



# A Study on Talent Management Practices of ICT Sector in India With Reference to Talent Acquisition

## KEYWORDS

Talent Management, Talent Acquisition and ICT companies.

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**ABSTRACT** This research paper unconstrained recruitment and selection has been primed to put a light on recruitment and Selection process. Talent acquisition, as defined by Deloitte, is "a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs. The absence of a diverse talent pool, conventional thought processes, and cross-geography issues make talent acquisition in India complex and challenging. It is said that tough conditions also produce inventive solutions. There is always a huge potential for highly talented resource globally and acquiring such talent has always been a challenging task for practitioners. This paper had tried to examine and review the research papers which shares global perspective about different strategies of Talent acquisition and also its implications. As companies increasingly compete on the basis of talent, their success will largely hinge on their ability to recruit, develop, deploy and retain skilled people at every level from production employees and technicians to scientists and engineers to middle managers and executive leaders (Heid 2007). As per Deloitte, War for talent shifts from scale to skill and 58% of the respondents have stated that they are looking to hire more laterals 2015. The main intention is to identify general practices that organizations use to recruit and select employees and, to settle on how the recruitment and selection practices impinge on organizational outcomes.

## INTRODUCTION

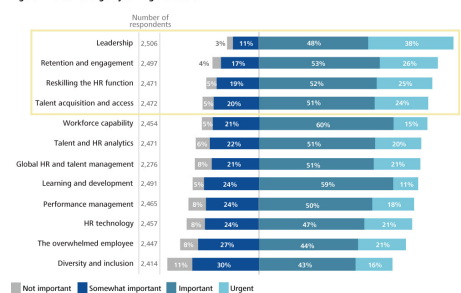
The talent acquisition function is the first interface between an organisation and the talent market. Often the fate of a business plan starts taking shape at the time when an organisation makes a ground to the talent market on why a candidate should consider investing their time, effort, and faculties for a brand. And from there on, every human capital metric – from engagement to performance – depends on how well the talent acquisition function was able to align the needs and requirements of a candidate with those of the organisation. How often, though, do we see talent acquisition as an active ingredient in an organisation's strategy planning process? Several factors make talent acquisition (TA) challenges in India unique. The absence of a diverse talent pool, conventional thought processes, and cross-geography issues make talent acquisition in India complex and challenging. It is said that tough conditions also produce inventive solutions. In today's business world the employers would be able to integrate the entire employment process including hiring, training, appraising, developing and rewarding employees to maximize everyone's contribution while minimizing the total cost of the process. Talent acquisition practices are significant in an organization's strategic business planning process. HR Managers are making spotlight upon acquisition scheme to meet both the short and long term business needs. There is considerable evidence that shows organization worldwide is having difficulty finding the right talent (Jeff Schwartz, 2011)(Kavanagh, 2010)(Kazmin, 2011)(Meisinger, 2008). The recent studies by the World Economic Forum and the Boston Consulting Group (2011) and the Manpower Group (2011) show that the shortage of talent problem is truly global: it affects a wide variety of positions in many regions and countries of the world. In the Manpower Group study (2011) it is reported that 34 percent of employers are having difficulty finding suitable talent to fill positions. Japan, India and Brazil are the top three countries in terms of having difficulty filling jobs. This study found that organizations are using several strategies to

manage the talent shortages including employee training and development and aggressive recruiting strategies. The World Economic Forum and the Boston Consulting Group (2011) study recommends taking a systematic approach to managing global talent risk and suggest several responses by multinational firms (p.7):

- Introduce strategic workforce planning (e.g., determine future talent gaps);
- Ease migration (e.g., attract talent from a global labor pool);
- Foster brain circulation (e.g., reduce brain drain by encouraging students and professionals to return home);
- Increase employability (e.g., increase the skills levels of both the current and future workforce);
- Develop a talent "trellis" (e.g., offer multiple developmental and career pathways);
- Encourage temporary and virtual mobility (e.g., access required skills from any location; and,
- Extend the pool (e.g., attract skill sets of women, older professionals etc.).

"The single greatest challenge in workforce management is creating or maintaining their companies' ability to compete for talent." (HRM, 2005).

Figure 1. Perceived urgency of 12 global trends



Graphic: Deloitte University Press | DUpres.com

From the survey by Deloitte the major focus need to be given is for the four talent management areas namely leadership, retention and engagement, re-skilling the HR function and talent acquisition and access. Specially the ICT companies in India need to focus on these functions in order for them to stray competitive in the market.

**PURPOSE OF THE STUDY**

The purpose of study is to examine and assess the organization's plan for recruitment and selection. An attempt to found what level of understanding the organization has of the recruitment and selection process is carried out. In addition, the current plan and processes used to implement recruitment and selection in the organization is being assessed. Finally, recommendations will be made based on the information gathered, whilst taking into consideration the current economic climate and the availability of suitable resource.

**SCOPE OF THE STUDY**

The business report covers two main areas of the organization's strategy for talent sourcing and acquisition. These areas are the recruitment and the selection processes. Encompassed in these two areas are specific steps that are used to implement the organization's recruitment and selection process. All steps used were assessed and issues were found with the following: recruitment preparation, employment agencies, vacancy promotion, internal Vs external recruitment ,interview structure ,interview environment and orientation. These steps will be discussed and analyzed in this business report.

**NASSCOM Top 20 IT-BPO Employers in India FY2015**

Rank	Company	Rank	Company
1	Tata Consultancy Services Ltd	11	Mphasis Ltd
2	Cognizant Technology Solutions India Pvt Ltd	12	iGATE Global Solutions Ltd
3	Infosys Ltd	13	WNS Global Services (P) Ltd*
4	Wipro Ltd.	14	L&T Infotech
5	HCL Technologies Ltd	15	CSC, India
6	Tech Mahindra Limited	16	Syntel Ltd
7	Cappgemini India Pvt Ltd	17	EXL*
8	Genpact Ltd.	18	Hinduja Global Solutions Ltd*
9	Serco, Global Services*	19	Firstsource Solutions Ltd*
10	Aegis Ltd	20	MindTree Ltd

Figure 2 Top 20 ICT Employers in 2015 (India: Talent Hub for Global IT-BPM Industry by National Association of Software and Services Companies (NASSCOM)

According to NASSCOM, War for talent shifts from scale to skill and 58% of the respondents have stated that they are looking to hire more laterals this year.

**RECRUITMENT AND SELECTION POLICIES**

Every organization regardless of how big or small should have a well planned and detailed recruitment and selection policy which should be reviewed from time to time as we have a constantly changing economy as well as business environment. The policies should include issues such as filling vacancies with the best qualified candidates, extend of promotion from within, handicaps, minority groups, women employees, part time employees, friends and relatives of employees and other issues it may deem necessary. (Randhawa 2007,p.)

Preparing a recruitment and selection policy is not an end to itself and does not guarantee the quality of employees

or the effectiveness of the process and basic checks and controls need to be used to validate these policies and if it works in that organization's context.

A good recruitment and selection policy should be:

Perfect, clear and comprehensive

- It must conform to the present and future needs of the organization
- It must mention whether recruitment and selection will be centralized or decentralized
- It must be clear regarding the internal and external sources of recruitment
- It must also be when it is necessary than an in-house employee fills a position and when not to
- It should be flexible so as to make it easy to effect change to achieve the objective of the organization.
- It should ensure achievement of individual objective as well as the organization's objective.

Policy should be dynamic and not be too bogus so as to maintain a co-ordination between the attitude of the employees and the nature of the work.

A Senior IT recruiter Haneef Here explains Talent Acquisition Planning & Strategy as that ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations. Workforce Segmentation – It requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success. Employment Branding – This includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization. Candidate Relationship Management – This includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates who are not selected at present against a particular skill set, but have few more skills. Metrics & Analytics – It is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions, to ultimately improve the quality of hire.

**SOURCES OF RECRUITMENT**

There are different sources and methods of recruitment but they are mainly classified as

- Internal sources
- External sources

Internal sources ones that give preferences to the existing employees in the organization to fill the vacancies, promotion, transfer, redeployment and demotion of existing employees constitutes a large part in this and it covers permanent, temporary, retired and relatives of deceased employees.

This method helps to motivate employees as they feel like they are preferred than external ones and so doing their morale is boosted, more dedication to the job, low cost of selection, low employee turnover rate amongst others but there are shortcomings to this process as there are limited people to choose from, preference of one employee over the regardless of qualification, jealousy among the employ-

ees, lack of new ideas, nepotism, therefore caution has to be used when using this source ensure that source ensure that everything that needs to be put into consideration.

External sources all organization are not likely to meet all their man-power needs from the organization as it gives them a feel of stagnancy when new ideas are not coming in and operating with the same old people as ideas tend to go obsolete over time. There are different ways of recruiting here ranging from internet which is inexpensive and will generate a wider range of applicants but with lots of unqualified ones, employment agencies, search firms, local advertising, internship, job fair, college recruiting, unsolicited applicants, employee referrals, professional associations. (SHRM, 2008). This source could be quite expensive, tends not to get the best candidate sometimes but has its high ups as well which includes, new persons with new ideas, employees of suitable knowledge and skills are available, experience and expertise of staff can be taken advantage of and used to improve the organization.

After the recruitment process, what follows is selecting the most qualified person from a pool of applicants and there are different selection techniques based on the selection criteria, amongst the techniques are interviews which could either be over the phone or one on one and is mainly used for verifying information, exploring omissions, checking assumptions and providing information to candidates, assessment ranging from simulation exercises, in tray to psychological tests.

However there is no particular selection technique that assures one of selecting the right person as interviews cannot get everything right as people applying for jobs tend to be mostly impressive during this stage as they all want the job, same goes to assessment centres and every other selection technique.

### SELECTION PROCESS

Filling open positions within organizations has several advantages. The organization's system will have the strengths and weaknesses of the employees with in them, there is no need for further assessment. The current employees may have the cultural exposure and commitment towards their organization. The employee morale may rise seeing them promoted and rewarded for their loyalty and competence. They also need less orientation and initial induction and training than outsiders. The other side, firms cannot always get all the employees they need from their current talent pool, and sometimes they just look for outside candidates. Today the employers look for candidates through online based sources and recruitments. Web-based ads tend to generate so many applicants that most firms are installing applicant tracking systems to support their on and offline recruiting efforts. Application tracking systems are online systems that help employers attract, gather, screen, compile and manage applications.

Internal advertising and job posting can help facilitate the promotion of employees who are aptly qualified. Without the advertising of positions internally, it is difficult to develop succession planning (Walker 1992).

### INTERVIEW STRUCTURE AND ENVIRONMENT

Employers administer interviews in various ways: one-on-one or by a panel of interviewers, sequentially or all at once and computerized or personality. Most selection interviews are one-on-one and sequential. In an unstructured sequential interview, each interviewer generally just asks

questions as they come to mind. In a structured sequential interview each interviewer rates the candidates on a standard evaluation form using standardized questions (Gary Dessler 2011). The organization uses unstructured and semi-structured interviews. Stone (1998, p. 626), states that 'the most valid interviews use a consistent structure...'. Interaction between the candidate and the interviewer may differ from one interview to the next, therefore lacking consistency and reliability (Stoner 1998). Also, the skills of the interviewer may affect responses of the applicant. Structured interviews for professional or high skilled applicants can help ensure that decisions are made based on the answers to the same set of questions, thus comparing the same set of criteria (Stone 1998). Structured interviews are a vehicle used preset or predetermined questions; the interviewer can reduce the tendency to show bias to unfavorable information and therefore, remain objective.

The use of the boardroom table for interviewing may cause the applicant to become uncomfortable, as the seating arrangements may not facilitate a relaxed environment. Consequently, responses that create a false idea or impression of the applicant may be considered as correct by the interviewer. This might cause the incorrect applicant to be selected, despite the information being false, which results in an unsuitable applicant being matched with a job. It may also result in an applicant missing out on a position because they understated their abilities due to feeling uncomfortable and nervous in the interview. By arranging the seating at equal levels, a positive environment is created both physically and emotionally (Braun 1995). The applicant must be given every opportunity to perform well in an interview environment.

### ORIENTATION

The timing of the orientation process is crucial to the type of impressions that are formed by new employees. According to Mc Garrell (1984), lasting impressions are formed in the first sixty to ninety days of a new employee's experience with an organization. The implication of not performing the orientation on the first day, or soon after, may be that the employee learns all of the required information regarding the organization and their duties from another employee. This employee may not be trained in the orientation process and may quickly become frustrated at the lack of accurate information and unacceptable performance levels may result. It is also possible for a negative attitude to be developed towards the organization (Stone 1998). Consequently, the employee may need to be replaced resulting in the entire recruitment and selection process being carried out again. This causes unnecessary costs to the organization, which could have been avoided if adequate information was provided in the first instance.

### CONCLUSION

Recruitment plays a vital role in an organization; it's a very tough job to fill up a vacancy with effective and efficient talents. To produce adequate product or service and improve the economic status of a firm, right person to a right job is essential, once the "Make in India" campaign takes up, so their lifestyle and purchasing power goes up so it reflects in Indian economy growth. At the outset Human Resource Department have to coined unique HR policies to make this campaign an effective one.

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