

# A STUDY ON TALENT ACQUISITION AMONG HR PROFESSIONALS WORKING IN VARIOUS IT SERVICES

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## ABSTRACT

Many successful organizations realize their employees as their greatest asset. Therefore, most HRs within the organization must recruit valuable candidates for the organization. The main purpose of the research is to research the activities of the sources of recruitment, performance appraisal, and employee retention activities taken by the talent acquisition team within the case of primary data, a structured questionnaire was prepared to know the importance of Talent Acquisition activities, which might be qualitative data, and send across 60 respondents randomly from all the HRs working in various IT services. In secondary data to assess the importance of sourcing the candidates, evaluation of Performance appraisal, Employee Retention activities and Employers mindset about Experience. The responses that we got from the varied HRs are collected and that we had taken out the results through percentage analysis, Correlation Tests, Regression Tests and Chi-Square Tests during which all the tests had been wiped out SPSS tools. Through these tests, we had some findings on the Talent Acquisition Activities of HRs working in various IT Sectors.

**Key words:** Talent acquisition, Recruitment, Performance Appraisal, Employee Retention.

## 1. INTRODUCTION

Talent acquisition refers to the tactic of identifying and acquiring skilled workers to satisfy your organizational needs. The skill sets of effective talent acquisition professionals include sourcing strategies, candidate assessment, compliance and hiring standards, and fluency employed branding practices and company hiring initiatives.

To recruit and hire the sole talent, companies must align their planning and talent acquisition strategy across departments to spot, target, and attract the foremost qualified candidates for a given role. Talent acquisition teams also are liable for developing employer branding and communicating that brand to potential candidates

The talent acquisition team must also manage the candidate's life cycle, from the initial application through the last word job offer. Effective collaboration, clear communication, and goal alignment with the hiring manager are key, during this regard. Besides, talent acquisition teams are liable for retaining essential employees and developing and maintaining morale among their labor pool. It's about creating a framework that helps a corporation hire smarter. This doesn't only include hiring talent that the bulk closely fits a company's needs, but also considering the requirements of the potential employee and thus the way they align with the

requirements of the corporate. Additionally, companies aren't just looking to hunt out talent in their own industry but talent in other industries also.

The TA team also features a key role to play within the lifecycle of an employee. Specifically, TA leaders are an area of the primary few stages of the lifecycle including the primary contact through the work offer. Workforce planning must be conducted regularly. HR professionals must understand talent supply and demand. The foremost target should be placed on what's happening within the market and thus the way it relates to the business goals of the organization.

## **2. OBJECTIVE OF THE STUDY**

### **PRIMARY OBJECTIVE**

- The primary objective of this project is to study on Talent Acquisition among HR Professionals working in Various IT Services.

### **SECONDARY OBJECTIVE:**

- To understand the internal and external recruitment process in a different organization.
- To determine the importance of performance Appraisals in different organization
- To identify the whether the benefits are used to retain their employees.
- To find out whether there is a significant difference between experience of the employees and salary packages.

## **3. RESEARCH HYPOTHESIS**

### **3.1 CORRELATION**

Null Hypothesis H0: Performance appraisal is not directly correlated to Company's Objectives.

Alternate Hypothesis H1: Performance Appraisal is directly correlated to Company's Objectives.

### **3.2 ONEWAY ANOVA**

Null Hypothesis H0: knowledge about HR Recruitment depends on years of experience.

Alternate Hypothesis H1: knowledge about HR recruitment not depends on Years of Experience.

### **3.3 CHI – SQUARE TEST**

Null Hypothesis H0: There is no significant relation between benefits provided by the organization & employee retention.

Alternate Hypothesis H1: There is significant relation between benefits provided by the organization & employee retention.

**3.4 REGRESSION ANALYSIS:**

Null Hypothesis H0: There is no significant difference between experience of the employees and salary packages.

Alternate Hypothesis H1: There is significant difference between experience of the employees and salary packages.

**4. DATA ANALYSIS**

**4.1 INFERENTIAL ANALYSIS**

**1 CORRELATION:**

**Hypothesis:**

H0 = Performance appraisal is positively correlated to Company’s Objectives ;

H1 = Performance Appraisal is negatively correlated to Company’s Objectives

**Correlation**

		Performance_Appraisals	Company_Objectives
Performance_Appraisal	Pearson Correlation	1	.228
	Sig. (2-Tailed)		.078
	N	61	61
Company_Objectives	Pearson Correlation	.228	1
	Sig. (2-Tailed)	.078	
	N	61	61

**Table : correlation**

**INFERENCE:**

**This Correlation analysis** is used to quantify the degree to which two variables are related. By this **analysis**, you evaluate **correlation coefficient** that gives you a how much one variable varies when the other one does. This analysis shows the significant value is positive and There is a strong relation between Performance appraisal of an employee and Company’s Objectives. **p>0, H0 is accepted.**

## 2 ONEWAY ANOVA:

### Hypothesis:

H0 = knowledge about HR Recruitment depends on years of experience

H1 = knowledge about HR recruitment not depends on Years of Experience

### Descriptives

overall\_knowledge

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
0-1	22	1.2727	.82703	.17632	.9060	1.6394	.00	2.00	
2-5	21	1.3333	.96609	.21082	.8936	1.7731	.00	3.00	
6-10	13	1.0769	1.25576	.34828	.3181	1.8358	.00	4.00	
Above 10 years	4	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00	
Total	60	1.2333	.94540	.12205	.9891	1.4776	.00	4.00	
Model	Fixed Effects		.96319	.12435	.9842	1.4824			
	Random Effects			.12435 <sup>a</sup>	.8376 <sup>a</sup>	1.6291 <sup>a</sup>			-.04827

a. Warning: Between-component variance is negative. It was replaced by 0.0 in computing this random effects measure.

### Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
overall_knowledge	Based on Mean	2.583	3	56	.062
	Based on Median	1.637	3	56	.191
	Based on Median and with adjusted df	1.637	3	41.512	.195
	Based on trimmed mean	2.271	3	56	.090

### ANOVA

overall\_knowledge

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.780	3	.260	.280	.839
Within Groups	51.953	56	.928		
Total	52.733	59			

### INFERENCE:

This one-way analysis of variance is used to find whether there are any statistically significant differences between the means of three or more independent or unrelated groups. In this analysis, the significant value is greater than 0.05, therefore the knowledge about HR Recruitment depends on years of Experience. **p>0.05, H0 is accepted**

### 3 CHI – SQUARE TEST

#### Hypothesis:

H0 = There is no significant relation between benefits provided by the organization & employee retention.

H1 = There is significant relation between benefits provided by the organization & employee retention.

**Case processing summary**

	Valid		Cases missing		Total	
	N	Percent	N	Percent	N	Percent
Employee retention benefits expexted	61	100.0%	0	0.0%	61	100.0%

**Employee benefit retention expected cross tabulation**

		Retirement benefits	Fringe benefits	Benefits expected	Welfare measures	Working conditions	Total
				Statuary benefits			
Employee retention	Strongly agree	2	0	0	2	1	5
	Agree	1	3	6	6	2	18
	Neutral	3	6	7	3	5	24
	Disagree	0	3	5	2	2	12
	Strongly Disagree	0	0	0	0	2	2
Total		6	12	18	13	12	61

**Chi-square test**

	Value	df	Asymptotic significance(2-sided)
Pearson chisruare	22.011	16	0.143
Likelihood ratio	22.840	16	0.148

Linear by linear accociation	0.38	1	0.360
N of valid cases	61		

22 cells (88.0%) have expected count less than 5. The minimum expected count is 0.20

**INFERENCE:**

The **Chi-Square Test** tells whether there is an association between categorical variables (i.e., whether the variables are related or independent). In this test, we had find out that significance value is greater than 0.05, hence there is no significant relation between benefits provided by the organization & employee retention. **p>0.05, H0 is Accepted**

**4.2.4 REGRESSION**

**Null Hypothesis H0():** There is no significant difference between experience of the employees and their salary packages.

**Alternate hypothesis H1():** There is a significant difference between experience of the employees and their salary packages.

**Table:**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.107a	.011	-.006	.872

**a. Predictors: (Constant), Years of Experience**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.507	1	.507	.667	.417b
	Residual	44.076	58	.760		
	Total	44.583	59			

**ANOVA**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B
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		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.886	.267		10.807	.000	2.351	3.420
	Years_of_Experience	.100	.122	.107	.817	.417	-.145	.344

Coefficients

**INFERENCE:**

Since  $0.417 > 0.05$  Null Hypothesis is accepted.

In this table, we are going to find out whether there is a significant difference between Experience of the employees and their salary packages. Through Regression analysis we have found out that there is no significant difference between experience of the employees and their salary packages.

**5. FINDINGS**

- It is found that there is higher percentage (i.e. 75%) of male respondents and just 25% of female respondents among total 60 respondents.
- It is identified that I got responses from (100%)36.7% of recruiters belong to 0-1 year of experience , 35% of recruiters belong to 2-5 years, 21.7% of recruiters belong to 6-10 year of experience and remaining 6.7% of recruiters belong to above 10 year of experience.
- It is identified that many recruiters have selected job portal which is external Sourcing as their sourcing tool of candidate and secondly they are going for Employee Referral which is internal sourcing.
- Reference Checking of a candidate is strongly believed as a compulsory process for IT Industry.
- In IT Industry the employees are primarily work for the company’s goals and secondarily their individual goals and it has been appreciated by recruiters.
- In IT service companies the consistent high caliber employees were not the only people who get appraisal but also medium caliber employees to encourage them.
- There is a contradictory conclusion that salary factor may / may not attracts most of the potential employees than career growth and development.
- It is found that 50% of employees are highly satisfied and 50% of employees are just satisfied (Equally dividdee) for the content used by the trainer to cover the topic under executive presence training.
- It is found that salaries which are provided to the employees are set according to the market scenario.
- The most important finding is that the recruiters focused on Good Attitude candidates instead of Highly Skilled Labours.
- In this study, I have found out that vacancies do not remain open for long period of time.

- I have found out that some of the companies are sending their employees to learn a course and funding for them, but also they are providing bond sheet in order to compensate training cost.

## 6. SUGGESTIONS

- Sourcing of candidates should be equally considered to both internal and external since during this study many of the HRs preferred external recruitment but it should be equally considered both internally & externally.
- Many Organizations fail to elucidate about the performance appraisal process to their employees so managers' feeling of insecurity, appraisal as an additional burden, their being excessively modest or skeptical, their feeling to treat their subordinates' failure as their deficiency, disliking of resentment by subordinates, disliking of communicating poor performance to subordinates, and so as to avoid that we are able to explain about the entire process of performance appraisal.
- Employee Retention is often fixed by Start Exit Interviews. Exit interviews are conducted by someone within the organization (typically a person in HR or management) before an employee leaves the company. Monitor Unproductive Employees. Promote From Within. Flexibility in Work.
- Each organization ensure proper pieces of training in order that it'll be a big advantage for both the firm as well as an employee.
- The HR team can work together in order that the person doing the interviewing doesn't know anything about the candidate and may judge them purely supported performance.
- Department heads and executives should even be on the lookout for talent, as they typically have good ideas for what a corporation will need within the future.
- Monitor the completion of performance evaluations and report back to senior management. Provide feedback and training to supervisors on the quality of evaluations.
- Reviewing evaluations with their own managers before meeting with their employees helps supervisors avoid mistakes and provides coaching opportunities.

## 7. CONCLUSION

The project has been started with the only objective of talent acquisition activities among HR professionals working in various IT sectors. Since there are many responsibilities of an HR, I had included three major factors which is Recruitment, Performance Appraisal and Employee Retention. In Recruitment, Sourcing of candidates is most important thing in every IT services since they seek knowledgeable and Experienced Candidates, and for sourcing of candidates they had two modes, Internal and External. Internal sourcing deals with HRs asks their company Employees to refer them a candidate/ employee to fill the particular vacancy and External Sourcing deals with Job Portals, Recruitment Advertisement, etc. In this Study I had found out that during Pandemic most of the HRs considering Job Portal rather than



Employee Referral. Secondly Performance appraisal, in this study I had acknowledged that some of the organizations forget to explain how the performance appraisal process has been evaluated and HRs should consult with every employees and explain their difficulties in choosing the employee for performance appraisal, so that employees can understand and so that we may reduce conflict between HR and Employees. Thirdly I had found out some benefits will help to retain the employees but most of the benefits doesn't bring any significant difference to the employees state of mind, most of the employees leaving for career growth and Salary Factor so in order to avoid that the organization asks feedback about the environment and relationship with other employees, Talent engagement activities. Finally the salary packages not entirely depends on their years of experience. These are the results that I had figured out from the Descriptive & Inferential analysis of the project.

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