

## RECRUITING THE RIGHT RECRUITMENT CONSULTANT FOR A SOFTWARE COMPANY - THE KEY PARAMETERS

**Poorani .T\***

*Research Scholar, Department of Management Studies  
Pondicherry Central University, Puducherry, India  
E-mail: poorani.t@gmail.com*

and

**Thiyagarajan .S**

*Assistant Professor, Department of International Business  
Pondicherry Central University, Puducherry, India  
E-mail: sthiyags@yahoo.com*

### **Abstract**

*Outsourcing has become one of the most necessary and vital aspects in Human Resource Management. Outsourcing is adopted mainly for three prime reasons: firstly, it helps to reduce costs, secondly, to ensure quality of services to its employees and thirdly, to pass on the time consuming administrative work. Among all HR outsourcing activities, recruitment is one of the major challenges that companies face in outsourcing to the consultant. The growing trend in Recruitment Consultancy, with respect to meeting the industry demands, has made the software companies predominately dependent on them. Thus, software companies face a big challenge in choosing the right one who could cater to their recruitment needs in a timely and cost effective manner from the whole pool of recruitment consultants. Hence it is very essential that a suitable selection technique has to be adopted in order to ensure that the recruitment consultants are the right choice for the software company, who would help the companies meet the ends with respect to the recruitment. This paper aims at focusing the expectations of the software companies with respect to the selection of suitable recruitment consultants for their company, with the key parameters that would suffice any software company to ensure that they choose the right recruitment consultant to cater to their recruitment needs.*

**Keywords:** *Recruiting, Selecting, Consultants, Software Companies, IPSOS MORI Advocacy Model*

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**\* Corresponding Author**

## 1. Introduction

Speed, flexibility, and creativity of marketers have become the expectations on the Recruiters. Secondly, recruiting has been given due importance in many companies to the extent that some companies have moved the recruiting function out of the human resources department altogether and handle them as a separate entity (**Peter Cappelli, 2001**). Even though an organization may have all the latest technology and best infrastructure, without the right people, it will not be able to achieve the required results (**Cummins case study, Business Case Studies LLP - Registered in England, 1995**). Though there are ample numbers of recruitment methods available to employers today, recruitment agencies still remain a big demand to help employers choose the right associates for their organization. However, the major challenge for recruitment agencies lies in successfully meeting their client organization's recruitment requirements and ensuring the quality of relationship between HR and recruitment agencies. In fact, research from the CIPD's 2007 Recruitment, Retention and Turnover Survey stresses the fact that wherever HR and recruitment agencies are committed to developing and maintaining closer relationships, the outcomes for both parties are more positive.

Consulting services emerged as a result of outsourcing activity. Research on outsourcing, typically presents outsourcing as primarily a time and money saving strategy (**Jeffay et al., 1997**). Top drivers for HRO include access to skills and knowledge (71%), quality (64%) and cost reduction (61%). The major two areas partially outsourced the most include training (49%) and recruitment and selection (47%) (**CIPD Survey Report, June 2009**). Whenever there is a job opening, companies take the help of recruitment consultants. In order to choose the right

candidate, consultants either use their own database repository that has the list of job seekers or use the online job portals to select the right candidate and then follow up with scheduling interview with the company (**Nimrata Grewal, 2010**).

## 2. Literature Review

**Cole Ehmke et al., (2004)** suggested that the important factors for selecting any consultant includes quality of work, timeliness, industry knowledge, location, cost and services provided by the agency.

As per the **CIPD survey (2007)**, 99% of respondents believed the quality of candidates as a vital factor. The quality of service received from the agency staff (94%) and the ROI (90%) were considered to be the next important factors.

**Daryl Keeley (1991)** viewed recruitment consultancies differently. As in any industry, there are experts and there are some that say they are experts. Following are the potential parameters to gauge the recruitment consultant: level of experience in recruiting, success rates- resumes quality vs closures, how many placements passed probation, testimonials (from existing clients), how big is their database, average turnaround time for shortlist, recruitment process adopted, operational staff background, code of conduct and cost (Is it contingency based pay only, if successful?)

One other review suggests that it is very essential to consider industry knowledge of the vendor as a selection criterion because HR practices differ across industries and the consultancy should be able to understand and accommodate changing business needs (**Albertson, D., 2000**).

The company realizes that approaches to time management, organizational structure,

business approaches, decision-making processes, long term cooperation and teamwork may be different from the consultancy or the vendor it has partnered with. However, it is important that these issues should be resolved in a timely manner failing which the relationship is destined to finger pointing, low productivity and mutual dissatisfaction. Only this can result in vendor stability that can yield long term success (**Carroll Hern & Ronald J. Burke, 2006**).

Timely supply of the needed resources is a major challenge and a key source of uncertainty with respect to business (**Wright & Snell 1991**). Detailed and robust recruitment and selection policies such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time (**Breaugh & Starke 2000**).

The main criteria that employers need to consider while choosing recruitment services from recruitment agencies are well presented in **Table-1**. This Table extensively looks into the various aspects that a company should look into, for selecting a consultant. However, it would be almost impossible for a software company to look into all the above aspects while choosing the consultant. Vital parameters from the Table were considered and this paper focuses on ranking and deriving the most important three factors that any company can easily look into while choosing the right consultant for their company.

### **3. Statement of the Problem and Need of the Study**

The role of the recruitment consultants is to help companies understand the right kind of individual they should be hiring for the right job vacancy available in the company. The

recruitment consultants can be of two types: Permanent Recruitment Agencies and Temporary Recruitment Agencies. 73% of organizations use recruitment agency to help fill job vacancies. 81% of those employers use the recruitment agencies for hiring temporary workers and 78% for seeking permanent staff (**CIPD Annual survey report 2007**). Though companies have cost, customer service and experience as their first priority of selecting a provider, many of the outsourcing failures occur due to choosing the wrong vendor. Owing to this constant increase in demand for the recruitment consultant agencies, its number has been drastically increasing over the years and software companies are finding it hard to choose the right recruitment agency for their company. Though many companies have started to adopt the process of recruiter's performance scorecard or balance scorecard to measure the performance of the consultants after they partner with the company, there has still not been any key parameters established during the selection process of the consultant. Thus, this paper focuses on deriving the key parameters that can help in selecting the right recruitment consultant for their organization.

### **4. Naming the Factors**

The Ipsos Mori Advocacy Model is a model that helps building and maintaining a strong HR–recruitment agency partnership relationship. At each stage of the framework, this model emphasizes the key characteristics for reflecting the type of relationship between HR and agencies. (Refer **Figure-1**).

With respect to starting the phase (selection process) of building relationship with the recruitment consultant, the key factors that this paper will focus is the bottom three parameters of the Ipsos Mori Advocacy Model.

## Awareness

Awareness Phase helps the HR to become aware of an agency and its position in the marketplace. Equally it is the means whereby an agency becomes aware of an organization, its brand, Employer Value Proposition (EVP), objectives and recruitment needs. The sub-parameters include marketplace reputation, tactful approach, geographical coverage, expertise and understanding.

**Trust:** Trust Phase focuses on the connection between the HR and the agency that is mainly achieved by promoting openness and honesty in their relationship. The sub-parameters include transparency, realistic and two-way communications

**Transaction:** The only sub- parameter under the Transaction Phase is timeliness without risking the quality for each transaction made.

## 5. Methodology

The objective of the paper was to look at the factors that play a major role in identification or selection of a recruitment consultant by a company to outsource its recruitment. The study is explorative in nature and the data used were primary and was collected from HR Executives of 50 software companies from in and around Bangalore & Chennai that outsource their recruitment activities was adopted, Multi stage sampling, with area in the first stage and convenience in the second stage. HR Executives were contacted by the Researchers from January to June 2014, which can be termed as the study period. The instrument used for data collection was a questionnaire with two parts, company profiling and assessment of recruitment consultant for which a 5 point Likert scale was developed with 23 statements which was tested for validity (face) from three Vice Presidents (HR) and two

HR academicians and reliability from a sample of 30 management trainees in HR and the reliability score (Cronbach Alpha) was 0.769. Exploratory Factor Analysis was attempted on the data to reduce the 23 statements to manageable factors so that it becomes easier for the companies to develop an assessment matrix to evaluate a recruitment consultant for selection to undertake their recruitment activity.

From the results of sampling adequacy for exploratory factor analysis (**Table-2**), it can be said that the data were just adequate as the Barlett's test was significant ( $<0.05$ ) and KMO is  $>0.5$  ( Andy Field, 2000) in spite of the sample being a bit small.

**Table-3** and **Table-4** are about factor loading and only those factors with an Eigen value of more than 1 was considered to be a factor (**Joseph F. Hair et al., 2009**). From the analysis, eight factors were extracted and together they explained 82% of the variance (of the total scale), which is considered to be excellent ( $<75\%$ ). From the rotation results, it can be said that the first factor with a Eigen value of 3.03, explained 13.17% of the variance, second at 2.66 with 11.57%, third at 2.61 with 11.37%, fourth at 2.39 with 10.40%, fifth at 2.18 with 9.48%, sixth at 2.01 with 8.77%, seventh at 1.98 with 8.61% and eight at 1.92 explaining 8.38% of the variance.

**Factor 1** was loaded with statements, 4, 15 & 20 (clients associated with the consultant, company knowledge and effective transitioning of candidates from temporary to permanent) and named as market place reputation under awareness parameter of Ipsos MORI advocacy model. More the clients were associated with the consultant, more will be the market reputation of the consultant and hence the transitioning of candidates from one company to another will also be easy for the consultant. Also in order to

ensure smooth transitions from one company to another, extensive knowledge about the company is also required. Hence these three parameters were loaded to one factor.

**Factor 2** was loaded with statements 1, 13, 14 & 22 (Services provided, Quality of resume, Bulk hiring process and Confidentiality assurance) and named the tactful approach under Awareness parameter of Ipsos MORI advocacy model. Services provided by consultancies included various modes of recruitment options available like sourcing, staffing and market intelligence screening. Bulk hiring options like campus recruitment and job fair also play a major role in adding more weightage to the services provided. More extensively the consultant keeps the options of services open, the easier will be for him to select quality resumes and most importantly, the entire process has to be held tight with the confidentiality assurance as the base. Thus these parameters will directly map on to the process adopted by the recruitment consultant to ensure effective service and hence loaded under the Tactful approach factor.

**Factor-3** was loaded with statements 6, 9, 21 & 23 (Cost, Closure vs Joinees ratio, Past records and Candidate follow-up process) and named the Realistic under Trust parameter of Ipsos MORI advocacy model. In the initial stage where the company decides to select a consultant and fix up the cost for the consultant, the company has to completely rely on the past records of the consultant to judge the consultant based on its performance. Closure vs Joinees ratio gets the most of the attention because it exactly portrays the capacity of the consultant. Candidate follow-up process they adopt is also equally important to ensure that the candidate does not drop out after getting selected. Thus these parameters will directly map on to the Performance aspect of the recruitment consultant.

**Factor 4** was loaded with statements 2, 3 & 8 (Lead time, and Response Time and CV(Curriculum Vitae) maintenance process) and named the Timeliness under Transaction parameter of Ipsos MORI advocacy model. Lead time and response time are the major parameters that can prove the efficiency of the consultant. The CV maintenance process that the consultant adopts is another key measure which helps in easy retrieval of any transaction initiated and hence contributes to the Timeliness of the response more effectively.

**Factor 5** was loaded with statements 5, 12 & 22 (Industry experience, Reference checks and No. of accreditations/ endorsements) and named the Transparency under Trust parameter of Ipsos MORI advocacy model. This will directly map on to the Reliability aspect of the recruitment consultant. This is one factor that substantiates the quality aspect of the consultant. It helps the company to realize the worthiness of the consultant and how contributive it has been during its past years.

**Factor 6** was loaded with statements 11&18 (Candidate's evaluation and Screening process and Industry knowledge) and named the Expertise under Awareness parameter of Ipsos MORI advocacy model. This will directly map on to the benchmarking aspect of the recruitment consultant compared to the current industry trend. Benchmarking is very essential in the competitive environment and directly helps the company to measure the expertise of the consultant with respect to other consultants.

**Factor 7** was loaded with statements 7 & 19 (Operational staff of the consultants and Service coverage) and named the Geographic coverage under Awareness parameter of Ipsos MORI advocacy model. This will directly map on to

the operational capability aspect of the recruitment consultant.

**Factor 8** was loaded with statements 10 & 17 (Various technical platforms or cadres the service can be provided and Availability of temporary & permanent staffing mode) and named the Transaction effectiveness that maps to the Transaction parameter of Ipsos MORI advocacy model. This is one vital option that most of the IT companies are looking for in order to achieve cost-cutting.

In order to further drill down into the key factors that are essentially contributing to the selection of recruitment consultants, the mean scores of the eight factors were taken into account.

It is evident from the above mean scores that **Factor 4** (Timeliness), **Factor 6** (Transparency) and **Factor 3** (Realistic) recorded high mean scores and it is very essential that the company prioritizes and concentrates on these factors to ensure that they recruit the right consultant for their company. The coefficient of variance for these factors was also lesser than 15%, which indicates that the distribution of the rating was consistent amongst the considered sample set. The next two factors, namely, Tactful approach and Transaction effectiveness were of moderate importance. These factors can be included or excluded based on the company's needs and expectations. The other three factors like Transparency, Marketplace reputation and Geographic coverage did not record high mean scores and hence can be overlooked or included on a customized manner.

## 6. Discussion

From the results in **Table-5**, it is found that the Timeliness is the most important factor to be considered. This is in accordance with the

view of **Wright & Snell 1991, and Carroll Hern et al., 2006**. Lead time, Response time and CV maintenance process played a major role in meeting the requirements of the software companies at the right time. However, in the case of specialist recruitment was concerned, both HR and agency agreed to the fact that longer lead time, to fit in the best resource, was acceptable. Setting clear targets for response time by the company's manager, helps to control this. It is vital that realistic time lines have to be communicated to the companies and ensure the best sourcing for them. Though the agency is expected to fill vacancies and meet HR's deadlines as agreed and help HR to work in a timely manner, in case of unreasonable time pressures, the agencies will only try to compromise on the quality of the candidates. Hence the company and the consultant have to understand the importance of speed in the recruitment process and at the same time, not risk the quality (CIPD survey, the relationship between HR and recruitment agencies', A guide to productive partnerships, 2008). Based on the interviews with the HR in the IT companies, it was observed that the IT companies preferred 12 hrs to 24 hrs as the ideal lead time/response time to address the requirement pertaining to general skills and they preferred 12 hrs to 48 hrs as ideal lead time/response time to address the requirement pertaining to specific niche skills. With respect to the CV maintenance, of the already screened and filtered candidates, information is expected to be maintained as a database of resources, preferably with a suitable analyzing software, that can easily retrieve the information required very specifically and meticulously based on their client's requirement. This can ensure that they do not go into the various portals and pick the candidates from the entire pool and then follow up with the screening process each time any requirement is given.

The next important factor is the Expertise. Candidate's evaluation and screening process and industry knowledge are the sub-parameters to be considered. Good recruitment agencies are expected to have an excellent understanding of their local markets and become major players within the sector (**Dayang Nailul Munna Abang Abdullaha et al., 2013**). The selection criterion has to focus mainly on the job analysis and job description and job specification while confining on the right candidate for the job (**Plumbley, 1991**). A range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection process (**Anderson & Witvliet, 2008**). Based on the HR interviews made in the companies, the consultants are expected to follow four steps in order to ensure that candidates' evaluation and screening process are done meticulously. Step 1: Skill set match/ requirements match, Step 2: Interaction with candidates, Step 3: Technical /project / communication check and Step 4: Expectation check/Attitude check/Interest check. The above selection process has to be backed up with adequate industry knowledge (current scenario and prevalence in the industry) so that the quality of the candidates is not compromised.

The third important factor is the Realistic nature. Cost, Closure Vs Joinees ratio, past records of candidates and follow-up process are the key parameters. They are the actual performance indicators for measuring the effectiveness of the service of the consultant. Hence this factor is considered a vital factor while recruiting a consultant. This is in accordance with the views of **Daryl Keeley, (1991)**. This factor accounts for the various parameters that are normally used in recruiter's performance scorecard to gauge the

performance of the consultant. Performance-based approach to service contracting has been adopted in many sectors and it leads to more cost-effective transactions, better quality and greater competition. Thus in most of the IT companies, the cost of the consultant is fixed, on the basis of the performance of the consultant. Consultants are given more weightage based on the methods of performance they adopt and performance quality when cost is taken as a factor for direct bearing on their performance. The payment to the consultant is made entirely based on the Closure Vs Joinees ratio, calculated as [ Closure = (successful placements/ joinees \*100) ], because the IT companies observe a predominantly high turnover ratio during the transition period of selected candidates to join the company. Hence a suitable candidate follow up process is essentially required to negotiate and make the candidates join the company. The feasibility of this parameter entirely depends on the consultants having explained well in advance with respect to the expectations of the company and the realistic promises that the company has ensured for that profile.

The two moderately important factors, namely, Tactful approach (Services provided, Quality of resume, Bulk hiring process and Confidentiality assurance) and Transaction effectiveness (Various technical platforms or cadres the service can be provided and availability of temporary & permanent staffing mode) serve as the supporting parameters to measure the performance of the consultant and help them deliver quality output. The preference for these moderate measures varies from one company to another, based on the policies that the company adopts based on the level of proficiency the company expects in its hiring process. The quality of resumes is calculated

quality of resumes = (no. of resumes sent / successful placements \*100). This is one vital observation that the companies can rely on with respect to the quality of service that the consultant can provide to their company.

The other three factors, Transparency (Industry Experience, Reference Checks and No. of association with the companies), Market place reputation (Clients associated with the consultant, Company knowledge and Effective transitioning of candidates from temporary to permanent) and Geographic coverage (Operational staff of the consultants and Service coverage) are not so vital and can be overlooked based on the company's preference. For example, considering the factor, Transparency, one may tend to overlook the potential new entrants in the consultant field because only experienced consultant can give all the information relating to the sub parameters listed under the Transparency factor. Hence it will be purely the discretion of the consultants whether this factor has to be taken into account or not. Marketplace reputation and Geographic coverage are factors that emphasize the networking capability of the consultant, which is very important for smooth transactions. However, the company can decide to forgo these factors as it is concerned mostly with the consultant's portfolio and has less to do with the company involved in transacting with it. For example, an organization, having lots of branches, can adopt service coverage as one of the parameters during selection stage but it will be insignificant for a company with just one branch office.

### **7. Limitation and Scope for Further Research**

The limitation of the study was that only selected IT companies in and around Chennai and Bangalore were focused upon. However, the findings of this study can be extended to

other industries, with suitable customization because the recruitment parameters, identified in this study, for choosing the right consultant is generalized and can be considered common to the various industrial sectors like Manufacturing, Education, NGO, Government in which the consultants are prevailing in the current scenario. Though this study was made with respect to the consultants in Indian perspective, the findings with respect to the key parameters to choose the right consultant can be extended to a global context too, as the nature of the task and evaluation criteria of the consultants is the same. As scope for future research, the study can be extended to the evaluation phase of the consultants through monitoring the progress of the consultants based on the parameters used for selection. This can help the IT companies to keep track of the performance records and also give periodical feedbacks to the consultants.

### **8. Conclusion**

Though various studies have been made on the different parameters that can be used to gauge a recruitment consultant, very few studies have been made in identifying the key parameters that directly impact the service quality of the consultant and this study tries to fill the gaps prevailing in that aspect on all possible dimensions and offers an easy way to choose the right consultant for any type of organization. Thus, this study throws light on the key factors that can help the IT companies to choose the right consultant for their company.

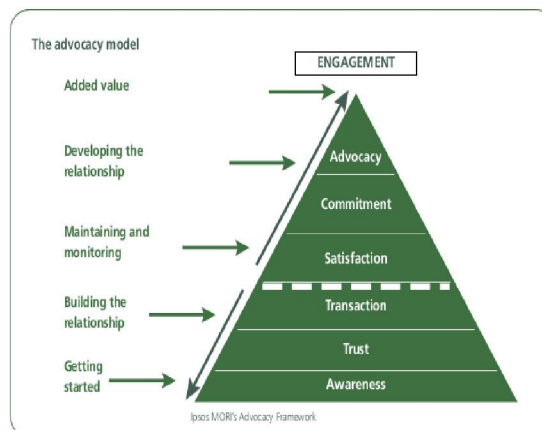
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**Figure 1: The Advocacy Model**



Source: CIPD's 2008 report on The relationship between HR and recruitment agencies -A guide to productive partnerships

**Table-1: Criteria to Consider When Choosing a Recruitment Agency**

<b>Criteria</b>	<b>Issues</b>
Agency and its Reputation	How long has it been in business?
	Are location references from clients available?
Types of workers provided	What occupation and KSAO levels?
	How many available?
Planning and Lead time	Does agency help clients to plan staffing levels and needs?
	How quickly can workers be provided?
<b>Services Provided</b>	<b>Issues</b>
Recruitment	What methods are used?
	How targeted and truthful is the recruitment process?
Selection	What selection techniques are used to assess KSAOs?
Training	What types of training if any provided before workers are placed with client?
Wages and Benefits	How are wages determined?
	What benefits are provided?
Orientation	How does the agency prepare workers for assignment with client?
	Does agency have an employee handbook for its workers?
Supervision	How does agency supervise its workers on site of client?
	Does agency provide on-site manager?
Temp-to-Perm	Does agency allow clients to hire its temporary workers as permanent employees?
Client Satisfaction	How does agency attempt to gauge client satisfaction with services, workers and costs?
<b>Worker Effectiveness</b>	<b>Issues</b>
Punctuality and Attendance	Does the agency monitor these?
	What is their record with previous clients?
Job Performance	Is it evaluated? How are the results used?
Retention	How long do workers remain on an assignment voluntarily?
	How are workers discharged by the agency?
<b>Cost</b>	<b>Issues</b>
Markup	What is the base wage charged to client (often it is 50% to cover benefits, overhead and profit margin)?
For Special Services	What services cost extra beyond the markup (e.g. Temporary to permanent)?
	What are those costs?

Source: Heneman, H. G., & Judge, T.A.(2006). Staffing Organization (5th ed.). Middleton, WI: Mendota House, Inc., p.121

**Table-2: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.690
Bartlett' s Test of Sphericity	Approx. Chi-Square	648.056
	Df	253
	Sig.	0.000

Source: Data analysis

**Table-3: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.217	18.334	18.334	4.217	18.334	18.334	3.030	13.174	<b>13.174</b>
2	3.544	15.409	33.743	3.544	15.409	33.743	2.660	11.567	<b>24.742</b>
3	3.067	13.333	47.077	3.067	13.333	47.077	2.617	11.379	<b>36.121</b>
4	2.317	10.076	57.152	2.317	10.076	57.152	2.393	10.405	<b>46.526</b>
5	1.822	7.920	65.072	1.822	7.920	65.072	2.182	9.485	<b>56.012</b>
6	1.486	6.459	71.532	1.486	6.459	71.532	2.017	8.770	<b>64.782</b>
7	1.203	5.231	76.763	1.203	5.231	76.763	1.981	8.612	<b>73.393</b>
8	1.154	5.017	81.780	1.154	5.017	81.780	1.929	8.387	<b>81.780</b>
9	0.920	3.998	85.778						
10	0.793	3.446	89.224						
11	0.640	2.782	92.006						
12	0.527	2.291	94.297						
13	0.342	1.487	95.784						
14	0.227	0.988	96.772						
15	0.214	0.931	97.703						
16	0.150	0.653	98.356						
17	0.128	0.559	98.915						
18	0.123	0.536	99.451						
19	0.078	0.338	99.789						
20	0.037	0.162	99.951						
21	0.007	0.029	99.981						
22	0.004	0.019	100.000						
23	5.542E-5	0.000	100.000						

Source: Data analysis

**Table-4: Rotated Component Matrix**

	Component/ Factors							
	1	2	3	4	5	6	7	8
Statement 1	0.637	<b>0.645</b>						
Statement 2				<b>0.750</b>				
Statement 3				<b>0.804</b>				
Statement 4	<b>0.654</b>							
Statement 5					<b>0.774</b>			
Statement 6			<b>-0.599</b>					
Statement 7							<b>0.902</b>	
Statement 8	0.485			<b>0.652</b>				
Statement 9			<b>0.780</b>					
Statement 10								<b>0.793</b>
Statement 11						<b>0.904</b>		
Statement 12					<b>-0.647</b>			
Statement 13		<b>0.557</b>				0.474		
Statement 14		<b>0.789</b>						
Statement 15	<b>0.795</b>							
Statement 16				-0.434	<b>0.567</b>			
Statement 17					0.407			<b>0.699</b>
Statement 18						<b>0.520</b>	0.496	
Statement 19							<b>0.690</b>	
Statement 20	<b>0.779</b>							
Statement 21			<b>-0.535</b>		0.523	-0.439		
Statement 22		<b>-0.853</b>						
Statement 23			<b>0.881</b>					

Source: Data analysis

**Table-5: Descriptive Statistical of Factors**

<b>Factors</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Co-efficient of variance (%)</b>
<b>Timeliness</b>	<b>50</b>	<b>2.667</b>	<b>4</b>	<b>3.533</b>	<b>0.425</b>	<b>12.037</b>
<b>Expertise</b>	<b>50</b>	<b>2.5</b>	<b>4</b>	<b>3.466</b>	<b>0.490</b>	<b>14.141</b>
<b>Realistic</b>	<b>50</b>	<b>2.5</b>	<b>4</b>	<b>3.266</b>	<b>0.394</b>	<b>12.050</b>
Tactful approach	50	2.5	3.5	3.158	0.338	10.699
Transaction effectiveness	<b>50</b>	1.5	4	2.983	0.737	24.699
Transparency	<b>50</b>	1.667	3.667	2.8	0.416	14.862
Marketplace reputation	<b>50</b>	1	4	2.733	0.697	25.504
Geographic coverage	<b>50</b>	1	4	2.483	0.866	34.871

Source: Data analysis