

Organizational Excellence through Talent Acquisition

Arisha Ali
Research Scholar
Career Point University, Kota

Abstract:- The war of talent is universal concern and to face this challenge talent acquisition is a refuge. It's proved strategy which is helping organizations to survive and grow in this highly cut throat competitive environment. Growing worldwide competition, the influence of advances in information technology and the re-engineering of business processes are some of the imperatives that force organizations to restructure their businesses. In India, the situation is even more compelling, with the recent reforms in Indian economy that requires companies to implement certain restructuring strategies to compete and survive in environment of global talent crisis. The talent hunting sourcing and maintenance has reached to new levels and only those organizations are successful who are best at their talent management.

Talent management is an organization-wide, holistic strategy for acquiring talent, training, and retaining those talents to increase business value. It's a strategic approach for future talent requirements. Talent acquisition is considered as the first and foremost step which is also backbone of the whole process this is the reason it is considered as the main research topic for this thesis.

Talent acquisition as a strategic process has many benefits in the organization. It results in employer branding, reduction in cost per hire, time saving, resource pool maintenance, competitive advantages, succession planning and acting as a tool for organizational excellence. Greatest challenge of an organization is hiring right talent and retaining them. Talent acquisition bridges gap between demand and supply of right talent. Thus talent acquisition is a worthy topic to be explored and companies need to understand and implement the process to gain organizational growth

The main objective of this research paper is to identify possible factors related to talent acquisition which influence talent acquisition process in organizations.

I. INTRODUCTION

Recent surveys on talent acquisition has revealed that, this is the best strategy any organization can opt to face challenges of hiring and retention along with maintaining a sustainable position in the competitive market .When talent acquisition strategy is adopted in the organization it results in having a right balance of requirement and availability of talented candidates y maintain a resource pool. It is critical in sustaining competitive advantage and also helps in succession planning management.

There are many factors which act as independent variables and directly influence organization like right employees, resources pool, retention policies, work culture, compensation, flexibility, motivation, employer brand, resource pool, innovation, management by objectives, total quality management and many more. These independent variables influence direct variables like demand supply balance of talent, sustaining competitive advantage, maintenance of human resource pool and organizational up gradation which helps in organizational excellence. Talent organization is a top priority concern because it helps to raise market share and earn long term revenues by retaining talent of the organization. Talent acquisition process helps to cater best talent in terms of qualification, experience and training resulting in best candidate-job fit. Employer branding is a sub set of talent acquisition process, as during the talent acquisition drive, the employer makes sure to create an image of organization to which every candidate attract and dream to work for.

It is strategic approach which analyze future business requirement by maintain resource pool helping in time and capital management of the organization as it provides candidate as and when vacancy arrives from the candidate and employee database.

Talent acquisition team in the organization also bears responsibility of retaining the employees. so when organization opt for talent acquisition, succession planning and career development which are believed to be best retention policies are automatically executed resulting in employees satisfaction (a major aspect of retention).

Talent acquisition is thus can be concluded as a strategic approach for organizational excellence which consider employment branding, business requirement mapping , succession planning, and overall organizational up-gradation along with acquisition and retention of employees.

- **Objective:** To study how talent acquisition helps in organizational excellence.
- **Research methodology:** Descriptive.
- **Data collection:**
 - **Primary data-** Internal respondent-current employees, new hires, recent ex-employees Interviews of hr managers.
 - **Secondary data:** Published press release, newsletters, magazines and websites.
- **Data analysis:** questionnaire was sent to current employees and ex employees and following results are derived using chi square test and spss

II. FINDINGS & CONCLUSION

As per questionnaire analysis majority of employees agrees on following aspects:

- Right workforce helps to excel and win the competitive market and time and resources put in choosing right talent will eventually results in long term savings.
- Good employer brand eases the process of talent acquisition.
- Talent acquisition is important in surviving the retention challenges.
- Workplace environment is better than organization of same reputation and proper trainings are provided to create advance workforce which can handle technical up-gradation of work process.
- Candidates from resource pool have low cost per hire to organization and maintaining resource pool helps in finding better quality talent in less time.
- Management encourages teamwork, there is transparent recognition process for leadership positions and there is a structured career development path for all employees.
- Organization focus on providing best technical platform with best compensation policies which results in competitive advantage.
- There are appropriate measures to protect the environment during work, total quality management and continuous improvement is part of organizational culture. After talent acquisition is adopted the organization is transformed into best place to work for.
- Employees believe talent acquisition is a strategy which benefits employee and employer both and is important for

overall organizational excellence.

Thus from above result it can be concluded that talent acquisition is the best refuge for organizational excellence as it promotes employer brand, helps in maintaining resource pool , fulfill candidate requirement on time, helps in succession planning and provides competitive advantage organizational development and sustain competition.

RECOMMENDATION

Based on research findings the organizations which have adopted or planning to incorporate talent acquisition following strategies can be recommended:

- Talent acquisition is altogether a specific process which requires precision and expertise so those organization which cannot afford to have such team of experts can opt a third-party intervention like recruitment process outsourcing (RPOs).
- For successful talent acquisition process Total Quality Management is a key. Organizational structure should be supportive enough so that at each and every level there can be procedural implementation of planning.
- Every attempt should be made by top management to share all the necessary information with employees accurately and at appropriate times. This will create an atmosphere of trust and commitment amongst employees and will also enhance the integrity and credibility of management and their intentions.
- Every employee has an added responsibility to promote the organization as best place to work, so they should be given some lucrative benefits to go extra miles in organizational promotion, also, it will thus increase belongingness towards organization.
- Succession planning should be a major priority to retain employees else the passive candidates who are actually satisfied in their present job may leave when given better future opportunities by other competitors.
- For a low-cost resource pool maintenance there should be a system of sending mails to keep in touch with those candidates which are not currently recruited but have who have potential talent which can be useful for future projects and job.
- Automation and use of software's should be adopted only up to certain level where one assesses minimum qualification and the real employee and job fit should be checked through team of experts were real worth of talent can be analyzed.

LIMITATIONS

Some of the limitations were identified during the progress of completing this research study. All respondents were accessible either physically or via online survey. However, a small number of respondents did not respond, despite numerous reminders that delayed the collection of primary data. A sufficient number of respondents assisted in completing the questionnaire, ensuring that the data presented is reasonable.

The concept of talent acquisition being very extensive and complex, this study was subjected to constraints of time and cost. The topic was limited to few variables as the subject needed much more time and a long-term study to be fully completed. The given time frame was too short to conduct a deeper research within the area.

It was difficult to interview HR heads and some senior managers as they had no time attending to all the items in the questionnaire due to their tight schedule and high work load. Thus, the study was based on questionnaire because it was difficult to arrange personal interview due to money or time constraints.

To some extent this study lacks vastness as it is confined to Telecom sector specifically private players only. The findings may proven lightening for other organizations but information collected and concluded on the basis of data collected from selected organizations might remain insufficient.

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