of the respondents are highly satisfied on the process of post offer management and 38.3% of the respondents are satisfied.

It is concluded from the above table that maximum (61.7%) of the respondents are highly satisfied on the process of post offer management because it is one of the main process which the company deals with. It is also a plays a vital role for their revenue turnover.

### 3.1.14 OPINION ABOUT THE COMMITMENT ON REQUIREMENT DELIVERY

**TABLE NO. 3.1.14 - OPINION ABOUT THE COMMITMENT ON REQUIREMENT DELIVERY**

S.No.	Opinion	No. of Respondent	Percentage
1.	Highly satisfied	5	8.3
2.	Satisfied	6	10.0
<b>3.</b>	<b>Neutral</b>	<b>34</b>	<b>56.7</b>
4.	Dissatisfied	14	23.3
5.	Highly Dissatisfied	1	1.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### Interpretation

It is known from the above table that 56.7% of the respondents are neutral on the commitment of requirement delivery, 23.3% of the respondents are dissatisfied, 10.0% of the respondents are satisfied, 8.3% of the respondents are highly satisfied and 1.7% of the respondents are highly dissatisfied.

It is concluded from the above table that maximum (56.7%) of the respondents are neutral on the commitment of requirement delivery because the company depends only with the candidate willingness and due to recession the mandates are reduced.

### 3.1.15 OPINION ABOUT THE QUALITY OF CV

**TABLE NO. 3.1.14 - OPINION ABOUT THE QUALITY OF CV**

S.No.	Opinion	No. of Respondent	Percentage
1.	Highly satisfied	14	23.3
<b>2.</b>	<b>Satisfied</b>	<b>29</b>	<b>48.3</b>
3.	Neutral	6	10.0
4.	Dissatisfied	7	11.7
5.	Highly Dissatisfied	4	6.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is known from the above table that 48.3% of the respondents are satisfied on the quality of CV, 23.3% of the respondents are highly satisfied, 11.7% of the respondents are dissatisfied, 10.0% of the respondents are neutral and 6.7% of the respondents are highly dissatisfied.

It is concluded from the above table that majority (48.3%) of the respondents are satisfied on the quality of CV because the consultant are skillful in sourcing.

### 3.1.16 OPINION ABOUT THE QUANTITY OF CV

**TABLE NO. 3.1.16 - OPINION ABOUT THE QUANTITY OF CV**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	5	8.3
2.	Satisfied	13	21.7
3.	<b>Neutral</b>	<b>32</b>	<b>53.3</b>
4.	Dissatisfied	10	16.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is known from the above table that 53.3% of the respondents are neutral on the quantity of CV, 21.7% of the respondents are satisfied, 8.3% of the respondents are highly satisfied and 16.7% of the respondents are dissatisfied.

It is concluded from the above table that maximum (53.3%) of the respondents are neutral on the quantity of CV because of the economic slowdown the availability of the quality CVs is less.

### 3.1.17 OPINION ABOUT THE COST

**TABLE NO. 3.1.17 - OPINION ABOUT THE COST**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	6	10.0
<b>2.</b>	<b>Satisfied</b>	<b>24</b>	<b>40.0</b>
3.	Neutral	18	30.0
4.	Dissatisfied	12	20.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### Interpretation

It is known from the above table that 40.0% of the respondents are satisfied on the cost, 30.0% of the respondents are neutral, 20.0% of the respondents are dissatisfied and 10.0% of the respondents are highly satisfied.

It is concluded from the above table that majority (40%) of the respondents are satisfied on the cost because the company vision focuses on acquiring the valuable customers rather than obtaining higher cost.

### 3.1.18 OPINION ABOUT THE COMMUNICATION

**TABLE NO. 3.1.18 - OPINION ABOUT THE COMMUNICATION**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	5	8.3
<b>2.</b>	<b>Satisfied</b>	<b>42</b>	<b>70.0</b>
3.	Neutral	10	16.7
4.	Dissatisfied	3	5.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is evident from the above table that 70.0% of the respondents are satisfied about the communication of the people from Adecco Solutions, 16.7% of the respondents are neutral, 8.3% of the respondents are highly satisfied and 5.0% of the respondents are dissatisfied.

It is concluded from the above table that maximum (70%) of the respondents are satisfied about the communication of the people from Adecco Solutions because they are good in coordination and believes mutual concerns.

### 3.1.19 OPINION ABOUT THE RESPONSIVENESS

**TABLE NO. 3.1.19 - OPINION ABOUT THE RESPONSIVENESS**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	6	10.0
<b>2.</b>	<b>Satisfied</b>	<b>36</b>	<b>60.0</b>
3.	Neutral	12	20.0
4.	Dissatisfied	6	10.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is inferred from the above table that 60.0% of the respondents are satisfied about the responsiveness of the people in Adecco Solutions, 20.0% of the respondents are neutral and 10.0% of the respondents are highly satisfied and dissatisfied.

It is concluded from the above table that maximum (60%) of the respondents are satisfied about the responsiveness of the people in Adecco Solutions because the company value the client's offer and it's their duty to fulfill the client requirement.

### 3.1.20 OPINION ABOUT THE COURTEOUSNESS OF THE PEOPLE

**TABLE NO. 3.1.20 - OPINION ABOUT THE COURTEOUSNESS OF THE PEOPLE**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	7	11.7
<b>2.</b>	<b>Satisfied</b>	<b>47</b>	<b>78.3</b>
3.	Neutral	3	5.0
4.	Dissatisfied	3	5.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### **Interpretation**

It is identified from the above table that 78.3% of the respondents are highly satisfied about the courteousness of the people who interact from Adecco Solutions, 11.7% of the respondents are highly satisfied, 5.0% of the respondents are neutral and dissatisfied.

It is concluded from the above table that maximum (78.3%) of the respondents are satisfied about the courteousness of the people who interact from Adecco Solutions because each and every consultant of the company has to hold this quality as their goal reaching aspect.

### 3.1.21 OPINION ABOUT THE KNOWLEDGE OF THE PEOPLE

**TABLE NO. 3.1.21 - OPINION ABOUT THE KNOWLEDGE OF THE PEOPLE**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	5	8.3
2.	Satisfied	13	21.7
<b>3.</b>	<b>Neutral</b>	<b>33</b>	<b>55.0</b>
4.	Dissatisfied	5	8.3
5.	Highly Dissatisfied	4	6.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is known from the above table that 55.0% of the respondents are neutral about the knowledge of the people from Adecco Solutions, 21.7% of the respondents are satisfied, 8.3% of the respondents are highly satisfied and dissatisfied and 6.7% of the respondents are highly dissatisfied.

It is concluded from the above table that maximum (55%) of the respondents are neutral about the knowledge of the people from Adecco Solutions because it depends upon the clients requirements where the consultant needs the continuous updating in their changing environment.

### 3.1.22 OPINION ABOUT THE FLEXIBILITY OF THE PEOPLE

**TABLE NO. 3.1.22 - OPINION ABOUT THE FLEXIBILITY OF THE PEOPLE**

<b>S.No.</b>	<b>Opinion</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Highly satisfied	31	51.7
2.	Satisfied	22	36.7
3.	Neutral	7	11.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 51.7% of the respondents are highly satisfied about the flexibility of the people in Adecco Solutions, 36.7% of the respondents are satisfied and 20.0% of the respondents are neutral.

It is concluded from the above table that maximum (51.7%) of the respondents are highly satisfied about the flexibility of the people in Adecco Solutions because this quality plays a vital role in the vision and mission which results the organization growth.

### 3.1.23 OPINION ABOUT THE SERVICES OVER THE RECENT ASSIGNMENTS

**TABLE NO. 3.1.23 - OPINION ABOUT THE SERVICES OVER THE RECENT ASSIGNMENTS**

S.No.	Opinion	No. of Respondent	Percentage
1.	Highly satisfied	11	18.3
2.	Satisfied	14	23.3
3.	<b>Neutral</b>	<b>30</b>	<b>50.0</b>
4.	Dissatisfied	5	8.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### Interpretation

It is inferred from the above table that 50.0% of the respondents are neutral with the services of recent assignments, 23.3% of the respondents are satisfied, 18.3% of the respondents are highly satisfied and 8.3% of the respondents are dissatisfied.

It is concluded from the above table that majority (50%) of the respondents are neutral with the services of recent assignments because the service fluctuate due to economic crisis.

### 3.1.24 OPINION ABOUT THE RELATIONSHIP MANAGEMENT

**TABLE NO. 3.1.24 - OPINION ABOUT THE RELATIONSHIP MANAGEMENT**

S.No.	Opinion	No. of Respondent	Percentage
1.	Highly satisfied	12	20.0
2.	<b>Satisfied</b>	<b>36</b>	<b>60.0</b>
3.	Neutral	8	13.3
4.	Highly Dissatisfied	4	6.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is identified from the above table that 60.0% of the respondents are satisfied with Adecco Solution's relationship management respect to the recent assignments, 20.0% of the respondents are highly satisfied, 13.3% of the respondents are neutral and 6.7% of the respondents are highly dissatisfied.

It is concluded from the above table that maximum (60%) of the respondents are satisfied with Adecco Solution's relationship management respect to the recent assignments because the company is flexible, committed in working and also perform well in their past assignment.

### 3.1.25 OPINION ABOUT THE FREQUENT FLAWS

**TABLE NO. 3.1.25 - OPINION ABOUT THE FREQUENT FLAWS**

<b>S.No.</b>	<b>Response</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Yes	18	30.0
2.	No	42	70.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

### Interpretation

It is obtained from the above table that 70.0% of the respondents are mentioned there is no any frequent flaw and remaining 30% of the respondents are mentioned there are frequent flaws in their services.

It is concluded from the above table that maximum (70%) of the respondents are mentioned there is no any frequent flaw in their services because the company is hardly working to fulfill the committed promises.

### 3.1.26 OPINION ABOUT ADECCO SOLUTIONS TO ADVERTISE ITSELF TO ATTRACT CUSTOMER'S ATTENTION

**TABLE NO. 3.1.26 - OPINION ABOUT ADECCO SOLUTIONS TO  
ADVERTISE ITSELF TO ATTRACT CUSTOMER'S ATTENTION**

<b>S.No.</b>	<b>Response</b>	<b>No. of Respondent</b>	<b>Percentage</b>
1.	Yes	38	63.3
2.	No	22	36.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

#### **Interpretation**

It is obtained from the above table that 63.3% of the respondents are accepting Adecco Solutions to advertise itself to attract customer's attention and 36.7% of the respondents are not accepting Adecco Solutions to advertise itself to attract customer's attention.

It is concluded from the above table that maximum (63.3%) of the respondents are accepting Adecco Solutions to advertise itself to attract customer's attention because the company is not focusing on mass advertisement but believe in positive word of mouth by fulfilling the services efficiently.

## 3.2 RANKING METHOD

### 3.2.1 FACTOR THAT STRENGTHENS THE RELATIONSHIP WITH ADECCO SOLUTIONS

**TABLE NO. 3.2.1 - FACTOR THAT STRENGTHENS THE RELATIONSHIP WITH ADECCO SOLUTIONS**

<b>S.No.</b>	<b>Factors</b>	<b>Weightage score</b>	<b>rank</b>
1.	Turn around time	88	IV
2.	Co-ordination	224	I
3.	Quality	164	II
4.	Cost	124	III

#### **Interpretation**

It is followed from the above table that the factor 'co-ordination', which gives maximum strength for the relationship with Adecco Solutions and it is ranked first by the respondents with score of 224 points, the second and third rank occupies the factor 'quality' and 'cost' with score of 164 and 124 points respectively and the last rank goes to the factor 'turnaround time' with score of 88 points.

It is concluded from the above analysis that maximum number of the respondents gives their opinion that the factor 'co-ordination' strengthens the relationship with Adecco Solutions because the aim of the company is to maintain good CRM. Therefore, it's the company's to coordinate with clients in all the aspects.

### 3.2.2 FACTOR THAT MAKES RETENTION WITH ADECCO SOLUTIONS

**TABLE NO. 3.2.2 - FACTOR THAT MAKES RETENTION WITH ADECCO SOLUTIONS**

<b>S.No.</b>	<b>Particulars</b>	<b>Weightage score</b>	<b>Rank</b>
1.	Quality of curriculum vitae	125	IV
2.	Immediate Mandates	275	I
3.	Relationship	175	III
4.	Proper feedback	228	II
5.	Quantity of curriculum vitae	97	V

#### **Interpretation**

It is identified from the above table that the factor 'Immediate Mandates' makes retention with Adecco Solutions and it is ranked first by the respondents with score of 275 points, the second and third rank occupies the factor 'Proper Feedback' and 'relationship' with score of 228 and 175 points. The fourth and fifth rank goes to the factor 'quality of curriculum vitae' and 'quantity of curriculum vitae' with score of 125 and 97 points.

#### **Interpretation**

It is concluded from the above analysis that maximum number of the respondents gives their opinion that the factor 'Immediate Mandates' makes retention with Adecco Solutions because the company is not only depends on portal's sourcing to fulfill the mandates but also maintains sufficient contacts and references which helps them in the emergency situations.

### 3.3 CHI - SQUARE ANALYSIS

#### 3.3.1 DESIGNATION AND LEVEL OF SATISFACTION TOWARDS COMMUNICATION

**TABLE NO. 3.3.1 - DESIGNATION AND LEVEL OF SATISFACTION TOWARDS COMMUNICATION  
(TWO-WAY TABLE)**

S.No.	Designation	Level of Satisfaction				Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	
1	Sr.HR Manager	0	9	0	0	9
2	Asst. Manager	0	3	0	0	3
3	HR Executive	5	30	10	3	48
	<b>Total</b>	5	42	10	3	60

Null Hypothesis ( $H_0$ ) - There is no significant relationship between Designation and level of satisfaction towards communication of the people.

Alternative Hypothesis ( $H_1$ ) - There is close relationship between Designation and level of satisfaction towards communication of the people.

#### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated  $\chi^2$  value = 6.429

Degree of freedom = 6

Table value = 12.592  
 Significant result = Significant at 5% level

## INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is lesser than the table value and hence, the null hypothesis accepted. So, there is no significant relationship between Designation and level of satisfaction towards communication of the people.

### 3.3.2 DESIGNATION AND LEVEL OF SATISFACTION TOWARDS KNOWLEDGE OF THE PEOPLE

**TABLE NO. 3.3.2 - DESIGNATION AND LEVEL OF SATISFACTION  
 TOWARDS KNOWLEDGE OF THE PEOPLE  
 (TWO-WAY TABLE)**

S.No	Designation	Level of Satisfaction					Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
	Sr.HR Manager	5	4	0	0	0	9
	Asst. Manager	0	3	0	0	0	3
	HR Executive	0	6	33	5	4	48
	<b>Total</b>	5	13	33	5	4	60

- Null Hypothesis ( $H_0$ ) - There is no significant relationship between Designation and level of satisfaction towards knowledge of the people.
- Alternative Hypothesis ( $H_1$ ) - There is close relationship between Designation and level of satisfaction towards knowledge of the people.

### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated $\chi^2$ value	=	51.346
Degree of freedom	=	8
Table value	=	15.527
Significant result	=	Significant at 5% level

### INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between Designation and level of satisfaction towards relationship management.

### 3.3.3 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS PROCESS OF VALIDATION

**TABLE NO. 3.3.3 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS PROCESS OF VALIDATION (TWO-WAY TABLE)**

S.No.	Period of Association	Level of Satisfaction			Total
		Highly Satisfied	Satisfied	Neutral	
1	Less than 1 year	12	12	4	28
2	1 year – 3 years	6	12	0	18
3	3 years – 5 years	4	4	0	8
4	More than 5 years	6	0	0	6
	<b>Total</b>	28	28	4	60

Null Hypothesis ( $H_0$ ) - There is no significant relationship between period of association and level of satisfaction towards process of validation.

Alternative Hypothesis ( $H_1$ ) - There is close relationship between period of association and level of satisfaction towards process of validation.

#### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated  $\chi^2$  value = 13.469  
 Degree of freedom = 6  
 Table value = 12.592

Significant result = Significant at 5% level

## INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between period of association and level of satisfaction towards process of validation.

### 3.3.4 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS RELATIONSHIP MANAGEMENT

**TABLE NO. 3.3.4 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS RELATIONSHIP MANAGEMENT (TWO-WAY TABLE)**

S.No.	Period of Association	Level of Satisfaction				Total
		Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
1	Less than 1 year	0	11	1	0	12
2	1 year – 3 years	12	25	0	0	37
3	3 years – 5 years	0	0	5	0	5
4	More than 5 years	0	0	2	4	6
	<b>Total</b>	12	36	8	4	60

- Null Hypothesis ( $H_0$ ) - There is no significant relationship between period of association and level of satisfaction towards relationship management
- Alternative Hypothesis ( $H_1$ ) - There is close relationship between period of association and level of satisfaction towards relationship management.

### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated $\chi^2$ value	=	87.543
Degree of freedom	=	9
Table value	=	16.919
Significant result	=	Significant at 5% level

### INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between period of association and level of satisfaction towards relationship management

### 3.3.5 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS UNDERSTANDING OVER CUSTOMERS REQUIREMENT

**TABLE NO. 3.3.5 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS UNDERSTANDING OVER CUSTOMERS REQUIREMENT  
(TWO-WAY TABLE)**

S.No.	Period of Association	Level of Satisfaction				Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	
1	Less than 1 year	0	2	10	0	12
2	1 year – 3 years	3	34	0	0	37
3	3 years – 5 years	0	0	5	0	5
4	More than 5 years	0	0	3	3	6
	<b>Total</b>	3	36	18	3	60

- Null Hypothesis ( $H_0$ ) - There is no significant relationship between period of association and level of satisfaction towards understanding over customer requirement.
- Alternative Hypothesis ( $H_1$ ) - There is close relationship between period of association and level of satisfaction towards understanding over customer requirement.

**CHI-SQUARE ( $\chi^2$ ) CALCULATION:**

Calculated $\chi^2$ value	=	76.937
Degree of freedom	=	9
Table value	=	16.919
Significant result	=	Significant at 5% level

**INTERPRETATION**

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between period of association and level of satisfaction towards understanding over customer requirement.

**3.3.6 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS FLEXIBILITY OF THE PEOPLE**

**TABLE NO. 3.3.6 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS FLEXIBILITY OF THE PEOPLE (TWO-WAY TABLE)**

S.No.	Period of Association	Level of Satisfaction			Total
		Highly Satisfied	Satisfied	Neutral	
1	Less than 1 year	0	12	0	12
2	1 year – 3 years	31	6	0	37
3	3 years – 5 years	0	4	1	5
4	More than 5 years	0	0	6	6
	<b>Total</b>	31	22	7	60

- Null Hypothesis ( $H_0$ ) - There is no significant relationship between period of association and level of satisfaction towards flexibility of the people.
- Alternative Hypothesis ( $H_1$ ) - There is close relationship between period of association and level of satisfaction towards flexibility of the people.

### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated $\chi^2$ value	=	87.521
Degree of freedom	=	6
Table value	=	12.592
Significant result	=	Significant at 5% level

### INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between period of association and level of satisfaction towards flexibility of the people.

### 3.3.7 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS COURTEOUSNESS OF THE PEOPLE

TABLE NO. 3.3.7 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS COURTEOUSNESS OF THE PEOPLE  
(TWO-WAY TABLE)

S.No.	Period of Association	Level of Satisfaction				Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	
1	Less than 1 year	0	12	0	0	12
2	1 year – 3 years	7	30	0	0	37
3	3 years – 5 years	0	5	0	0	5
4	More than 5 years	0	0	3	3	6
	<b>Total</b>	7	47	3	3	60

- Null Hypothesis ( $H_0$ )                    -            There is no significant relationship between period of association and level of satisfaction towards courteousness of the people.
- Alternative Hypothesis ( $H_1$ )           -            There is close relationship between period of association and level of satisfaction towards courteousness of the people.

**CHI-SQUARE ( $\chi^2$ ) CALCULATION:**

Calculated $\chi^2$ value	=	64.106
Degree of freedom	=	9
Table value	=	16.919
Significant result	=	Significant at 5% level

**INTERPRETATION**

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between period of association and level of satisfaction towards courteousness of the people.

**3.3.8 PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS RESPONSIVENESS OF THE PEOPLE**

**TABLE NO. 3.3.8 - PERIOD OF ASSOCIATION WITH ADECCO SOLUTIONS AND LEVEL OF SATISFACTION TOWARDS RESPONSIVENESS OF THE PEOPLE  
(TWO-WAY TABLE)**

S.No.	Period of Association	Level of Satisfaction				Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	
1	Less than 1 year	0	5	7	0	12
2	1 year – 3 years	6	31	0	0	37
3	3 years – 5 years	0	0	5	0	5
4	More than 5 years	0	0	0	6	6

- Null Hypothesis ( $H_0$ ) - There is no significant relationship between period of association and level of satisfaction towards responsiveness of the people.
- Alternative Hypothesis ( $H_1$ ) - There is close relationship between period of association and level of satisfaction towards responsiveness of the people.

### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated $\chi^2$ value	=	1.019
Degree of freedom	=	9
Table value	=	16.919
Significant result	=	Significant at 5% level

### INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is lesser than the table value and hence, the null hypothesis accepted. So, there is no significant relationship between period of association and level of satisfaction towards responsiveness of the people.

### 3.3.9 TYPE OF THE INDUSTRY AND LEVEL OF SATISFACTION TOWARDS IMMEDIATE DELIVERY

**TABLE NO. 3.3.9 - TYPE OF THE INDUSTRY AND LEVEL OF SATISFACTION TOWARDS IMMEDIATE DELIVERY  
(TWO-WAY TABLE)**

S.No.	Type of Industry	Level of Satisfaction			Total
		Highly Satisfied	Satisfied	Neutral	
1	IT	10	0	0	10
2	NON -IT	20	0	0	20
3	ITES	9	14	7	30
	<b>Total</b>	39	14	7	60

Null Hypothesis ( $H_0$ ) - There is no significant relationship between type of the industry and level of satisfaction towards immediate delivery.

Alternative Hypothesis ( $H_1$ ) - There is close relationship between type of the industry and level of satisfaction towards immediate delivery.

#### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated  $\chi^2$  value = 32.308  
Degree of freedom = 4  
Table value = 9.488  
Significant result = Significant at 5% level

## INTERPRETATION

From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between type of the industry and level of satisfaction towards immediate delivery.

### 3.3.10 TYPE OF THE INDUSTRY AND LEVEL OF SATISFACTION TOWARDS VALIDATION PROCESS

**TABLE NO. 3.3.10 - TYPE OF THE INDUSTRY AND LEVEL OF SATISFACTION TOWARDS VALIDATION PROCESS  
(TWO-WAY TABLE)**

S.No.	Type of Industry	Level of Satisfaction				Total
		Highly Satisfied	Satisfied	Neutral	Dissatisfied	
1	IT	3	7	0	0	10
2	NON -IT	7	13	0	0	20
3	ITES	4	8	12	6	30
	<b>Total</b>	14	28	12	6	60

Null Hypothesis ( $H_0$ ) - There is no significant relationship between type of the industry and level of satisfaction towards validation process.

Alternative Hypothesis ( $H_1$ ) - There is close relationship between type of the industry and level of satisfaction towards validation process..

### CHI-SQUARE ( $\chi^2$ ) CALCULATION:

Calculated $\chi^2$ value	=	25.821
Degree of freedom	=	6
Table value	=	12.592
Significant result	=	Significant at 5% level

### INTERPRETATION

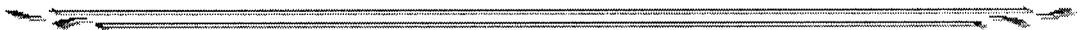
From the above analysis, we find that the calculated value of  $\chi^2$  is greater than the table value and hence, the null hypothesis rejected. So, there is a close significant relationship between type of the industry and level of satisfaction towards validation process.

**CONSOLIDATED CHI-SQUARE TABLE:**

<b>FACTORS</b>		$\chi^2$ <b>VALUE</b>	<b>TABLE VALUE</b>	<b>SIGNIFICANT</b>	<b>HYPOTHESIS ACCEPTED/ REJECTED</b>
<b>SIGNATION</b>	<b>COMMUNICATION</b>	<b>6.429</b>	<b>12.592</b>	<b>NO SIGNIFICANTS</b>	<b>ACCEPTED</b>
	<b>KNOWLEDGE OF PEOPLE</b>	<b>51.346</b>	<b>15.527</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
<b>PERIOD OF ASSOCIATION</b>	<b>VALIDATION</b>	<b>13.469</b>	<b>12.592</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>RELATIONSHIP MANAGEMENT</b>	<b>87.543</b>	<b>16.919</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>UNDERSTANDING REQUIREMENTS</b>	<b>76.937</b>	<b>16.919</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>FLEXIBILITY</b>	<b>87.521</b>	<b>12.592</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>COURTEOUSNESS</b>	<b>64.106</b>	<b>16.919</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>RESPONSIVENESS</b>	<b>1.019</b>	<b>16.919</b>	<b>NO SIGNIFICANTS</b>	<b>ACCEPTED</b>
<b>TYPE OF INDUSTRY</b>	<b>IMMEDIATE DELIVERY</b>	<b>32.308</b>	<b>9.488</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>
	<b>VALIDATION PROCESS</b>	<b>25.821</b>	<b>12.592</b>	<b>CLOSE RELATIONSHIP</b>	<b>REJECTED</b>

From the above table it is understood that there is a close relationship between the independent and dependent variable and hence most of the factors accept alternative hypothesis.

## *Findings & Recommendations*



## CHAPTER 4

### FINDINGS, SUGGESTIONS AND CONCLUSION

#### 4.1 FINDINGS

- ❖ It is found from the analysis that maximum (80%) of the respondents are HR executives because most of the clients appoint a specialized executive to deal with the consultancy.
- ❖ It is noted from the analysis that maximum (61.7%) of the respondents are associated between 1 year to 3 years because the company follows best CRM practices.
- ❖ It is found from the analysis that majority (50%) of the respondents are known through Word of Mouth because most of the candidates are benefited by the company. So they spread positive word of mouth.
- ❖ It is noted from the analysis that maximum (71.7%) of the respondents are not having any previous experiences in other consultancy services because the clients are satisfied with the services given by the company.
- ❖ It is obvious from the analysis that maximum (70%) of the respondents' opinion about the feedback on the delivery is good because the approaches by the company towards the client is efficient.
- ❖ It is inferred from the analysis that majority (48.3%) numbers of the respondents are satisfied over the approach because the company's focuses is on customer's loyalty.
- ❖ It is identified from the analysis that maximum (60%) of the respondents are satisfied over the understanding about their requirements because there is no communication barriers between the client and the company.

- ❖ It is obvious from the analysis that majority (50%) of the respondents are neutral on the turnaround time of their requirements because of the economic slowdown, the salary has been reduced to greater extent where candidate are hesitate to take up the job.
- ❖ It is evident from the analysis that maximum (65%) of the respondents are highly satisfied on the immediate delivery because the consultant of the company have good contacts and references where immediate delivery is possible.
- ❖ It is noted from the analysis that majority (46.7%) of the respondents are satisfied on the process of validation because of the efficient working of the recruitment consultant.
- ❖ It is found from the analysis that majority (46.7%) of the respondents are neutral on the candidate profile presentation format because of the time bound, the company cannot give promises about the candidate participation.
- ❖ It is inferred from the analysis that maximum (51.7) of the respondents are satisfied on the interview schedule because the initial screening is taken care by the company itself. Therefore, the interview schedule is not stressful to the client.
- ❖ It is identified from the analysis that maximum (61.7%) of the respondents are highly satisfied on the process of post offer management because it is one of the main process which the company deals with. It is also a plays a vital role for their revenue turnover.
- ❖ It is evident from the analysis that maximum (56.7%) of the respondents are neutral on the commitment of requirement delivery because the company depends only with the candidate willingness and due to recession the mandates are reduced.
- ❖ It is inferred from the analysis that majority (48.3%) of the respondents are satisfied on the quality of CV because the consultant are skillful in sourcing.

- ❖ It is identified from the analysis that maximum (53.3%) of the respondents are neutral on the quantity of CV because of the economic slowdown the availability of the quality CVs is less.
- ❖ It is noted from the analysis that majority (40%) of the respondents are satisfied on the cost because the company vision focuses on acquiring the valuable customers rather than obtaining higher cost.
- ❖ It is stated from the analysis that maximum (70%) of the respondents are satisfied about the communication of the people from Adecco Solutions because they are good in coordination and believes mutual concerns.
- ❖ It is noted from the analysis that maximum (60%) of the respondents are satisfied about the responsiveness of the people in Adecco Solutions because the company value the client's offer and it's their duty to fulfill the client requirement.
- ❖ It is found from the analysis that maximum (78.3%) of the respondents are satisfied about the courteousness of the people who interact from Adecco Solutions because each and every consultant of the company has to hold this quality as their goal reaching aspect.
- ❖ It is obvious from the analysis that maximum (55%) of the respondents are neutral about the knowledge of the people from Adecco Solutions because it depends upon the clients requirements where the consultant needs the continuous updating in their changing environment.
- ❖ It is observed from the analysis that maximum (51.7%) of the respondents are highly satisfied about the flexibility of the people in Adecco Solutions because this quality plays a vital role in the vision and mission which results the organization growth.
- ❖ It is noted from the analysis that majority (50%) of the respondents are neutral with the services of recent assignments because the service fluctuate due to economic crisis.

- ❖ It is stated from the analysis that maximum (60%) of the respondents are satisfied with Adecco Solution's relationship management respect to the recent assignments because the company is flexible, committed in working and also perform well in their past assignment.
- ❖ It is identified from the analysis that maximum (70%) of the respondents are mentioned there is no any frequent flaw in their services because the company is hardly working to fulfill the committed promises.
- ❖ It is reveal from the analysis that maximum (63.3%) of the respondents are accepting Adecco Solutions to advertise itself to attract customer's attention because the company is not focusing on mass advertisement but believe in positive word of mouth by fulfilling the services efficiently.
- ❖ It is inferred from the analysis that maximum number of the respondents gives their opinion that the factor 'co-ordination' strengthens the relationship with Adecco Solutions because the aim of the company is to maintain good CRM. Therefore, it's the company's to coordinate with clients in all the aspects.
- ❖ It is identified from the analysis that maximum number of the respondents gives their opinion that the factor 'Immediate Mandates' makes retention with Adecco Solutions because the company is not only depends on portal's sourcing to fulfill the mandates but also maintains sufficient contacts and references which helps them in the emergency situations.
- ❖ There is no significant relationship between Designation and level of satisfaction towards communication of the people.
- ❖ There is a close significant relationship between Designation and level of satisfaction towards relationship management.
- ❖ There is a close significant relationship between period of association and level of satisfaction towards process of validation.
- ❖ There is a close significant relationship between period of association and level of satisfaction towards relationship management.

- ❖ There is a close significant relationship between period of association and level of satisfaction towards understanding over customer requirement.
- ❖ There is a close significant relationship between period of association and level of satisfaction towards flexibility of the people.
- ❖ There is a close significant relationship between period of association and level of satisfaction towards courteousness of the people.
- ❖ There is no significant relationship between period of association and level of satisfaction towards responsiveness of the people. there is a close significant relationship between type of the industry and level of satisfaction towards immediate delivery.
- ❖ There is a close significant relationship between type of the industry and level of satisfaction towards validation process.

## 4.2 SUGGESTIONS

- ❖ The company may advertise in Print Media for their business activities once in a month, as it had been suggested by quite a few customers, to make the company known by the corporate and other people
- ❖ The overall satisfaction level is good and it is suggested that some findings are shows the customer's problem in the services. Findings from the satisfaction level of the turnaround time, candidate profile presentation format, commitment on requirement, Quantity of CV, knowledge of the people and recent services are in the neutral level. So the company should take care in these areas and the management should take immediate action on these areas and provides fruitful services to the customers.
- ❖ Each candidate may be personally interviewed before they are scheduled for the interviews, in order to ensure the offer successful.
- ❖ New suggestions may be got from the customers by arranging an annual meet in a regular interval of time to adopt new measures in recruitment methodology and to maintain Good Relationship with them.
- ❖ More Advertisement Brochures may be issued through various modes like shopping malls and Handouts, Leaflets issued along with the newspapers in order to create new candidate database.

*Conclusion*



### 4.3 CONCLUSION

Customers are the asset for a business.

The main objective of the study is to find out effectiveness of the satisfaction level of the customers which helps in building good customer relationship with special reference to ADECCO WORKFORCE SOLUTIONS LIMITED in CHENNAI. It is found that customer satisfaction level is good. The satisfaction level of customers relating to turn around Time, Service, Co-ordination, Cost, Quality, Quantity and Responsiveness were quite good. To be in turn with the changing ties and the rapidly changing technologies Adecco Solutions needs the right talent with rich ideas and creativity to maintain their leadership position in today's fast paced global market. This project gives a bird's eye view of customers' response and provides some suggestion. Implementation of the suggestion would help Adecco Solutions to retain its presidential status in the industry.

## *Appendix*



## APPENDIX

### A STUDY ON THE EFFECTIVENESS OF CUSTOMER RELATIONSHIP MANAGEMENT FOR A RECRUITMENT CONSULTING FIRM – ADECCO WORKFORCE SOLUTIONS LIMITED, CHENNAI

1. Designation of the respondent: \_\_\_\_\_
  
2. Type of Industry  
 IT                       Non - IT                       ITES
  
3. How long is your association with ADECCO SOLUTIONS?  
 Less than 1 yr                                               1 yr – 3 yrs  
 3 yrs – 5 yrs                                               More than 5 yrs
  
4. How do you know about ADECCO SOLUTIONS?  
 Word of Mouth                                               Advertisement  
 Reference                                              Others \_\_\_\_\_
  
5. Do you have any previous experiences in consultancy services before Adecco Solutions?  
 Yes                       No

If yes, please quote the reasons for switchover?

\_\_\_\_\_

If no, please quote the reasons for choosing consultancy services for your recruitment?

\_\_\_\_\_

6. How well is ADECCO SOLUTIONS in getting feedback on the delivery done?  
 Very good                       Good                       Fair                       Bad                       Very bad

Please read the following and tick your appropriate response in 5 point scale. I assure you, these data are purely for academic purpose and it will be kept confidential.

**HS**-Highly Satisfied, **S**-Satisfied, **N**-Neutral, **D**-Dissatisfied, **HD**-Highly Dissatisfied

7. Please record your satisfaction level for the following factors?

<b>Factors</b>	<b>HS</b>	<b>S</b>	<b>N</b>	<b>D</b>	<b>HD</b>
Approach					
Understanding of your requirements					
Turnaround Time					
Immediate Delivery					
Validation Process					
Profile Presentation					
Interview Schedule					
Post Offer Process					
Commitment on requirement					
Quality of CV					
Quantity of CV					
Cost					

8. What is your perception on the people who interact with you from ADECCO SOLUTIONS?

<b>Factors</b>	<b>HS</b>	<b>S</b>	<b>N</b>	<b>D</b>	<b>HD</b>
Communication					
Responsiveness					
Courteous					
Knowledgeable / Trained professional					
Flexible					

9. Rank the following factors that strengthen the relationship with ADECCO SOLUTIONS (Specify using numbers eg: 1, 2, 3, and 4)

Turn around time	
Co-ordination	
Quality	
Cost	

10. On your recent assignments with ADECCO SOLUTIONS how were its services?

- Highly satisfied
- Neither satisfied nor dissatisfied
- Strongly Dissatisfied
- Satisfied
- Dissatisfied

11. On your recent assignments with ADECCO SOLUTIONS how was its relationship management?

- Highly satisfied
- Neither satisfied nor dissatisfied
- Strongly Dissatisfied
- Satisfied
- Dissatisfied

12. Do you find any frequent flaws in our services?

- Yes
- No

If yes, could you please specify the areas in the services?

- Profile Presentation Format
- Accuracy in Commitment
- Post Offer Management
- Any other Specify \_\_\_\_\_

13. What makes you to retain ADECCO SOLUTIONS? (Please rank in numbers eg: 1, 2, 3, 4, 5, 6, and 7)

Quality of curriculum vitae	
Immediate Mandates	
Relationship	
Proper feed back	
Quantity of Curriculum vitae	

14. Do you expect ADECCO SOLUTIONS to advertise itself to turn customer's attention?

Yes                       No

If yes, could you please specify the appropriate media?

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15. Any suggestion for the improvement on the service render by ADECCO SOLUTIONS?

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**Thank You**



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