

A Study on Talent Acquisition Among HR Professionals Working in Various IT Service

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Abstract -:

A fierce hiring landscape and rising demand for highly skilled labor are changing the very definition of talent acquisition. Talent acquisition specialists have a challenging task ahead – how do you ensure that talent acquisition is an ongoing, continuously monitored activity? Could the latest tools and technologies simplify talent acquisition processes? In this primer, find out what talent acquisition is and the best practices for talent acquisition at your enterprise. Talent acquisition is defined as the process of developing a full-fledged strategy to attract and recruit top talent. It's important to note that talent acquisition and recruitment aren't synonymous. Recruitment is just one aspect of talent acquisition, that has to do with the selection and hiring of a candidate to fit a job vacancy. Talent acquisition, on the other hand, has a far broader ambit. The entire recruiting and talent acquisition process is undergoing a major upheaval with the changing preferences of the young workforce and the rising demand for cutting-edge skills – for example, cloud competencies, digital marketing, or artificial intelligence (AI). And proving this is the 2019 State of Talent Acquisition Report by Mettl reveals that 74% of companies surveyed are still struggling to hire top talent. An essential best practice for talent acquisition managers today is to treat candidates like consumers. In other words, lessons from digital marketing can be instrumental when you're looking to build a robust talent acquisition function. Let's explore the talent acquisition process in this context.

Keywords: Human Resource, Human Resource Management, Talent, Talent Acquisition, Talent Retention, Talent Management, Awareness, Skills and Knowledge

Introduction -:

Organizations in every industry are engaged in a never-ending battle to draw in and keep top people in the cutthroat and rapidly evolving commercial world of today. This is especially true for India's Information Technology (IT) industry, which has grown and changed rapidly in recent decades. The Indian IT sector has transformed from a low-cost outsourcing hub to a global leader in innovation, digital transformation, and technological solutions.

Emerging technologies like artificial intelligence (AI), cloud computing, and data analytics have changed the nature of employment and the skills that businesses require as a result of growing globalization. Talent acquisition is becoming a strategic role that extends beyond conventional hiring procedures as a result. These days, it's about finding, interacting with, employing, and keeping people with abilities and future requirements of the organization. Thousands of highly qualified workers are employed in the IT industry in places like Bangalore, which is frequently referred to as the "Silicon Valley of India." But the industry also has to deal with a severe lack of skilled workers, frequent employee turnover, and mounting demands to develop flexible

workforces. HR specialists are now crucial in creating long-lasting talent pipelines, improving corporate branding, and encouraging employee engagement in addition to recruiting.

Any organization's human capital, or its workforce, is a major factor in its success. The demand for skilled and competent personnel has increased in the current era of globalization, technological disruption, and digital transformation. An unprecedented requirement for highly qualified workers who can adjust to new technologies and changing market demands is facing India's Information Technology (IT) sector, which is a pillar of the nation's economic growth.

Over the past two decades, India's IT services sector has experienced exponential expansion, evolving from a low-cost outsourcing location to a global hub for software development, innovation, and digital solutions. Major IT hubs have formed in cities like Bangalore, Hyderabad, and Pune, which are home to both domestic and international tech enterprises. Major IT hubs have developed in cities like Bangalore, Hyderabad, and Pune, which are home to both domestic IT giants like Infosys, Wipro, TCS, and IT Mahindra as well as international corporations. The need for qualified human resources who can make a significant contribution to company objectives has increased in tandem with this expansion.

Talent acquisition has evolved beyond simply filling job openings as businesses fight to remain competitive. It has developed into a strategic role that seeks to draw in, hold on to, and engage people with the appropriate abilities, potential, and mentality. Talent acquisition entails long-term planning and coordinating recruitment activities with the organization's future goals, in contrast to typical recruitment, which concentrates on short-term hiring needs.

In the ever-changing business environment of today, hiring presents a number of difficulties for organizations. These include increased labor market skill shortages, employee churn, changing employee expectations, and growing competition for top talent. Younger workers, particularly Millennials and Gen Z, want a great company culture, meaningful work, learning opportunities, and job flexibility in addition to high pay. In order to achieve these expectations and be in line with the company's vision and values, the talent acquisition strategy must be properly planned.

These days, human resource (HR) specialists have a significant influence on how businesses find and hire fresh talent.

They are in charge of putting into effect contemporary hiring procedures, utilizing technologies like data analytics, employer branding plans, and AI-driven hiring platforms to enhance applicant experiences and shorten the time to hire. They also need to make sure that hiring procedures are equitable, inclusive, and able to produce a staff that is both diverse and competent.

Effective hiring practices are closely related to business performance in the Indian IT industry, where creativity and adaptability are essential. Businesses run the danger of losing their competitive advantage if they are unable to draw in and keep the best talent. As a result, HR departments are moving away from reactive hiring methods and toward long-term value creation-focused proactive personnel planning, workforce analytics, and applicant engagement tactics.

The purpose of this research paper is to examine and evaluate the methods used by HR specialists in Bangalore and other Indian IT organizations to acquire new employees. It looks at their strategies, resources, and difficulties and offers information on how hiring procedures are changing in reaction to market forces. The study aims to identify workable tactics that businesses can use to enhance their talent acquisition initiatives by gathering primary data from HR executives and examining market trends.

In conclusion, this study answers a pertinent and significant question: How can HR managers in the Indian IT industry create more successful hiring practices that satisfy employee demands, support corporate objectives, and maintain growth in a cutthroat market.

Objectives of the Study

- To understand current recruitment processes used by HR professionals.
- To evaluate whether benefits are used to retain talent.
- To assess if there is a relationship between experience and compensation.

Literature Review -:

A number of scholars and industry experts have examined the role and evolution of talent acquisition and talent management in modern organizations. The following review captures key insights from existing studies that form the theoretical foundation for this research:

- **Fang Lee Cook (2004)** emphasized that in the **service sector**, talent management strategies are increasingly focusing on **diversity and global adaptability**. As companies expand into international markets, it becomes crucial to attract and manage diverse talents who understand different market needs. The study highlights the importance of giving employees space to demonstrate their hidden talents.
- **Douglas J. Novona (2005)** observed that talent management, although often seen as complex and challenging, is a vital organizational function. He argued that **organizations cannot succeed without recognizing the value of their people**, and therefore, structured development plans must be created for talent enhancement.
- **P. Chatterjee (2013)** pointed out a significant gap in the way organizations recognize and report on employee value. He noted that **while employees contribute significantly**, most companies fail to reflect their value in formal reports or treat them as strategic assets. This lack of recognition can lead to disengagement and higher attrition rates.
- **Amiri and Safariolyaei (2017)** highlighted that talent management focuses on identifying and utilizing **hidden talents among employees** to improve productivity. Their research underlined the need for HR departments to align talent strategies with broader organizational goals to improve overall performance.
- **Berger and Berger (2008)** presented a comprehensive model of talent management based on high-performing organizations. They proposed that effective talent management consists of three essential components: a **creed** (shared values), a **strategy** (aligned with business goals), and a **system** (to implement practices). These elements, when integrated, lead to improved employee performance and retention.

These studies collectively emphasize the **importance of aligning talent acquisition strategies with business goals**, using data-driven approaches, offering continuous development, and treating employees as valuable assets rather than just resources. The literature also suggests that effective talent acquisition involves not only recruitment

but also **employer branding, performance management, engagement, and retention** — especially in skill-intensive sectors like IT.

Research Methodology

The methodical procedure utilized to carry out the study is described in the research methodology section. It comprises the sample plan, data collection techniques, analysis tools, and research design. This approach was created to successfully accomplish the study's goals and collect trustworthy data from HR specialists employed by IT services firms.

Design of Research:

In order to characterize the traits of a particular group or phenomenon, the study used a descriptive research design. In HR studies, descriptive research is very helpful since it provides information on a subject's current state and enables an accurate representation of people, events, or circumstances.

Understanding the current talent acquisition procedures used by HR specialists in different IT service organizations, especially in Bangalore, was the main goal in this instance. Instead than attempting to change any of the variables, the study gathered information to explain and analyze the current situation.

Framework for Sampling:

Sampling Unit: HR specialists employed by a few chosen IT firms in Bangalore, a significant center of India's IT sector, made up the sampling unit for this study.

Method of Sampling: A random sampling method was used. By guaranteeing that each member of the population has an equal chance of being chosen, this method lowers selection bias and improves the reliability of the findings.

Sample Size: One hundred respondents in all were chosen for the research. The sample size was judged sufficient to produce statistically significant insights and comprehend patterns in IT businesses' hiring processes.

Data Collection Sources

Primary Information:

Using a standardized questionnaire created especially for the study, the primary data was gathered. To guarantee that the data was measurable and simple to interpret, the survey had both multiple-choice and closed-ended items. Direct distribution of the survey to HR specialists employed by different IT companies was done, and both digital and physical replies were taken.

Secondary Data: A range of sources were used to gather the secondary data, including:

Textbooks on management and human resources
Publications and research journals

Data Analysis :-

This section deals with the analysis and interpretation of the data that has been collected from the structured questionnaire. The data has been tabulated and explained with the use of statistical interpretation collected. Data analysis and interpretation is the process of assigning meaning to the collected information and

determining the conclusions, significance and implications of the findings.

FORMULA FOR PERCENTAGE (%) OF RESPONDENTS:

$$\text{Percentage (\%) of Respondents} = \frac{\text{No. of Respondents}}{\text{Total No. of Respondents}} * 100$$

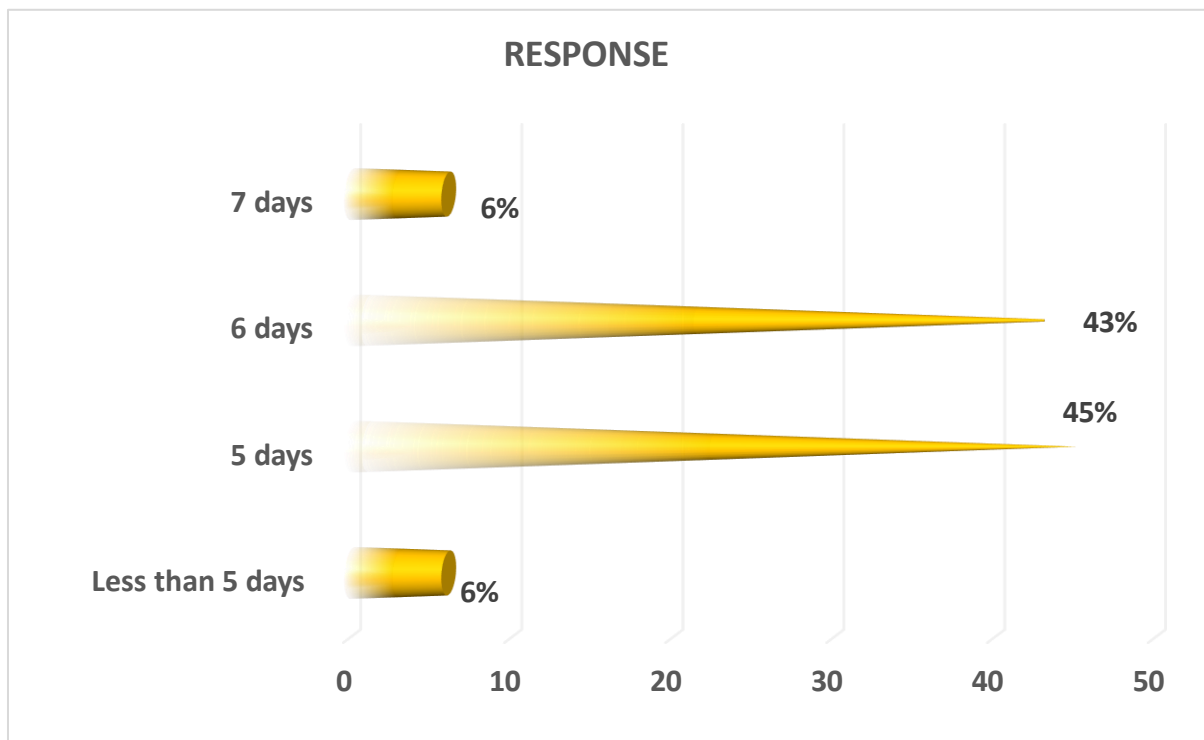
Showing classification of respondents regarding the statement “How many days in a week do you normally work?”

Sl. No.	Response	No. of Respondents	% of Respondents
1	Less than 5 days	6	43%
2	5 days	45	45%
3	6 days	43	6%
4	7 days	6	6%
	Total	100	100%

ANALYSIS:

From the above table, it is clear that majority of the respondents that is 45% work 5 days a week and 43% respondents work 6 days a week.

Showing classification of respondents regarding the statement **“How many days in a week do you normally work?”**



INTERPRETATION:

From the above graph, it is clear that majority of the respondents that is 45% work 5 days a week and 43% respondents work 6 days a week.

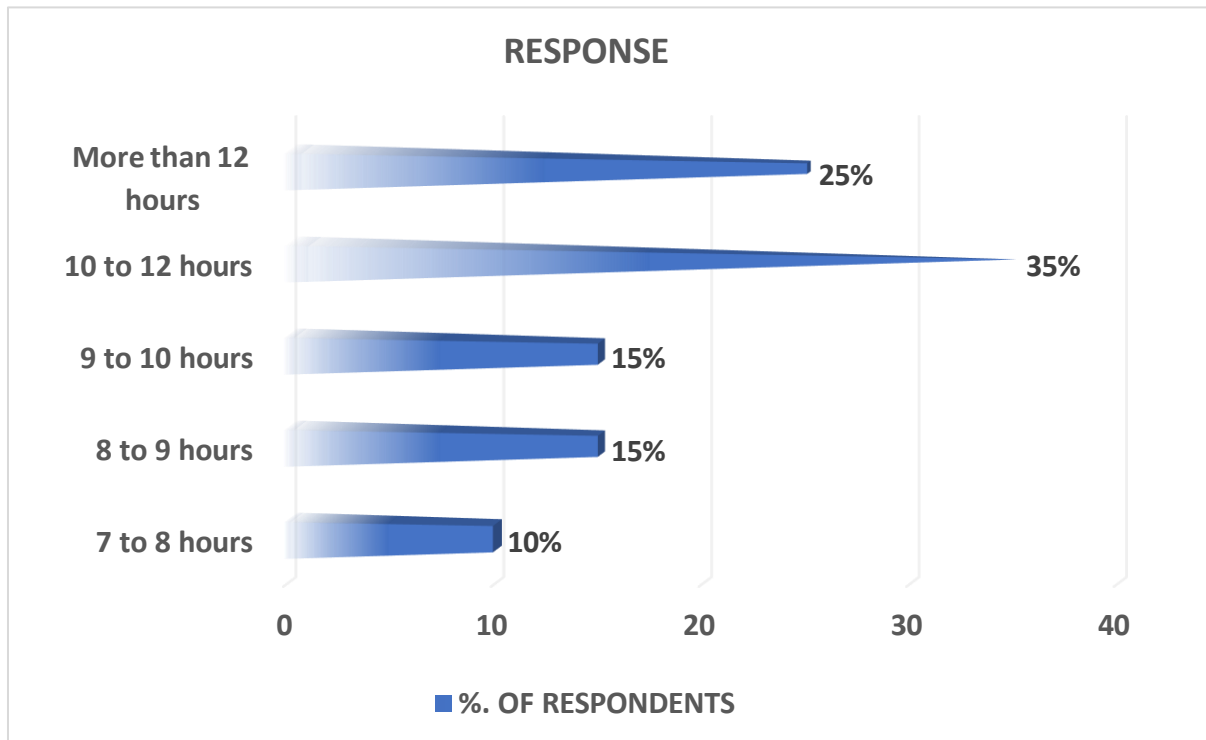
Showing classification of respondents regarding the statement “**How many hours in a day do you normally work?**”

Sl. No.	Response	No. of Respondents	% of Respondents
1	7 to 8 hours	10	10%
2	8 to 9 hours	25	15%
3	9 to 10 hours	15	15%
4	10 to 12 hours	35	35%
5	More than 12 hours	15	25%
	Total	100	100%

ANALYSIS:

From the above table, it is clear that majority of respondents that is 35% work 10 to 12 hours a day and 25% respondents work 8 to 9 hours a day.

Showing classification of respondents regarding the statement “How many hours in a day do you normally work?”



INTERPRETATION:

From the above graph, it is clear that majority of respondents that is 35% work 10 to 12 hours a day and 25% respondents work 8 to 9 hours a day.

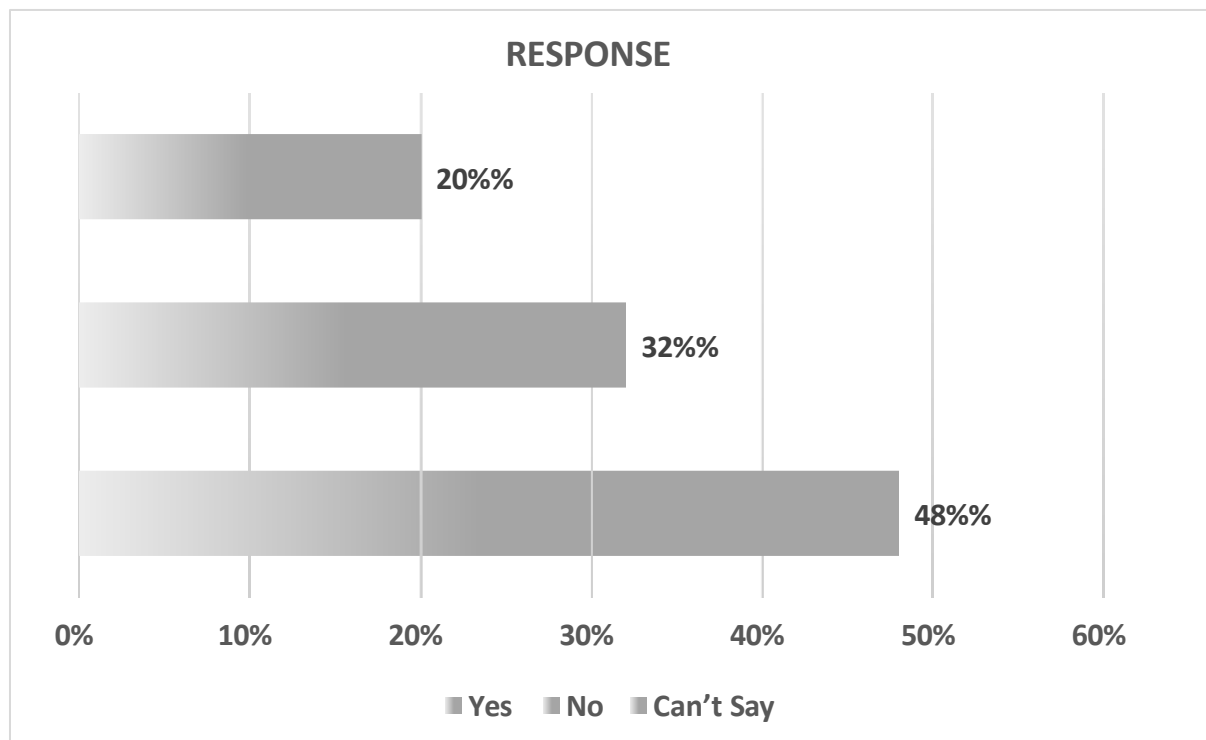
Showing classification of respondents regarding the statement “Does your organization have any specific Talent Management initiatives in place?”

Sl. No.	Response	No. of Respondents	% of Respondents
1	Yes	48	48%
2	No	32	32%
3	Can't Say	20	20%
Total		100	100%

ANALYSIS:

From the above table, it is clear that majority of the respondents that is 48% says that organization have specific talent management initiatives in place, 32% employees says that organization does not have specific talent management initiatives in place whereas 20% are not sure about the same.

Showing classification of respondents regarding the statement “Does your organization have any specific Talent Management initiatives in place?”



INTERPRETATION:

From the above graph, it is clear that majority of the respondents that is 48% says that organization have specific talent management initiatives in place, 32% employees says that organization does not have specific talent management initiatives in place whereas 20% are not sure about the same.

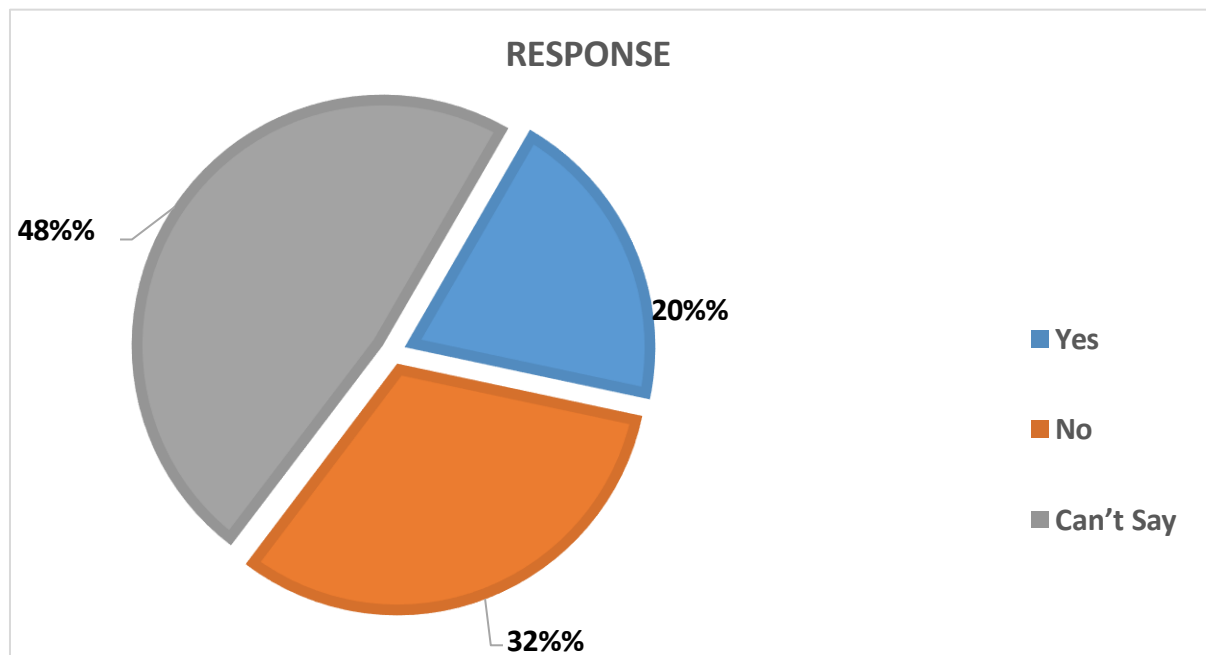
Showing classification of respondents regarding the statement “Are Talent Management initiatives a top priority in your organization?”

Sl. No.	Response	No. of Respondents	% of Respondents
1	Yes	20	20%
2	No	32	32%
3	Can't Say	48	48%
	Total	100	100%

ANALYSIS:

From the above table, it is clear that 20% respondents are agreed with the above statement, 32% employees are not agreed with the above statement whereas 48% employees are not sure about the same.

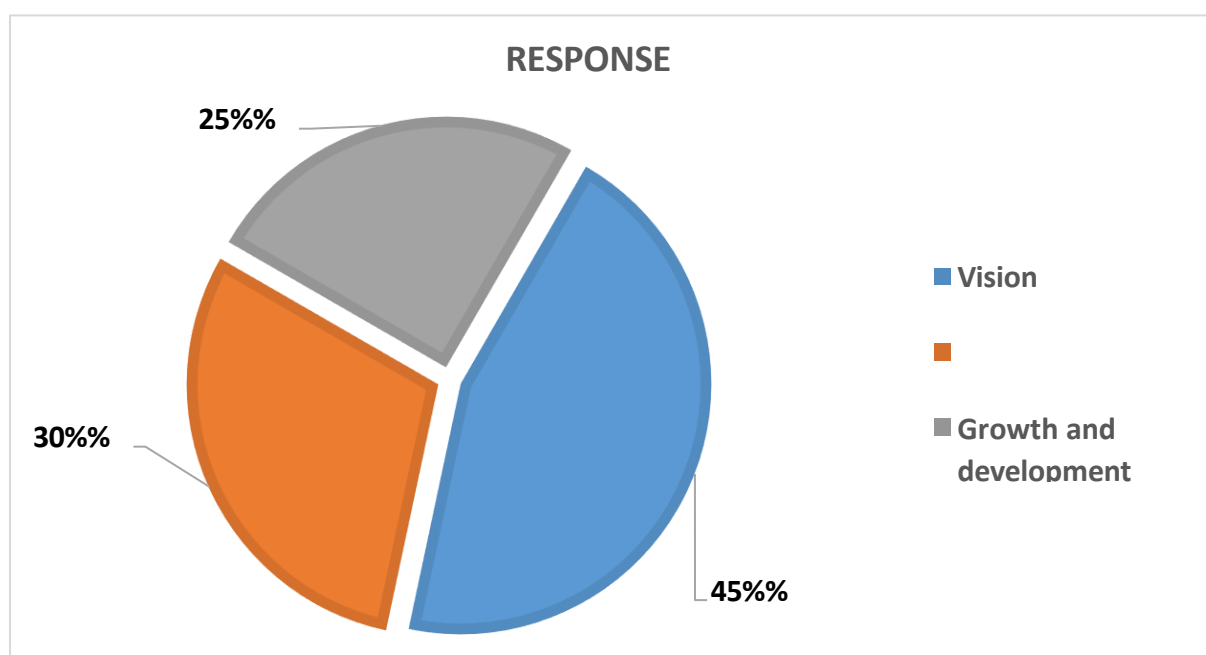
Showing classification of respondents regarding the statement “Are Talent Management initiatives a top priority in your organization?”



INTERPRETATION:

From the above graph, it is clear that 20% respondents are agreed with the above statement, 32% employees are not agreed with the above statement whereas 48% employees are not sure about the same.

Showing classification of respondents regarding the statement “What Are the areas where talent management needs to be improved?”



INTERPRETATION:

From the above graph, it is clear that majority of the respondents that is 45% respondents said that for improving talent management Initiatives organization vision align with the employee's career Goal.

Limitations of the Study

While this study provides valuable insights into the talent acquisition practices of HR professionals in the IT services sector, certain limitations must be acknowledged:

1. **Geographical Limitation:**

The research was limited to IT companies located in **Bangalore**, Karnataka. Therefore, the findings may not be fully applicable to other cities or regions in India, where organizational culture, recruitment challenges, and workforce dynamics might differ.

2. **Sample Size Constraint:**

The study was conducted with a **sample size of 100 respondents**, which may not fully represent the broad diversity of HR professionals working across India's vast IT industry.

3. **Time Limitation:**

Due to academic timelines and resource constraints, the research had to be completed within a specific timeframe, which restricted broader data collection and more in-depth analysis.

4. **Self-Reported Data:**

The findings rely heavily on **self-reported responses** collected through questionnaires. As with all survey-based studies, responses may be subject to personal bias, misinterpretation of questions, or respondents providing socially desirable answers.

5. **Limited Variables:**

The study focused primarily on talent acquisition and did not extensively explore other HR areas like retention strategies, employee satisfaction metrics, or post-hire performance.

Conclusion

This research provides a comprehensive look into the **current state of talent acquisition practices** among HR professionals in selected IT service companies in Bangalore. The study reveals that while many organizations have taken steps to implement structured recruitment and talent management practices, several challenges and areas for improvement remain.

The analysis shows that:

- Most HR professionals understand the importance of talent acquisition but **lack clarity on strategic alignment** with business goals.
- **Long working hours and moderate compensation** are common in the sector, which could potentially affect retention and job satisfaction.
- Although **talent identification and development activities** like coaching and workshops are being conducted, they are not always consistently prioritized across organizations.

- A significant portion of respondents indicated that **talent management initiatives are not a top organizational priority**, which suggests the need for a stronger strategic HR focus.