

TALENT SOURCING AND ACQUISITION OF EXECUTIVE EMPLOYEES WITH SPECIAL REFERENCE TO THE BIG FOUR MANAGEMENT CONSULTANCY FIRMS IN BANGALORE

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Abstract

Management Consultancy is the process of advising companies who are clients on the practices that will enhance performance, efficiency, productivity, maintain profits by saving money within the business, consultants produce plans after a review of operations and strategy and are then responsible for implementing these proposals and training employees. There are many different kinds of consultancy, from Management to Strategy. Within each subsector there are different industry practices, but all have a similar overall goal which add value to a client's business. The largest consultancy firms are household names such as KPMG, Deloitte and PWC. However, over the last few years companies have increasingly recruited top graduates into entry level positions in order to train them up in-house.

Management consultants must be skilled at conducting research and analyzing it. Companies always seem to want more. As evidence, the consulting industry has been on a sustained as a growth binge for well more than a decade.

Management Consulting can improve the presentation and effectiveness of associations, be it another player or a genius in the business. The specialists give well-educated counsel and brilliant data on an assortment of themes concerning business, engaging firms to accomplish their most extreme potential. The need or importance of Management Consulting is due to the reasons such as, challenging and dynamic Market, Information and Opinion, Suggesting Actions for improvement and Efficient Implementation of Changes for betterment.

Key words: Management, consultancy, performance, efficiency, productivity.

EXECUTIVE SEARCH- AN OVERVIEW:

Consultants encourage learning by including individuals in the organization in the task procedures. At the point when the job requires a technique outside the expert's subject matter, the person in question may prescribe different specialists or instructive projects. In any case, a few individuals from the board may need to obtain complex aptitudes that they can adapt just through guided understanding after some time.

With solid client inclusion in the whole procedure, there will be numerous chances to enable individuals to distinguish adapting needs. Regularly an advisor can propose or help structure open doors for finding out about work-arranging techniques, team assignments, objective setting forms, etc. Learning during ventures or assignments is a two-way road. In each commitment, specialists sought to figure out how to be increasingly viable in planning and directing tasks. In addition, the expert's readiness to learn can be interestingly enticing. In the best connections, each entity investigates the involvement with the other so as to gain more from it making the entire process insightful and productive.

OVERVIEW- MANAGEMENT CONSULTING ACROSS THE GLOBE:

Businessmen and associations around the globe presently rely upon the learned advice of master advisors for their survival and development. However, Consulting did not appear as a formal business until the later part of the 19th century.

Consultants have adapted to present circumstances. Rather than deviating in the wake of submitting especially massive reports, they are remaining on and actualizing their own proposals. Apart from this, they are presently arranged to progress toward becoming partners in the organizations they are certain they have improved.

CLASSIFICATION OF CONSULTING FIRMS:

Consultancy industry as a whole operates in multiple sectors providing effective and pathbreaking solutions in various functional areas.

Following is the categorization of Consulting Firms with examples:

- They are involved in the counseling of Top Management of

- large corporations.
- Examples: Arthur D. Little, Boston Consulting Group, Mercer Management Consulting, Bain and Co., A. T. Kearney

THE BIG FOUR

- These firms give attention on implementation, while also providing advice related to strategy.
- Examples: Ernst and Young, Pricewaterhouse Coopers, Deloitte Consulting, KPMG.

BOUTIQUE FIRMS

- They have expertise in specific fields of Consulting.
- Examples: Healthcare- APM, Research- Gartner, Financial Services- Oliver Wyman , Sales-MarketBridge.

IT SPECIALISTS

These firms provide advise, guidance and solutions related to computer systems, telecommunications and internet.

Examples: Accenture, Deloitte, IBM, EY, KPMG etc.

HUMAN RESOURCE ADVISORS

- They offer solutions in related to Employment Engagement and Management, Employee Hiring, Compensation, etc.

- Examples: TowersPerrin, Hewitt Associates, Hay Group, Mercer, etc.

INDEPENDENTS

- They are Business Management experts who possess specialized skills in functional talent management.

- These individuals indulge in consultancy practices as separate entities and function independently on their own.

THEORITICAL BACKGROUND OF THE STUDY:

A Consultancy Recruitment Firm which is focused and primarily involved in the search and hiring process of executive employees follows a systematic methodology in the identification of the professional and behavioral competencies along with the cultural fit of a potential and prospective candidate for the client organization. The various Executive search methods utilized for this purpose include several professional platforms and portals that provides access to the best possible talent pool in the industry. These methodologies are of vital importance as they impact the selection of the right candidature and fit for the role or position in consideration, which in turn upholds the efficiency and professionalism of the Executive Search firm.

Executive search and recruitment:

An Executive Search firm is involved in leadershipof recruitment services in terms of talent acquisition which associations pay to search out and enroll profoundly qualified possibility for senior-level and official occupations such as President, Vice-president, CEO. Talent scouts may likewise search out and enroll other exceedingly specific or potentially gifted positions in associations for which there is solid challenge in the activity advertise for the top ability, for example, senior information investigators or PC software engineers.

Executive Search experts regularly have a wide scope of individual contacts in their industry or field and point by point, explicit information of the territory. They work at the most senior dimension of official positions. Search consultants are additionally included all through the contracting procedure, directing meetings and displaying candidates to clients specifically, when they feel the prospective candidate meets every single expressed prerequisite and would be the right cultural fit for the client. Official pursuit firms normally have dependable associations with organizations spreading over numerous years, and in such cases the appropriateness of candidates is fundamental. It is additionally significant that such firms work with high competence, methodology and privacy.

These firms work in a specific business industry segment. The legally binding connection among customer and official pursuit firm falls into two general classifications: Contingent and Retained. Contingent recruitment firms are paid distinctly upon the effective finish of the "seek task". Retained search firm's representatives are paid for the procedure, commonly procuring a search fee in three phases dependent on the foreseen remuneration of the official.

REQUIRED PARAMETERS IN EXECUTIVE TALENT ACQUISITION:

To be a good executive search consultant, it is vital to be thorough when it comes to research along with having a good judgement capacity. The methodologies used in the search always varies according to the requirements for recruitment.

Following parameters are considered for search to be productive namely **Cultural fitment, Techniques of research, Reaching out to Passive Candidates**. It is important to treat the prospective candidates being addressed with politeness and fairness, as no one can tell where you may keep running into your contacts once more. A definitive objective is to locate an adequate number of qualified candidates, and to finish the procedure both rapidly and expertly. Thus, it is significant to pursue certain essential strides to choose the best accessible competitors.

IMPORTANCE OF THE TOPIC

Consulting firms are different to other contingent firms. This is on the grounds that the executive recruitment consultancies are profoundly specific, and don't ordinarily create a similar kind of candidates that different positions would. There may just be a bunch of individuals across the globe that could fill some official positions, and discovering enough of them to conduct interviews is the responsibility of an executive search consultant. Search firms discover potential candidates by beginning with a technique. They begin with mapping their objective organizations within the target industries and inside explicit geographic areas.

The importance of the Executive search methods can be highlighted due to the reasons such as **Usage of Technological tools, Modern day search engines, Specialized Software, Reliance on executive consultancies and Direction in usage of right tools.**

SIGNIFICANCE OF THE STUDY:

The primary area of focus for the study has been to understand the effectiveness and efficiency of methods and tools used in the recruitment and selection process for different mandates or clients. The procedures and practices followed in executive recruitment is much different than that in a contingent firm.

Moreover, this is a slightly unexplored area of study where the root responses had to be collected from the employees of big four management consultancy firms, due to the technicalities involved in the dimensions under consideration.

NEED FOR THE STUDY:

The study to evaluate the effectiveness of Talent acquisition through various search methods is undertaken in order to understand the process followed in an executive search which gives an insight and knowledge about the credibility and reliability of different search techniques involved in acquiring leadership quality. The study will facilitate the setting of a benchmark in understanding the executive search practices followed in the industry.

The following points highlight the need for the study of the methods used in executive search:

- The tools and methods used in the recruitment of Executive employees are strategic in nature.
- The elusive nature of the talent pool in an executive search makes the whole process more challenging, giving scope to detailed market analysis.
- Recruitment of leadership level executives involves a specialized search and does not result in the generation of large number of candidates.
- The extensive research conducted prior to the search helps in the identification of the possible methods that can be used in the recruitment of a candidate for that particular role.
- It is vital to examine if the various tools and applications used by the consultants is relevant and useful in terms of the results generated therein.
- The study entails to assess which of the professional platforms used in the search of the candidates provide appropriate, reliable and detailed information regarding the job profile, educational background, location prospects, etc. of the talent pool.

REVIEW OF LITERATURE

Simonetta, Kate and Emily (2019), “Increasing Gender Diversity in Higher Education Leadership: the role of Executive Search Firms” - Women are under-spoken to in positions of authority in United Kingdom Higher Education Organizations (HEIs). The prerequisite for HEIs to pay 'due respect' to equity contemplations under the Public Sector Equality Duty gives a structure to investigation. This paper gives new experiences on the elements inside enrolment forms when ESFs are included and on how an administrative methodology can use better uniformity results.

Jukka Mattila (2018), “Heterogeneity in client motives for utilizing management consulting” – This research paper was studied in order to understanding the client. It enquires on the need for the clients for utilizing consulting managements services. From the analysis it was found that there existed two factors which are the reasons for utilizing management consulting such as impact and significance. Hence it was found that that client’s approach for management consultancy as there is relation between hierarchical level that’s why that there is significance between impact and significance.

Krista Allinen (2018), “Making sense of executive recruitment in the context of a changing recruitment environment: an explorative study”- The examination is finished by talking ten HR Directors from ten Finnish organizations. The key components in official enlistment are introduced, connecting them with two fundamental totals; a preservationist, and a liberal way to deal with official enrolment. The discoveries point towards an increasingly preservationist viewpoint on official enrolment, underlining overseeing dangers and quality in official enlistment. Regardless of the worry for official hunt on-screen characters, the discoveries demonstrate that the evolving condition is displaying new requests and difficulties for the official inquiry field, as opposed to making it blur.

Hartley, Jeanette (2017), “Management Consultancy as Practice: A Study of the Duality of the Management Consultant’s Role” - This research paper is about how management consulting firms are responsible for developing business and internal business leadership roles. The aim was to understand the differing demands of the client and consulting roles of management consultants. The data was collected through interviews, questionnaires and a few documents received and it was found that the conflict was arising due to the no physical presence in client site and also performing the tasks in the evening at weekends as this will conflict the work life balance.

Martin Gresty, (2015), Market Intelligence Gathering in Executive Search Firms and recruitment process

Market intelligence is vital in guaranteeing that the executive search professionals make the appropriate decisions and provide guidance, information and expertise to clients. The article focuses on evaluating the market knowledge required by search professionals and the techniques and sources utilized in insight gathering. An examination with respect to whether the knowledge accumulating procedure is about who and what you know is likewise given. The study considers the effect of requests for market insight on leadership recruitment firms and examines the principles of knowledge management and procedures as a methods for supporting the viable catch, sharing and utilization of market knowledge. The conclusion of the study puts forth certain observations made on the expertise and specific skill sets that should be possessed

for an individual to be a successful researcher in the executive recruitment industry.

Matias Bronnenmayer (2015), “Determinants of perceived success in management consulting: An empirical investigation from the consultant perspective” - This research article is focused on intellectualizing the success factors which will influence in management consulting. It was found that common vision, consultant expertise and top management are the factors which shows strong influencers. The results have shown that the relationship between consultant – client relationship will help in building a connect between two parties.

Susan, Janne (2015), “Head-hunters and the ‘ideal’ executive body” - In this article, we receive a basic point of view to ponder how official pursuit practices imitate specific understandings of the 'perfect' official body. This show how these hindrances ladies as well as men who are considered not to fit the 'perfect', and further exhibit how search practices are encapsulated: how style, the faculties and a sensorial method for knowing penetrate the practices through which hopefuls are assessed. Recognize talks on exemplified co-nearness, abilities and voice in hunt advisors' discussion, and indicate how thoughts of the 'perfect' official body and epitomized search practices become interwoven. It also offers this commitment to the dialog on the body, sexual orientation and the board and to inquire about on official inquiry practice.

C, Sweene (2014), “Women on Boards: The voluntary code for executive search firms – taking the next step” – This research demonstrates that some official search firms are standing out and growing new methodologies, activities and methods for working to advance more women into senior jobs. In any case, this isn't a period for lack of concern and the figures appear there is still some best approach. The interviewees recognized a portion of the business surveys that can demonstration against seeking after gender decent variety. Official inquiry firms work in an industrially aggressive condition where edges can be limited.

Staffan Furusten (2013), “Commercialized professionalism on the field of management consulting” - The main objective of this paper was to discover and design a method for the device in contemporary in role of expert. The data was collected and the findings show that they don't follow the traditional theories. It is another framework for polished methodology where achievement in commercialization implies approval in the job of the master available. The instrument for approval is trust and the best approach to develop this is the single master and the associations the individual speaks to accentuate adaptability, accessibility, importance and separation in their training as specialists.

Christopher McKenna (2012), “Strategy followed Structure: Management Consulting and the creation of a market for ‘Strategy’, 1950-2000” – This research article focuses on the making of a business opportunity for technique by the board counselling firms during the second 50% of the twentieth century so as to show their effect in molding banter in the subject and interest for their administrations by corporate administrators. This investigation gives a verifiable setting to the development of corporate and focused methodology as an institutional practice in both the United States and around the globe, and gives bits of knowledge into how significant this history can be in understanding the discussions among advisors and scholastics during system's rise as a scholarly subject and common-sense application.

Mihalis Giannakis (2011), “Management of service supply chains with a service-oriented reference model: the case of management consulting” - This paper means to investigate the utility of the assembling one-sided store network activities reference (SCOR) instrument in administrations and builds up a reference model for use in administration associations. The

created model conceptualizes the limit of administration firms as an asset stock to fabricate an administration advertising. This inventory- capacity duality that portrays an administration company's capacities is material over a wide range of the administration part. Six noteworthy procedures for the structure and the board of administration supply chains are recognized: plan, source, create, adjust, work, and recoup.

Lauren E McEntire, Tiffany M Greene, (2011), Recruiting and Selecting Leaders for Innovation

The study focuses on how organizations endeavor to participate in their individual markets of monetary recuperation, human asset (HR) experts are continuously being entrusted with enrolling and choosing creative ability to help keep their associations ahead. This is particularly evident with regards to inventive hierarchical pioneers as they are progressively hard to source and choose into an association. The arrangement. The objective is to assort the techniques HR experts ought to consider to guarantee that their association can seek creative pioneers. The study highlights a few methodologies for recognizing and choosing creative candidate/ applicant into an establishment, including best practices for associations all things considered and spending plans. The recommendations of the study underlines that refreshed enrolling procedures, social evaluations, typically based meetings and advancement focused on progression arranging should be examined in order to come up with better techniques for selecting efficient leaders

Klansman Visscher (2010), “Organizational design approaches in management consulting” - The motivation behind this paper is to outline assortment in hierarchical plan approaches, to explain their disparities, and to discover what establishes great structuring by and by. The paper gives a typology three hierarchical structure approaches, coming from various hypothetical conventions. The paper shows that the three methodologies involve both customary plan exercises – investigation, structure, execution, and assessment – test exercises, and political exercises, however that the accentuation, elaboration, reason and request of these exercises are altogether different for each methodology.

STATEMENT OF THE PROBLEM:

The talent acquisition followed in the executive recruitment such as referrals, internal hiring and promotions are usually found to be less productive in terms of the outcome they have produced. With the emergence of artificial intelligence, the probability of the automation of recruitment processes is seen to be high. In this direction, executive search firms look to function systematically in maintaining a detailed database of the talent pool with exclusivity of information available in hand with the organization, which may not be accessible online. This necessitates the assessment of the effectiveness of the executive talent acquisition that can enhance the quality of the recruitment process and depth of the database available to the organization.

SCOPE OF THE STUDY

This study helps to make decision in selecting the right candidates for the right job. This study helps the organization to study the area of problem and suggest ways to improve the process of talent acquisition of executive employees at Big four consultancy firms in Bangalore. This study focusses on understanding talent acquisition process. The present research is confined to study of Talent acquisition of executive employees followed at Big four management consultancy firms. The study reveals the talent acquisition process followed in the management consultancy firms.

OBJECTIVES OF THE STUDY

A study on Talent acquisition of executive employees with special reference to the Big four management consultancy firms in Bangalore are

- To study the effectiveness of various methods of talent acquisition carried out at Big four firms in Bangalore
- To find the relationship whether jobs offered based on qualification to the executives in the organization.
- To identify the average time spent for acquiring executives carried out by Big four firms
- To suggest appropriate Measures for improving Talent acquisition process at big four firms under study

HYPOTHESIS

The Hypothesis formed for the study is as follows:

- I. H₀- There is no significance difference with respect to the Age Group and usage of Professional Networking platforms.
- II. H₀- There is no significance difference with respect to the Age Group and the Consultant's ability to assess candidates.
- III. H₀- There is no significance difference with respect to Gender of the executives and need for cultural fitment of a candidate.

SAMPLING

The respondent population has been obtained under Purposive Judgmental Sampling technique from Big four consultancy firms located in Bengaluru. The respondent population comprises of executives actively involved in the executive search process for the client organizations.

- **SAMPLING FRAME:** The Sampling Frame for the study includes the executives of Big four firms in Bangalore.
- **SAMPLING UNIT:** In this study, the sampling unit include the individual employees working in the consultancy firms.
- **SAMPLE SIZE:** The Sample Size used for deriving the observations of this study are 62 employees working in the consultancy firms.

SOURCES OF DATA:

Purposive Judgmental Sampling Technique has been used for the collection of data. The data sources used for this purpose are:

- **PRIMARY DATA:** The first-hand data has been collected by administering a structured Questionnaire encompassing the various dimensions of executive

search and recruitment by using a five- point Likert scale.

- **SECONDARY DATA:** The data sources have been collected from the existing Company database in consultancy firms along with Online Journals and Articles.

TOOLS FOR DATA ANALYSIS

The data collected from the study is analyzed through the SPSS Software followed by the Chi Square Test. The other tools used for the collection of data is MS Excel and Google Forms.

LIMITATIONS OF THE STUDY

The limitations of this study were as follows:

- **Geographical outreach-** the geographical outreach of the study pertained only to the four offices operating in Bangalore region.
- **Time Constraints-** the overall duration for the study was limited which was another restraining factor.
- **Limited Respondent Population-** the sample population selected for the study was 62 across Big four firms in Bangalore.
- The responses given by executives may not be true.

OVERVIEW OF DATA ANALYSIS:

PROFILE OF THE RESPONDENTS

The respondents for this study have been derived from the executives working at Big four Management consultancy firms.

The **Designations of the Respondents** are as follows:

Research Associate/ Executive Search Professional	<ul style="list-style-type: none"> • This designation comprises of freshers and employees with experience between 1 to 5 years
Research Manager	<ul style="list-style-type: none"> • Research Managers are involved in business development and the handling of deliverables of the roles or mandates in hand.
Consultant	<ul style="list-style-type: none"> • They are professionals with extensive market knowledge and experience who have specialized skills and expertise in consulting and advisory roles.

The Age Bracket of respondents ranges as follows:

- 23 to 30
- 31 to 40
- 41 to 50
- 51 and above

The Questionnaire responses have been recorded through Google forms and the population comprises of the professionals belonging to the above-mentioned designations and age brackets consisting of Female and Male employees respectively.

The data collected through the questionnaire has been analyzed by considering the Gender and Age Group of the respondent population i.e., the employees at Big four management consultancy firms in bangalore. The obtained data has been analyzed and interpreted based on the calculation of the percentage.

Hypothesis have been formed based on the objectives of the study. This will closely examine the tools used in the search process of the executives and helps to understand the extent it is deemed to be impactful by the employees.

CHI SQUARE TEST

The Hypothesis formed has been analyzed through the SPSS Software followed by a Chi Square test to find out the significance level. The variables being tested for the analysis are as follows:

➤ **Independent Variables:**

- Gender
- Age Group

➤ **Dependent Variables:**

- Professional Networking Platforms
- Consultant's assessment ability
- Cultural Fitment

The total of 62 responses were received from the employees of the organization from the four management consultancy firms in Bangalore.

CHI SOAURE TESTS

I. Professional networking platforms play a vital role in identifying the considerably limited talent pool- with respect to the age group of the employees.

H0- There is no significance difference with respect to the Age Group and usage of Professional Networking platforms.

H1- There is significance difference with respect to the Age Group and usage of Professional Networking platforms.

Table 1: Hypothesis Test Analysis on Age Group and usage of Professional Networking platforms
Crosstab

Particulars		Professional networking platforms play a vital role in identifying the considerably limited talent pool.				Total
		Disagree	Neutral	Agree	Strongly Agree	
Age Group of respondents	23-30	3	3	15	7	28
	31-40	3	0	15	2	20
	41-50	3	1	6	2	12
	51 and above	0	0	1	1	2
Total		9	4	37	12	62

Table 2: Chi Square Test- 1

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.317 ^a	9	0.604

INTERPRETATION

From the above Chi Square Table, it can be inferred that the calculated value is 7.317 and the table value is 16.92. As the calculated value is less than the table value, null hypothesis should be accepted. Hence, H₀ is accepted as there is no significance difference with respect to Age Group and usage of Professional Networking platforms.

II. Consultant's ability to recruit, assess and attract talented professionals important- with respect to the age group of the employees.

H0- There is no significance difference with respect to the Age Group and the Consultant's ability to assess candidates.

H1- There is significance difference with respect to the Age Group and the Consultant's ability to assess candidates.

Table 3: Hypothesis Test Analysis on Age Group and the Consultant's ability to assess candidates

Crosstab

Particulars		Consultant's ability to recruit, assess and attract talented professionals is important.					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age Group of respondents	23-30	1	2	3	17	5	28
	31-40	1	2	4	8	5	20
	41-50	0	0	0	7	5	12
	51 and above	0	0	1	0	1	2
Total		2	4	8	32	16	62

Table 4: Chi Square Test- 2

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.961 ^a	12	0.532

INTERPRETATION

From the above Chi Square Table, it can be inferred that the calculated value is 10.961 and the table value is 21.03. As the calculated value is lesser than the table value, null hypothesis is accepted. Hence, H₀ is accepted as there is no significance difference with respect to Age Group and Consultant's ability to assess candidates

III) The prospective employee's job specification and cultural fitment is given significant importance- with respect to the Gender of the employees

H₀- There is no significance difference with respect to Gender of the employees and need for cultural fitment of a candidate.

H₁- There is no significance difference with respect to Gender of the employees and need for cultural fitment of a candidate.

Table 5: Hypothesis Test Analysis on Gender and the need for cultural fitment of a candidate. Crosstab

Particulars	The prospective employee's job specification and cultural fitment is given significant importance.				Total
	Disagree	Neutral	Agree	Strongly Agree	

Gender of respondents	Male	3	6	12	9	30
	Female	1	7	15	9	32
Total		4	13	27	18	62

Table 6: Chi Square Test- 3

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.347 ^a	3	0.718

INTERPRETATION

From the above Chi Square Table, it can be inferred that the calculated value is 7.317 and the table value is 7.81. As the calculated value is less than the value in the table, null hypothesis should be accepted. Hence, H₀ is accepted as there is no significance difference with respect to Gender and need for cultural fitment of a candidate.

SUMMARY OF FINDINGS

The key findings from the study are as follows:

- The respondent population for the study was 62, out of which majority of them were females in comparison to the male respondent population and the response ratio in terms of the Age Group depicted that most of the respondents were youngsters falling under the age bracket of 23- 30 and 31- 40.
- It was observed that most of the employees find professional networking forums useful in generating candidate profiles rather than other alternatives like referrals or existing database.
- The findings also indicated that majority of the respondents access the contact details of prospective candidates through the sources like Lusha, Naukri.com or LinkedIn.
- Most of the employee respondent population show their agreement that executive search firms mostly work in niche or shallow markets where the access to Executives is relatively less
- The importance of in-depth market research has been highlighted by the employees with thirty-three respondents accounting to 53.2% overall have displayed their consent in this regard.

- The practice of mapping or preparing the organization structure prior to the search has been agreed upon by the respondents for the parameter highlighting its importance.
- The significance of the possible impact that a candidate can bring in the client organization's culture and climate has been highlighted and the study depicted that most of respondents agree that a confidential search usually calls for different tools or methods to be adopted for the search of executives at Big four management consultancy firms.
- majority of the respondents agree that the advanced Boolean search options generate desirable results in meeting the specific requirements of the client and the firm's ability to convert a passive candidate to an active one through counselling and consulting..
- The study clearly indicated their agreement towards assessment procedure involving telephonic conversation, Skype call and personal or face to face meeting.
- The Chi Square test result for Hypothesis-1 depicted that there is no significance difference with respect to the Age Group and usage of Professional Networking platforms.
- The Chi Square Hypothesis Test- 2 indicated that H0 not should be accepted and there is no significance difference with respect to Age Group and Consultant's ability to assess candidates
- Hypothesis Test- 3 proved H0 to be true revealing that there is no significance difference with respect to Gender and need for cultural fitment of a candidate.

CONCLUSIONS

The key for any executive search or leadership recruitment firm is to listen and comprehend the circumstance and needs. They might be inclined towards an administration appraisal, the executives review, social audit, board assessment or other centered examination. Along with this, executive recruitment firms may likewise profit through other administration services, for example, market insight, leadership counselling, competitor evaluation or setting benchmarking standards.

The study has thrown light on various dimensions of executive search which depicts that the methods and techniques used in understanding the effectiveness of talent acquisition process is not limited to just a few, but has a scope for various tools to be used. The networking forums and advanced Boolean search options on any search engines have given rise to possibilities for obtaining better results, thus enhancing the role of executive search firms and consultants.

The key force or part of recruitment is the momentum gained at any given point in time. What you do while you are trusting that the procedure will play out has a great deal to do with guaranteeing achievement. This is the core element or substance in any search mandate for leadership recruitment.

SUGGESTIONS TO THE ORGANIZATION

The firm can consider the following suggestions to improve certain methods and technical practices to enhance the productivity of the recruitment procedure:

- The leadership hiring practices are relatively vast in nature. The professional indulging in the search or headhunting process needs to be well acquainted with the intricacies of the methodologies involved therein. This gives rise for the need to provide the employees with appropriate training prior to allotting roles or mandates to them, so that they are well aware of the approach that needs to be held during the hiring process.
- Ensuring that the database of different candidates who have been contacted or identified is maintained in a proper manner will prove to be helpful for future. Obtaining and carefully maintaining the license from platforms like Salesforce will be an added advantage.
- The search methodologies can be conducted with more refined and well-defined manner. The mandates tend to deviate from the basic defined boundary, which tends to cause delay in the candidate mapping process. Ensuring that everything is well set and stated and is in sync with the vital requirements will enable in producing better strategies and direction for the recruitment.
- The structure of the mapping sheet and candidate reports can be for formatted and reduced to one, instead of multiple formats of report which may often lead to confusion. Having a single and uniform document will be more effective on the whole and will lead to better understanding and faster outputs
- The process of sharing sample profiles with the clients should be resorted to only after obtaining the proper brief and job description from reliable sources. By doing so, we can ensure that the search is going on the right track as well as built trust in the client by giving them the right candidate profiles rather than sharing them in hastiness which may cause hindrance to the entire process by unnecessarily making way for a role to go on hold.

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