

# A Study on Talent Acquisition Procedure in IT Industry

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**Abstract:** This study is about the talent acquisition; talent is the success for any organization. Sourcing and engaging the right talent is a big challenge where unemployment is so high. The purpose of the project is to know about the talent acquisition process in recruitment, screening and the selection process in the organization and to know about the extent of adoption of practices in the firm.

**Keywords:** Talent acquisition, Human resources, Organization.

## 1. Introduction

Talent acquisition refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements. The role of the talent acquisition function should not only be to recruit and hire employees to fill open positions but to make sure that the right talent with the right skills is hired for the right roles in the right places at the right times. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards, but also in employment branding practices and corporate hiring initiatives.

Talent acquisition as a function has become closely aligned with marketing and Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career. Recruiting professionals often move between agency recruiting and corporate

recruitment positions. In most organizations, the recruitment roles are not dissimilar: the recruitment role is responsible for sourcing talent and bringing qualified candidates to the company. However, modern talent acquisition is becoming a unique skill-set.

## 2. Review of Literature

According to Becker, B. E., & Huselid (1998), Talent acquisition leaders should create a technology road map that will work in tandem with human resources and IT road maps. Talent acquisition leaders still don't typically get to pick the technologies they use, but that is changing. "The talent function houses the expertise on TA for the organization. But for the most part, IT still picks the technology. That shouldn't be happening." Talent leaders will have to educate themselves on the changing technology landscape however, before usurping IT's traditional role.

Haslinda (2009), Employees voluntarily engage in profit making activities for social progression adhering to a high ethical standard. The non-profit concerns face numerous challenges in terms of declining in charitable contributions, reduction in government funds, competition from for-profit providers of certain services, and demands for a progressive change in the grass root levels. The 21st century is an era of dynamic technological transformations, global mergers and acquisitions, global talent acquisition and deployment etc. These sudden transitions in employment patterns and the young and flexible workforce encourage extreme competition among employers to attract and deploy the right talent capital.

Desimone, R. L. Werner & Harris (2002), It is not easy to classify voluntary organizations from social organizations. 'Third Sector' organizations may be similar with respect to their purpose and existence, they do have their differences in terms of their objectives, leadership and implementation paces. The existence of social organizations and their social welfare objectives create an intention that the employees work for more of a societal cause, than for the remuneration. From any angle, social organizations, the non-profits cannot compare its compensation structures with for-profit organizations which promise a great compensation package with an envious mix of salary, reward programmes and flexible benefits.

Ivancevich J. M (2009), With talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent acquisition strategy. To meet the demands for talent with a specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies. The purpose of this paper is to discuss some of these practices and also to investigate talent acquisition and its relationship to levels of employee engagement.

### 3. Research Methodology

*Source of data:* The primary and the secondary data are used in the data collection required for the study. The data is collected by interview method to obtain information from the officers and workers. Questionnaire is filled by the respondents for the research. Secondary data is collected from the available books, articles and websites.

*Sample size:* The total number of sample size was 62 which have given the detailed report.

### 4. Analysis and Interpretation

Table 1  
Experience of the respondents

Experience	Frequency	Percentage
0-1 year	8	13
2 - 5 year	53	86
5 -10 year	1	1
Total	62	100

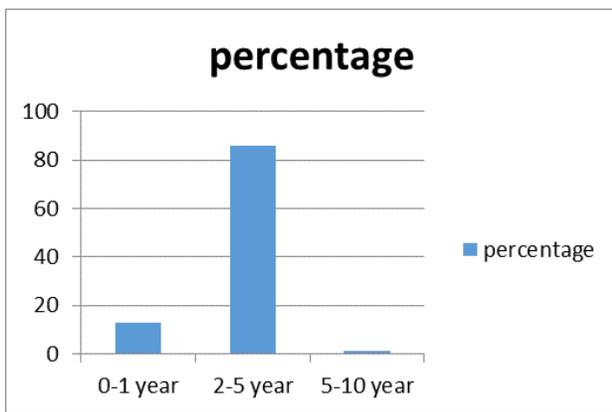


Fig. 1. Chart showing the experience of respondents

*Interpretation:*

It is inferred that 13% respondents were less than 0-1 year, 86% respondents were 2 to 5 years, 1% respondents were 5 to 10 years.

Table 2  
Functions of your recruitment process

Process	Frequency	Percentage
Video interviewing	19	32
Technical testing	25	41
Presentations	1	1
Panel interviewing	17	27
Total	62	100

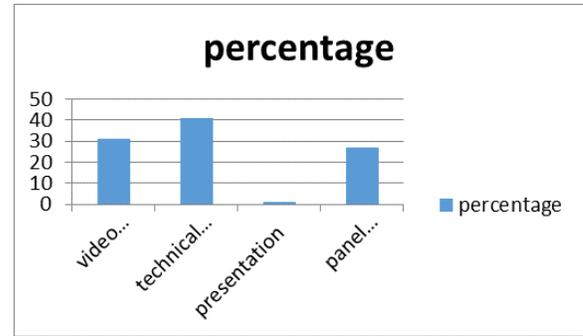


Fig. 2. Functions of your recruitment process

*Interpretation:*

It is inferred that 32% have given video interviewing, 41% have given video technical testing, 1% have given video presentation, 27% have given panel interviewing.

Table 3  
Managing acquisition strategy

Strategy	Frequency	Percentage
In house	13	21
Outsourced	42	68
Mix of both	7	11
Total	62	100

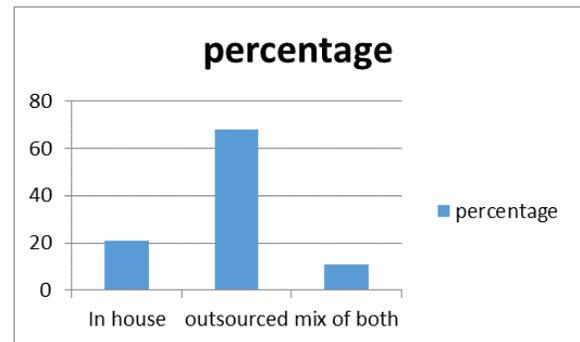


Fig. 3. Managing acquisition strategy

*Interpretation:*

It is inferred that 21% of the respondents chosen in house, 68% of them have chosen outsourced and 11% of them have chosen mix of both.

Table 4  
Respondents awareness towards objectives of talent acquisition

Objective	Frequency	Percentage
Employee development	19	31
Career planning	20	32
Senior manager	1	1
Skill requirement	17	29
Retain key staff	5	8
Total	62	100

*Interpretation:*

It is inferred that 31% respondents were chosen employee development, 32% respondents were chosen career planning, 1% respondents were chosen growing future senior manager, 29% respondents were chosen meeting future skill requirement,

8% respondents were chosen retaining key staff.

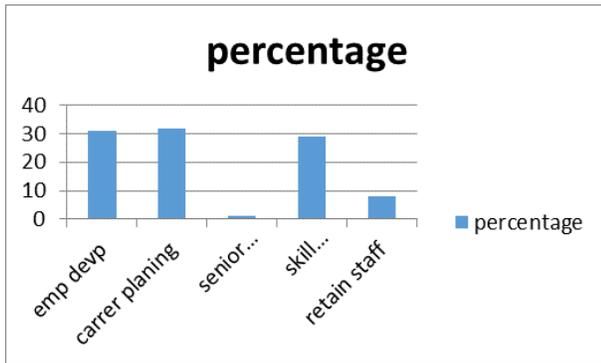


Fig. 4. Respondents awareness towards objectives of talent acquisition

Table 5  
Respondents awareness towards employee retention

Aware	Frequency	Percentage
Employee development	10	16
Career planning	32	52
Key staff	20	32
Total	62	100

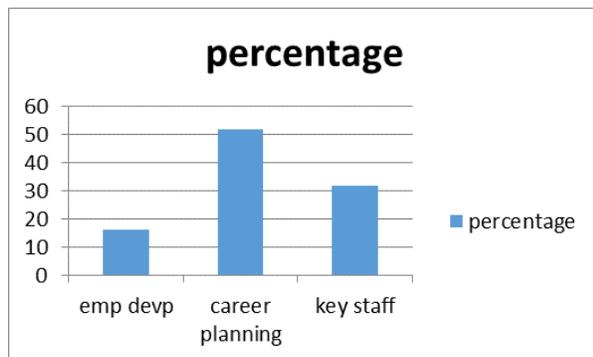


Fig. 5. Respondents awareness towards employee retention

**Interpretation:**

From the chart it was found that 16% respondents were chosen employee development, 52% respondents were chosen career planning, 32% respondents were chosen retaining key staff.

Table 6  
Respondents satisfaction towards job profile

Satisfaction	Frequency	Percentage
Satisfied	51	82
Unsatisfied	11	18
Total	62	100

**Interpretation:**

It is inferred that 82% respondents were satisfied of job profile, 18% respondents were unsatisfied of job profile.

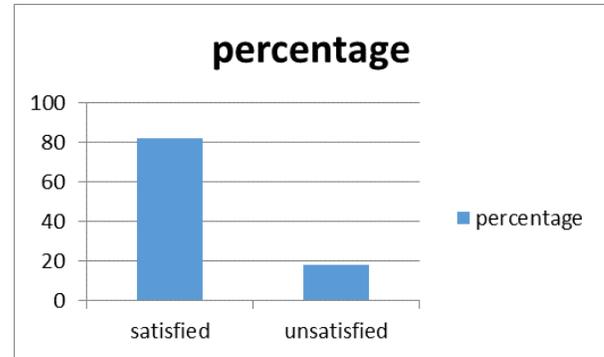


Fig. 6. Respondents satisfaction towards job profile

Table 7  
Respondents job profile and skill set

Job profile and skill set	Frequency	Percentage
Always to skill set	16	16
Mostly to skill set	35	57
Somewhat to skill set	15	24
Rarely	2	3
Total	61	100

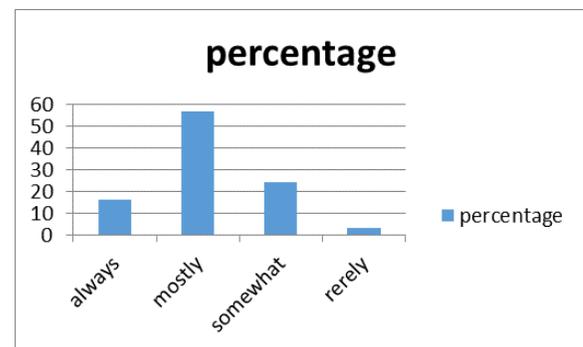


Fig. 7. Respondents job profile and skill set

**Interpretation:**

It is inferred that 10% respondents were always job profile match to skill set, 57% respondents were mostly match to skill set of job profile, 24% respondents were somewhat job profile match to skill set of job profile, 3% respondents were rarely job profile match to skill set of job profile.

Table 8  
Salary package and skill set

Salary package and skill set	Frequency	Percentage
Always to skill set	20	32
Mostly to skill set	23	37
Somewhat to skill set	19	31
Total	62	100

**Interpretation:**

It is inferred that 32% respondents were always salary package is according to skill set, 37% respondents were mostly salary package is according to skill set, 31% respondents were somewhat salary package is according to skill set.

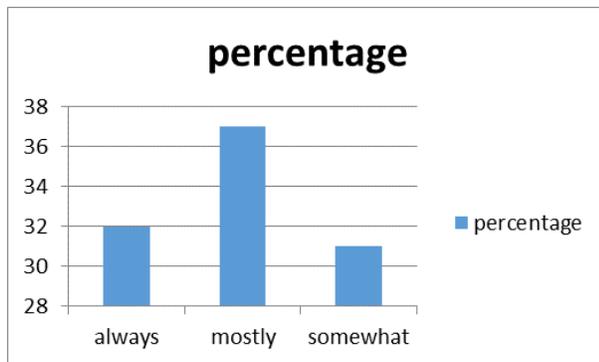


Fig. 8. Salary package and skill set

Table 9  
Satisfaction of career development

Satisfaction	Frequency	Percentage
Highly satisfied	2	3
Satisfied	10	16
Neutral	42	68
Dissatisfied	8	13
Total	62	100

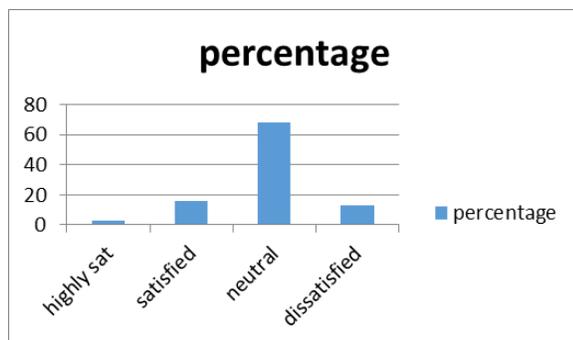


Fig. 9. Satisfaction of career development

*Interpretation:*

It is inferred that 3% respondents were highly satisfied in career development, 16% respondents were satisfied in career development, 68% respondents were neutral, 13% respondents

were dissatisfied.

**5. Conclusion**

With the appearance of new trends and the opening of new tools, the talent acquisition process is continuously evolving. Its future sits on technology and third parties like consulting practices, search firms, recruitment process outsourcing, and more. We anticipate more aspect of talent acquisition to be automated and outsourced in the coming future. Some of the functions that will be out sourced may include payroll. We also see a trend for talent acquisition managers to take on more responsibility for the actual supervision and development of their employees besides their traditional role to help out employees with the overall interpretation of HR policy. Talent acquisition has emerged as a key business imperative for organizations for its role in sourcing the right talent to ensure long term growth. It is now a long term strategy for organizations and HR functions for their role in driving the overall corporate success and profitability of the organizations. By processing the proper steps of talent acquisition employee can retain in the organization.

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