

COPY RIGHT



ELSEVIER
SSRN

2022 IJEMR. Personal use of this material is permitted. Permission from IJEMR must be obtained for all other uses, in any current or future media, including reprinting/republishing this material for advertising or promotional purposes, creating new collective works, for resale or redistribution to servers or lists, or reuse of any copyrighted component of this work in other works. No Reprint should be done to this paper, all copy right is authenticated to Paper Authors

IJEMR Transactions, online available on 26th Dec 2022. Link

[:http://www.ijiemr.org/downloads.php?vol=Volume-11&issue=Issue 12](http://www.ijiemr.org/downloads.php?vol=Volume-11&issue=Issue 12)

10.48047/IJEMR/V11/ISSUE 12/78

Title **EXAMINING THE EFFECTIVENESS OF VARIOUS TOOLS FOR FINDING AND HIRING IT PROFESSIONALS**

Volume 11, ISSUE 12, Pages: 624-631

Paper Authors **Gopal Sharma Dr. Maheshchand Sharma**




USE THIS BARCODE TO ACCESS YOUR ONLINE PAPER

To Secure Your Paper As Per **UGC Guidelines** We Are Providing A Electronic Bar Code

EXAMINING THE EFFECTIVENESS OF VARIOUS TOOLS FOR FINDING AND HIRING IT PROFESSIONALS

Gopal Sharma

Research Scholar, Sunrise University, Alwar, Rajasthan

Dr. Maheshchand Sharma

Research Supervisor, Sunrise University, Alwar, Rajasthan

ABSTRACT

The term "talent acquisition" refers to the steps taken by a business to find, evaluate, hire, and integrate new employees with the necessary skills and experience. There is also the possibility that some managers may use the results of psychometric tests, which mainly concentrate on things like intelligence and character, to assess them. Nonetheless, there are many who either seldom use such tests or find them to be fundamentally flawed. The study's goal is to ascertain whether the existing IT talent acquisition processes are in step with the dynamic changes seen in Talent Acquisition strategies in other fields. The researchers surveyed professionals in the IT sector to learn about their present methods and potential worries.

Keywords: talent, management, critical, IT sector, employer branding, recruitment, selection.

INTRODUCTION

In the context of human resources, "talent acquisition" refers to the work of the recruitment and selection team. Finding, obtaining, evaluating, and employing people to fill positions necessary to fulfill corporate objectives and complete project needs falls within the purview of a firm's talent acquisition team. In addition to filling unfilled jobs, it is the responsibility of the talent acquisition department to ensure that the most qualified candidates are selected for each post at the most opportune moment. Because of the complex and one-of-a-kind nature of the tasks, a dedicated department for finding and recruiting new employees was essential. Recruiting top talent is only one part of modern talent acquisition, which also includes workforce planning tasks like talent forecasting, talent pipeline mapping, and strategic talent evaluation and development. Employer branding and corporate recruiting campaigns are two other areas in which talent acquisition experts often excel.

To a large extent, talent acquisition now operates under the same umbrella as marketing and HR. Companies with a worldwide reach have the challenge of finding and hiring candidates in a variety of countries with widely varying expectations and needs, so they need a strategic approach to corporate messaging around hiring and talent development. The distinctive business message is often developed by talent acquisition experts and centers on the firm's approach to recruiting and employee development. Due to the specific requirements of big organizations, talent acquisition has emerged as a distinct field of study and profession. It's not uncommon for recruiters to work for both agencies and corporations. Recruiters' responsibilities in most companies are similar to those of HR professionals: finding and recruiting top prospects. Talent acquisition in the contemporary economy, however, requires a specialized set of skills. Branding is a significant barrier to both hiring and keeping new staff members. Offering greater starting salary to recent

graduates who were interviewed on campus had a significant role in attracting them to the company (Patra et. al., 2019).

Nevertheless, after a while, people start looking for other companies that provide a better employer brand and atmosphere. The Talent Acquisition teams encounter a number of obstacles despite the many advantages social media and other web-based recruitment platforms provide. Time spent assessing and hiring incompetent or inexperienced prospects is a real pain point for online recruitment (Krishna and Mohan, 2016). On the other hand, it is clear from the candidate's point of view that they are often ignorant of some reputable organizations and, as a result, choose not to apply to them (El Samra et. al., 2018). Overreliance on online resources raises the risk of missing out on top talent or putting off prospective employers, both of which are bad for business.

The term "talent acquisition" refers to the steps taken by a business to find, evaluate, hire, and integrate new employees with the necessary skills and experience. This procedure is applicable to any form of employment arrangement, whether it a permanent or temporary one, or one in which workers are hired on a temporary or as-needed basis. The procedure's primary goal is to bring in high-caliber new employees. Finding the right person for the appropriate position is crucial to success, but finding the top people is a competitive advantage in and of itself. With more companies competing for talent, it's important for each to have a distinct and effective recruiting approach. Human resources' talent acquisition division is critical because it finds qualified candidates from a wide range of sources and places them

in open jobs as quickly and affordably as possible. Failure in recruiting may cause challenges for any firm, including a detrimental impact on profitability and incorrect levels of personnel or capabilities, and is therefore a component of the talent acquisition process that is almost crucial to the human resource management process. Improved organizational success may be attributed to more deliberate approaches to recruiting and selecting new employees. Only a well-defined and flawlessly implemented talent resourcing strategy can guarantee consistent and compliant outcomes, giving you an edge in the competition for talent.

LITERATURE OF REVIEW

Rajasekharan, bamini. (2021). Strategic planning of a company's business operations relies heavily on its Talent Acquisition procedures. The bottom line isn't always the best indicator of a company's success. In the current context, the market worth of a firm much outweighs its financial health. The worth of a business is substantially based on its intellectual capital. Moreover, new technology is presenting recruiters with chances that are not only effective but also cheap to implement, legally binding, and fruitful. This article intends to spark a dialogue on the ways in which talent recruitment, talent retention, and innovation all contribute to a company's competitiveness. When looking to fill a job, IT managers are highly picky about who they choose. IT managers and IT professionals alike stumbled over their own words when asked to describe the strengths and limitations of their IT skills portfolio (either at the organizational or individual level). This is in part due to the unpredictable and quick pace of

change in the IT industry. Although there are some overlaps across the many extant taxonomies of IT skills, they are anchored by sometimes arbitrary selections of career stages, technologies, job domains, task kinds, and responsibilities.

Mirji, hema. (2022). Recruiting top talent is a top priority for businesses throughout the world, thus in order to find the best person for the position, HR departments use a wide variety of techniques. Interviews, focus groups, aptitude tests, and other similar techniques fall under this category. In this case, HR is crucial in separating the rubble from the diamond. In this context, Talent Acquisition functions within Human Resources are crucial to the success of the business. The tide has changed because of the rapid spread of pandemic COVID-19. Human resources no longer operate using the same methods as the rest of the business. Organizations have had their progress impeded by a number of obstacles that have been placed in their way. The purpose of this research is to look into the history of the Human Resources department and identify the causes of the problems they've been having, as well as potential solutions that would make it easier for them to do their jobs in spite of the epidemic.

Crasta, laveena & v. T, shailashri. (2021). A company's ability to identify and attract top talent is vital to its success, which is why talent management is at the heart of human resource management. Every company needs a robust procedure to acquire the best, develop the acquired effectively, and engage the acquired effectively to produce optimum outcomes, thanks to the rush to absorb the correct competence in the worldwide market. This research report provides an in-depth analysis of the methods used to

learn about Tata Consultancy Services' Talent Management program (TCS). Design/Methodology/Approach: The information used in this research came from secondary resources. The company's annual report and its website are the primary resources. The purpose of this exploratory research case study is to uncover effective methods for the Talent Management process and to conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Findings/Result: The research shows that TCS has an effective system in place to not only recruit top talent, but also to develop its current pool of skilled workers. Due in large part to this established procedure, the firm has been able to retain a high percentage of its workforce, which is a major plus when accounting for the role of human resourcefulness in business development. Value/Innovation: Using data from the company's last five fiscal years, this article examines and analyzes TCS's Talent Management model. Conclusions and suggestions are offered as fresh information based on the results and their interpretation. Examining an organization to draw conclusions for research is the focus of this paper.

Dr.v. Kanimozhi1, mr. Surya prasad t.k2 (2022) Talent acquisition refers to the steps used to find, entice, select, and retain the best possible employees. This implies that acquiring new talent consumes a significant amount of the time spent by employees. Talent acquisition is a recruiting strategy with the overarching objective of locating, attracting, hiring, developing, and keeping the best people to work for an organization. The primary purpose of this research is to analyze talent acquisition, negotiation, and employee

influence as they pertain to a career transition.

Priya, g & gopinath, shanmuga & raman, dr. (2021). Study goals include examining how corporate branding affects the ability to attract and retain talented workers. The HRM and PR industries have used the term "employer brand" to describe their efforts to promote an organization as an attractive place to work. The field of "employer branding" examines the link between a company's image and its ability to recruit and retain top talent, foster a positive corporate culture, and gain a market advantage. Since workers are the firm's internal consumers, companies have started spending money on their employer brand. It's easier to find and hire new staff, keep current staff happy, and gain a competitive edge. To succeed in employer branding, staff at all levels of the organization must work together. Company strategies might include "employer branding," which aims to attract and retain talented workers. The primary goal of an Employer Branding study is to improve the recruitment process by informing the formation of an Employer Value Proposition (EVP) that indicates to desirable present and potential workers that the company is a unique and amazing environment to figure in. Employer branding, on the other hand, requires branding efforts directed at both current and past workers. Understanding the conceptual framework helps in making decisions about the direction of the business, establishing the organizational framework, and conveying the desired brand identity and core values. The purpose of this thesis is to examine the attract phase of employer branding and provide recommendations for enhancing that phase.

METHODOLOGY

Research Approach

Both qualitative and quantitative methods will be used in the investigation. Our study is of a descriptive and explanatory nature. It is planned to use a survey to gather much of the necessary information. Questionnaires and in-person interviews are the main tools for this data collecting. Judgmental non-probability sampling will be used as the method of selection. It is planned to conduct a questionnaire survey among around sixty IT professionals. A total of around 10 people will be selected to participate in the interview. Human resources professionals from various IT firms will be the interviewees.

DATA ANALYSIS

SPSS will be used to do the statistical analysis on the data acquired through the questionnaire. We will use Thematic Analysis to assess the qualitative data gathered from the interviews we conducted.

There was a total of 60 respondents, with 32 men (or 53.3% of the sample) and 28 women (or 46.7% of the sample). About the age range of respondents, those between the ages of 21 and 60 were sought for. The largest proportion of responders (40%) were between the ages of 31 and 40, while the next largest (38.5%) were between the ages of 41 and 50. They all have at least a master's degree amongst them. 33.3% of respondents reported an annual income between \$3,000 and \$5,000. Regarding respondents' marital status, 73.3% were in a committed relationship.

Current Talent Acquisition Process in the IT Sector

The Cronbach alpha rating for this survey is 0.864, which is much over

the minimum reliability threshold of 0.7.

Table 1 Communalities

	Initial	Extraction
Q1. Recruitment plans are strategically associated with the goals of the organization.	1.000	.986
Q2. Conventional Job analysis approach is being used.	1.000	.970
Q3. The companies following strategies like Internal recruitment, employee referrals, and other practices increase the no. of quality applicants attracted and estimating the recruitment source helps in finding the most instrumental medium.	1.000	.968
Q4. The company makes use of current testing methods such filling application forms, taking written technical tests, virtual technical tests, aptitude test, telephonic interview, WAF and BIB tests.	1.000	.967
Q5. The company adheres to examining candidates by taking their cognitive tests, personality tests through questionnaires and interviews, etc.	1.000	.985

Extraction Method: Principal Component Analysis

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. At present, all values are more than 0.9 and trending toward one, suggesting that the IT industry's existing talent acquisition strategy is in sync with its requirements.

Best Practices followed in Talent Acquisition

Recruitment Process

The Cronbach alpha score for this survey is 0.813, which is much over the reliability threshold of 0.7 and indicative of its excellent quality.

Table 2

Communalities		
	Initial	Extraction
Q1. The company conducts a formal recruitment analysis so as to identify the most appropriate source of employing potential employees.	1.000	.807
Q2. Companies that follow internal recruitment or sourcing procedures have greater organizational commitment and high employee retention rates.	1.000	.949
Q3. Informal recruiting procedures like employee referrals complement to the quality of the applicants.	1.000	.761
Q4. Referral Engine's like LinkedIn enhance the no. of quality referrals and candidates.	1.000	.644
Q5. Senior executives get leverage due to employee referral systems in acquiring new employees.	1.000	.685
Q6. Creation of a global team that is solely directed to pull and monitor referrals on a daily basis is conducive to the company.	1.000	.940

Extraction Method: Principal Component Analysis

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. The current instance has seen an assessment of the hiring procedure. Most measurements fall within the 0.7-1.00 range. Indicative of a recruiting procedure that is above average and just in need of minor tweaking.

Selection Process

Cronbach's alpha for this survey is 0.663, which is very near to 0.7 and indicative of its excellent reliability.

Table 3

Communalities		
	Initial	Extraction
Q1. Integrating a multiple technique approach and usage of selection practices that are more sophisticated, reliable and valid such as psychological tests that measure cognitive ability, questionnaires that estimate personality, interview and examining centers are regarded as the most suitable practices.	1.000	.647
Q2. Validation of the selection techniques for providing feedback of the system is required to assess the reliability and validity of the process.	1.000	.338
Q3. While conducting interviews, questions that test candidates' behavior are more flexible than questions that test candidates' reactions in a particular situation. This is because it allows candidates to explain and elaborate about them and their skills from their past experiences.	1.000	.831

Extraction Method: Principal Component Analysis

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. Having a result of 0.338 for the second assertion suggests that the validation procedures should be strengthened.

Employer Branding

Cronbach's alpha for this survey is 0.926, which is much over the threshold of statistical significance (=0.7) indicating strong reliability.

Table 4

Communalities		
	Initial	Extraction
Q1. To ensure success in this competitive labor market. Companies resort to incorporate recruitment efforts along with overall marketing campaigns and strategies.	1.000	1.000
Q2. Candidates' perception of company's corporate and recruitment image has a significant correlation with the job applicants' intentions to be in further contact with the company.	1.000	.756
3.Social Consideration	1.000	.767
4.Visibility and First Impression	1.000	.794
Extraction Method: Principal Component Analysis.		

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. Here we make some educated guesses about how well corporate branding strategies align with the talent acquisition procedure. These are consistent with the way talent is found and recruited.

Changing Dynamics of Talent Acquisition

Cronbach's alpha for this questionnaire is 0.905, much beyond the threshold of statistical significance (alpha = 0.7).

Table 5

Communalities		
	Initial	Extraction
Q1. Mobile-enabled assessments to analyze and anticipate competencies, job fit, and cultural alignment enhance the candidate experience and speed up the hiring process.	1.000	.902
Q2. Digital interview platforms offer convenience, are cost effective, and more optimistic experiences for managers involved in recruitment and candidates as well.	1.000	.783

Q3. The recruitment management tool offers full transparency to the managers responsible for hiring as they gain an instant and dashboard view of various activities.	1.000	.758
Q4. 360 Degree Approach in Talent Acquisition:	1.000	.658
Q5. Employee Career Architecture platforms allow candidates to navigate through various career alternatives with an interactive "build your own career path" facilitated by mapping tool	1.000	.647
Q6. Diversity hiring	1.000	.665
Q7. The social media today has become an integral part of talent acquisition	1.000	.955
Q8. Boomerang rehiring in which organizations are using a high return on investments and low-cost recruiting approach.	1.000	.816
Q9. Organizations are trying to attract and hire those who can be passive jobseekers	1.000	.749

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. According to the data shown above, Talent Acquisition is failing at its current assignment of prioritizing employer branding. On the other hand, it's no secret that sourcing new talent via social media has become standard practice.

Measures to Improve the Current Process

Table 6

Communalities	
	Initial
Q1. Reducing the lead time for Recruitment & Selection process.	1.000
Q2. Lead time to be reduced to 45 days from the current average of 82 days. To achieve this, the recommended process accountability matrix with timelines can be drawn	1.000
Q3. More effective metrics need to be deployed	1.000
Q4. The candidate background verification process needs to be improved.	1.000
Q5. More consistency needs to be ensured in all processes	1.000
Extraction Method: Principal Component Analysis.	

The Cronbach alpha rating for this questionnaire is 0.823, which is much over the reliability threshold of 0.7.

Strong agreement with the message is indicated by ratings over 0.7 and around 1.00. Those who gave a number between 0.5 and 0.7 were more likely to agree somewhat with the statement. Ultimately, ratings below 0.5 indicate that respondents find fault with the statement in question. In order to advance the existing talent acquisition process and practices in the IT industry, the steps outlined in the table above are essential. The vast majority of responders express full agreement that the aforementioned actions should be taken.

CONCLUSION

This procedure is applicable to any sort of employment arrangement, whether it be a permanent or temporary employee, a contract worker, a member of a contingent workforce, or a worker who is outsourced. Keeping the existing staff is a major responsibility alongside acquisition since it saves the organization the trouble and expense of finding and training a replacement employee from outside the company. The study findings shed considerable light on the well-established presence of the most effective methods and procedures for talent acquisition. Yet, HRM's recruitment and selection processes provide the greatest barrier in Talent

Acquisition. Finding the most qualified individuals to recruit from a large pool of applications is a challenging task. Managers could pass over the most qualified applicant because they are either oblivious to their existence or too preoccupied to actively seek them out. The productivity and retention of employees acquired through the talent acquisition process should also be studied to see whether they are higher than those of employees hired via more conventional means.

REFERENCES

1. Rajasekharan, bamini. (2021). A study on measuring the talent acquisition practices in selected it companies in chennai, tamilnadu. 14. 387.
2. Mirji, hema. (2022). Effective talent acquisition during covid-19.
3. Crasta, laveena & v. T, shailashri. (2021). A comprehensive study of talent management process adopted by tata consultancy services (tcs). International journal of case studies in business, it, and education. 267-281. 10.47992/ijcsbe.2581.6942.0115.
4. Dr.v. Kanimozhi1, mr. Surya prasad t.k2 (2022) a study on talent acquisition strategy and factors influencing negotiations issn 2582-7421
5. Priya, g & gopinath, shanmuga & raman, dr. (2021). A study on strategy of employer branding and its impact on talent management in it industries a study on strategy of employer branding and its impact on talent management in it industries. 20. 3441-3451. 10.17051/ilkonline.2021.05.378.

6. Chadni, s.a., 2019. Challenges of young talent acquisition from job market.
7. El samra, a., anastasakis, l., albores, p. And uren, v., 2018. Big data big impact: how firms are using social media for innovation and better performance. In international conference on advances in business, management and law (icabml) (vol. 2, no. 1, pp. 32-42).
8. Funk, t., 2014. Advanced social media marketing: how to lead, launch, and manage a successful social media program. Apress.
9. Gallardo-gallardo, e., dries, n. And gonzález-cruz, t.f., 2013. What is the meaning of 'talent' in the world of work?. Human resource management review, 23(4), pp.290-300.
10. Garbellano, s., ughetto, e. And esfahani, h.d., 2020. Talent acquisition and development in global companies (based on a study on nexans group).
11. Hanif, m.i. And yunfei, s., 2013. The role of talent management and hr generic strategies for talent retention. African journal of business management, 7(29), p.2827.
12. Hooi, l.w., 2019. Leveraging human assets for mncs performance: the role of management development, human resource system and employee engagement. The international journal of human resource management, pp.1-30.
13. Index, g.w., 2014. Survei data global web index. Url: [https://www. Globalwebindex. Net](https://www.Globalwebindex.Net).
14. Jacobson, w.s. And lambright, k.t., 2018. The development of county hr policies: the perspectives of counties in two states. Public personnel management, 47(4), pp.398-418.
15. Khandelwal, a. And shekhawat, n., 2018. Role of talent retention in reducing employee turnover. Available at ssrn 318639
16. 7.