



A CONCEPTUAL STUDY TO OVERCOME NEW AGE CHALLENGES AND OPPORTUNITIES IN TALENT ACQUISITION

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ABSTRACT

Talent acquisition and recruiting are undergoing fast and speedy disturbance and trouble, demands and difficulties of the organizations to influence social media sites, aggressively market their employment brand, and re-recruit employees a day. To achieve success during this new environment, company should constantly attract new talent and “re-recruit” the talent that is already in situ. The standard “staffing” team is being replaced by a planned “talent acquisition” function, specializing in building a leadership and recruitment brand, sourcing individuals in new places using social networking tools, making opportunities for internal candidates, and increasing the large network of referral associations and interactions inside the corporate.

The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting, and hiring. In some companies this extends to the early stages of onboarding, which then becomes a shared responsibility between Human resource and the recruitment manager, with support from the learning companies. This research tries to identify the various challenges faced and opportunity incurred while dealing with Talent Acquisition in Human resource department.

Keywords: Talent acquisition, Talent Management, Human Resource Management

INTRODUCTION

Over the previous few decades India has emerged and developed as one of the topmost important modernization hubs of this century. Much of this growth and development is attributable to the growth of high technology organizations such as Information Technology, Biotechnology, Bioinformatics and Pharmaceutical companies. The increasing and emergent service and pay rate in the technology segment/areas thus raises inferences and suggestions for companies and Human Resources management in general, to ensure the recruitment and retention of competent, motivated, and ground-breaking and modern labor, personnel, employees force. Hiring, Selection and Enrollment also had dynamically altered ingeniously, productively, and resourcefully from previous decades up till now.

Now it is generation for Talent Acquisition, where Human Resources are viewed as a possession, resource, and property i.e., aptitudes, ability, and endowments. So, when we say possession, resource, and property, it is required to be conquered or obtained, therefore primarily and chiefly pointing to an innovative and latest coined or derived name or word—Talent Acquisition (TA). These days, skills, and expertise, particularly and chiefly individual with the most preferred or most wanted and in-demand skills, is inadequate or limited or insufficient. Human resources with top demand skills have choices, and an organization's employment brand is simple to determine and establish with not yet stepping or entering the workspace. At the same time, the Internet has revolutionized the method or manner individuals' study and hear regarding organizations and be relevant for jobs.

A planned move to spot, attract and onboard top skills, experts and brilliance into the



company, the Talent Acquisition procedure and practices has evolved lots within the previous few decades. Because the business gets more dynamic & complex and talent becomes short in supply, what is going to differentiate the leader from the remainder of the pack are going to be their ability to draw top skills, experts, and brilliance. The talent searching and mapping will concentrate on how organizations are redrawing their talent plans within the new Human Resources Development Era. This study focuses to form a display place for discussion around innovations in end-to-end recruitment within the context of the present agile and global labor, personnel, employees force. It will showcase new practices that have evolved to deal with the new and changing aptitude, ability, and skills in sourcing challenges because it efficiently and successfully contributes to business plans.

OBJECTIVE

1. To study and understand the concept and process of Talent Acquisition.
2. To study the strategic tools for new age Talent Acquisition.
3. To discover new ways to access Talent.
4. To study the changes that have taken place in the Talent acquisition process due to Covid 19.

STATEMENT OF THE PROBLEM:

The greatest challenge faced by any industry today are as follows:

1. The recruitment of suitable applicants.
2. Increasing competition.
3. Shrinking labor pools.
4. Changes in the attitudes of young working generation.

All these above mentioned may be the main factors in the recruitment. Innovative recruitment plans should be developed to catch the attention of skilled, eligible, and experienced job aspirants or seekers. An organization should aim at attracting excellent talents and complete the recruiting and selection process and procedures in the fine stand most favorable time to expand, increase and achieve competitive improvement and benefit.

LITERATURE SURVEY

Talent acquisition due diligence leading to high employee engagement Author: P. Srivastava and J. Bhatnagar (December 2007)

In this case study of Motorola in India, highlighted the impact or effect of due diligence in talent acquisition which is that the most important problem, hurdles, and difficulties faced by the companies within the current and recent times. The practices which are used innovatively by one company become table stakes soon as they are followed by more or less every organization within the industry. But this is often important for the organizations



to stay their own goals and culture in mind, based upon which they ought to design their hiring plans. One plan does not always support every company.

Tapping into the next talent generation. Author: C. Philips (2008)

This study states that use of e-recruiting and web functionalities had become collaborative approach in acquiring and managing talent. The net experience of applications program access, interactive interfaces, social networking, collaboration, and community are now commonplace with candidates. Today, Internet users are old and young, male, and feminine, skilled, and unskilled. The utilization of the net for recruiting is not any longer confined to professional and salaried positions. Increasingly it is also being employed for recruiting for hourly jobs.

Talent Acquisition 2013: Adapt your strategy or fail. Author: Madeline Lauren (September 2013) In this research study felt that Talent acquisition has evolved from a tactical, back-office process to a planned endeavor that straightly impacts or effects organizational growth. Companies struggling to spot and attract talent must rethink their current strategies and technology options to align with corporate objectives. An in-depth survey was conducted with 234 organizations to explore how best-practice companies build result driven talent acquisition programs, align goal with business objectives and to leverage world class technology to attain results.

A conceptual study on challenges and innovations in Talent Acquisition. Author: Dr. A. Kumudha and Saranya Priyadarshini (January, 2016). Talent acquisition and recruiting are undergoing fast and speedy disturbance and trouble, demands and difficulties of the organizations to influence social media sites, aggressively market their employment brand, and re-recruit employees a day. To achieve success during this new environment, company should constantly attract new talent and “re-recruit” the talent that's already in situ. The standard “staffing” team is being replaced by a planned “talent acquisition” function, specializing in building a leadership and recruitment brand, sourcing individuals in new places using social networking tools, making opportunities for internal candidates, and increasing the large network of referral associations and interactions inside the corporate.

Talent Acquisition a key factor to overcome new age challenges and opportunities for Human Resources Management. Author: Mr. Shyamsundhar Tripathy (December 2014). The paper aims in explaining that over the previous few decade India has emerged and developed as one of the topmost important modernization hubs of this century. Much of this growth and development is attributable to the growth of high technology organizations such as Information Technology, Biotechnology, Bioinformatics and Pharmaceutical companies.

RESEARCH METHODOLOGY

Descriptive research approach is used in the study with the aim to achieve an in-depth understanding of the talent acquisition concept. Qualitative research strategy is used for the study. The major purpose of qualitative strategy is that it provides in-depth understanding of the talent acquisition definitions, meanings, processes, procedures, and practices etc.

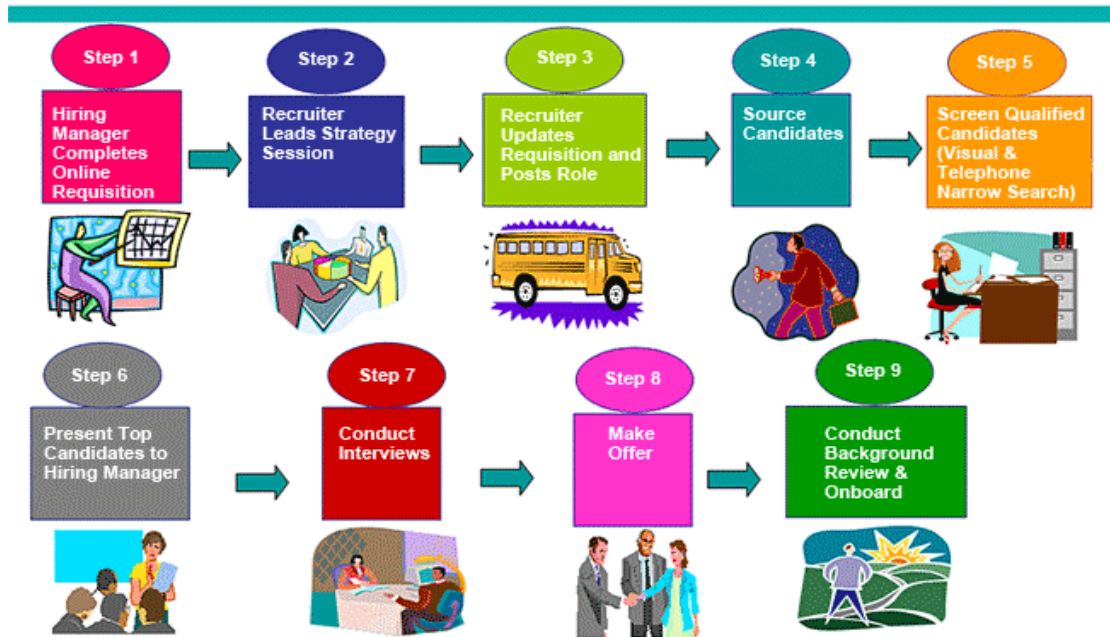
Secondary Source of Data collection: Only Secondary data are used in the data collection. Secondary data is used for the study of the functional project. Secondary data is collected from

available books, journals, research studies, published articles, websites, magazines such as Human Capital, People matters.

DISCUSSION

A) To study and understand the concept and basic process steps of Talent Acquisition

Talent Acquisition Process Map



Talent acquisition is that the process of finding and gaining skilled human labor for organizational wants and to satisfy any labor requirement. When utilized in the context of the recruiting and HR profession, talent acquisition generally refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a corporation is to blame for finding, acquiring, assessing, and hiring candidates to fill roles that are required to satisfy organization goals and fill project necessities.

1. Generating / Creating potential lead

One of the foremost vital and important steps is to formulate, put together or make sure that you just can make or create a group, pool, or team of appropriate and eligible talent for your existing and present vacancy. In most situations, it is familiar practice that HR managers will simply choose or shortlist the primary applicant or aspirant to come back/return or the simplest hiring choice or preference. What comes easily will not generally or more often be an honest choice or judgement. Proficient and expert recruiters suggest or propose business leaders to style a procedure or practice for potential employees’ creation or making. The method starts with employment description or JD, explaining or describing what roles the staff or the employees will or need to fulfill & satisfy, which education qualifications and skill sets the corporate need and is looking for.

2. Selection of the right or proper questions for interview



There are few fundamentals rule asking the correct questions for behavioral interview. After all organization owners want about their real experiences as a replacement of imaginary and unrealistic questions. Hence, you must cautiously and with awareness design a questions list earlier in advance. It is highly advised that you simply start by exactness from 3 to five most outstanding responsibilities and key performance indicators to gauge the performance of a potential aspirants. Then you will develop other appropriate questions regarding their previous organization. Digging into few questions like: “What have you ever achieved?”, “How about the time after you did this project?” Their behaviors and experiences are specifically mentioned through their answers

3. Utilizing evaluation Tools and Exercises

There are some extra tools and methods for workers and staff assessment and evaluation including an IQ, EQ, character, traits, and individuality test. Organization owners may additionally want to use some quite ability test if the character of the task requires. Any forms of test are suitable on condition that it does not contain discrimination contents and still relevant to the scope of labor. Some exercises like team-work discussion, case studies and plenty of other things. These forms of exercises will facilitate you to know the thoughts and behaviors, then continuing with the processes and making final decisions.

4. Inspection and Examination of references

There are 3 main fundamentals to keep in mind in the scrutiny and examination of the references step: 3 C's: Chemistry, and Character, Competency. Always remember to make the reference calls and crosscheck the legality and authority of the reference's fillings. Do not constantly and all time go after or track your instinct, sixth sense and feeling about the job seekers or aspirants.

5. Making the last and ultimate selection

The last step will bring you preferred and most wanted outcome if you create entire absolute and strong Human resources system. You should evidently and undoubtedly define and explain the scoring, ratings of the shortlisted aspirator job seekers and then select the best possible employees from the shortlisted category. The organization should with awareness and cautiously read and follow these steps and put them into practice or implementation in the right way.

B) To study the strategic and planned tools or techniques for new age Talent Acquisition (TA):

Nowadays every company is paying attention and alert on finding, increasing, rising, and keeping highly talented, skilled, capable and efficient people in their teams and companies do extremely well and stand out higher than and beyond the competition or race. Efficient and successful leaders are aware that a key spirited and ready for action differentiator today is in innovative, significant and decisive thinking, sensible and practical risk-taking, and bold aptitude and ability. The continuous and regular outgoing and flow of the present economic surge makes it's progressively more important for leaders to spot preserve, maintain and advance top talent to make sure they need the correct or appropriate



employees, at the correct time within the right designations or levels. In other words, that there's proper arrangement between leadership, business strategy, talent development and succession planning. There are total main six strategies or plan you can adopt to achieve a talent benefit and improvement.

1. Create a charismatic culture that pulls in highly skilled and talented people

Nothing attracts top talent to a corporation like top talent. That is an immutable organizational fact. There's a charismatic culture that draws extraordinary talent and it starts with leaders. While running a tiny low organization never left the hiring, managing, or promoting of talent to anyone else. This can be a key responsibility in building the most effective team within the marketplace and built the corporate brand and company people brand to such a positive level that the corporate was very attractive to top talent, to the extent of getting the pick of the crop. Top talent is interested in strong corporate brands but within the end it is the people they work with who are the last word magnets.

2. Build a sticky customs, background, tradition, or ethnicity that adheres extraordinary talent.

Top talent wants to be challenged and recognized (some desire public accolades others prefer private rewards.) makesure that your organization offers emerging leaders challenges and exceptional learning opportunities for professional and private growth. Review training programs for relevance and build fulfilling experiences for top talent by engaging in an exceedingly regular dialogue to gauge their level of engagement. Would you describe your culture as a glue stick, epoxy, or crazy glue?

3. Build a social media framework for talent acquisition.

Networking sites doesn't always need to be absolutely the main point of your hiring plan, but it'd be ill advised to ignore the development fully. Factors like personal, transparent, social marketing and more sharing are altering and advancing the ways of moving toward in searching the most effective talent and taking it to a more personal, open, and mutual, shared or join experience. Workers or staffs on Twitter, LinkedIn, and Facebook are causative to the efforts of hiring through their own posts and tweets. Not only are open designations getting dispersed as pieces of content to vast networks of individuals, but it is also facilitating the utilization of social referrals — one in everyof the most effective sources of quality job aspirants. Job seekers are searching ways to require benefits of social referrals by keeping up-to-date and fascinating with key members of organizations.

4. Execute and put into practice the rising stars as a goodwill builder for transfer and recommendation program.

The brightest and therefore the best people know others a bit like them. Several the foremost talented team or group members sourced came from recommendation from accessible and current employees. If you are doing the first step and two above with aplomb the referrals will naturally come. To speed up and accelerate the method, youwill make it official by communicating to your top talent or experienced employees that you just are searchingfor alike individuals and reward or compensate them in some pattern for getting good individuals to the organization. No quantity or total of advertising or promotion can be compared or



compete with rising star word-of-mouth.

5. Converse and Correspond with your companies' career and line of business improvement, growth and expansion programs.

Don't keep your strong and healthy professional development opportunities a secret. It in no way ceases to surprise me how lots of brilliant, capable, skilled folks in companies are not aware of the excess and overabundance of programs and policies accessible and existing to them. Most of the times, these are tremendous and remarkable attraction, retention and development and encroachment tools that go unobserved, ignored and unused. Use all your communication mediums and accessibilities - website, company bulletin boards, and intranet, and employee handbook, newsletters - to optimize and increase awareness of your talent development and improvement opportunities within the organization and outside the organization.

6. Annually assess top performers for future prospective and probabilities.

Once Marshall Goldsmith has expressively said: "What got you're here won't get you there." It is crucial not to puzzle or baffle high performance with high prospective and possibility. The high-performance moniker is always bestowed because of a worker's or staff's involvement in a present role; there is no assurance of future prospective and possibility. Latest study suggests that more than 70% of today's top performers are not high potentials. They may have what it takes now to accomplish something but are absent or lost in the fundamental attributes necessary for future roles.

C) To study the challenges and difficulties of Talent Acquisition (TA) and how to overcome and rise above them:

2018 has seen lots of difference, alteration, and trends within the world of talent acquisition. Many of those trends will shape the recruitment techniques that organizations will use in 2019 to power up their hiring hard works.

Is your recruitment strategy ready for the new year? Even though these trends need organizational changes; the outcomes will represent themselves during your future skill searches. Let us examine several the largest hurdles and problems affecting talent acquisition.

1. Making practical use of Artificial Intelligence (AI)

Artificial Intelligence is creating waves throughout all over the sectors. The chances for automation and effectiveness are enormously and exceptionally attractive to many organizations. When it comes to talent acquisition (TA), AI is serving to streamline the procedures and practices by improving job seekers and aspirants screening, writing job descriptions, and more. AI can help bring about difference in the experience for your clients, offering 24/7 support through automated chatbots. Simply using AI also brands your organization as innovative and modern. For many staffs, workers and customers, a concentration on modern is mand improvement is very vital and crucial. Staying on ahead of the AI trend will help you attract new customers as well as retain existing ones.

Nevertheless, Artificial Intelligence is not always a simple tool to implement or use. There



are numerous deliberations, thoughtfulness, concern and hurdles your organization must go through before using AI. Even though it can immensely make simpler data processing, you should always make sure or assure that your data or information is very well prearranged, planned, prepared, ordered and controlled for it to be of some use or help. Your organization will also want to make certain and persuade that you have the proper skills, aptitude, and expertise on board to administer, deal and handle these new tools. Knowledge, understanding and practice with automation and Artificial Intelligence is rapidly and speedily becoming extremely and extensively adored and preferred ability and expertise set.

2. Candidate Relocation

Digital recruitment tools are creating it simpler to broaden and extend your look for skills, aptitude, and expertise exterior space of your home confined area. This creates a brand-new hurdle and challenges though, as workers and staffs are to a large extent less eager and keen to transfer and change place for employment as they accustomed be. Whether or not you will arrive and get to job seekers and aspirants throughout the world, your organization still should inspire and encourage them to depart. There are some reasons preventing job seekers and job aspirants from transferring and changing their current city or place.

First, and most straightforward, most of the people are naturally proof against change. Huge changes like relocating are a troublesome sell whether the compensation is competitive. That brings us to the following challenge, relocating is pricey, for the job seekers or aspirants and the organization. Couple that with the value of living and housing costs and lots of job seekers and aspirants may pass up an excellent designation and levels in favor of staying put.

Make certain and definite that your organizations relocation packages are thorough enough and updated regularly and often. Customizing these assistances for every experienced and skilled job seeker or aspirant goes an extended thanks to attract and persuade them to relocate.

3. Tough, Stiff, and rigid Labor Market

Record unemployment joblessness or is creating every recruiting manager's work very hard, tricky, and complicated. There is a very limited pool of job seekers or aspirants for whom many organizations are competing. Multiple organizations are looking inward to draw in top skills, aptitude, and expertise to their organization. So how does one attract skills, aptitude, and expertise from a little number of job seekers or aspirants?

Making sure your employer brand is modern, strong, and well represented goes a protracted way for both active and passive job seekers and aspirants. If a job seekers and aspirants find your organization online, they must be able to simply learn all there is to understand about your background, tradition, ethnicity, mission, and values.

It's not only about attracting job seekers or aspirants. Much of the little pool is caused by a skills gap. Put simply, there don't seem to be enough trained job seekers or aspirants to fill the open vacant designations or levels. Many employers are investing in education schemes or implementing stronger training to form their own skill, aptitude, and expertise pipeline.

4. Agile Organizations

The necessities and needs for modernization, improvement, expansion, and growth are strict,



altering and varying at a faster pace frequently. The conventional and usual methods and organizations structures or alignment are not ready, prepared, and operational or outfitted to undertake and attempt digital improvement and advancement. Organizations are turning to agile structures to foster collaboration and drive efficient innovation and to be alert and responsive.

Agile is not always simply about keeping up, it has multiple benefits to both your company, corporate, business and the individual staff and workers. The efficiency gained will perceptibly and evidently save you time and money, efforts but it also enables and makes sure that both scalability and growth, improvement, and development. Apart from that in addition, the independence and self-sufficiency of your staff and workers can empower them to accomplish something and develop, grow their overall experience, aptitude, and skills.

With these benefits as well as the demand for digital modernization, improvement, and advancement, it's no doubt or question that many organizations are adopting, implementing and bringing into practice agile structures and alignment to provide, outfit and prepare themselves for the difficulties, problems and hurdles in advance while moving forward.

D) To study the innovations in talent acquisition process:

The following are the latest and simpler ways to process or move forward and improve the talent acquisition process to drive greater returns on your hiring investments through improvements and advancements.

1. Sourcing

A strong combination of conventional sourcing methods with innovative tools and techniques, that focuses on associations and connections to deliver hire-ready skills, aptitude, and capabilities.

2. Mobile-enabled evaluations and estimations

Customized prescreening protocols to live and forecast competencies, job fit, and cultural arrangement and configuration, with the convenience of mobile accessibility to reinforce job seekers and aspirants experience and rapid and fast client outcomes.

3. Digital Interview Platform

On-demand, recorded, and face-to-face interviews without geographic limitation, telephonic interviews, offering convenience, cost efficiency, and more positive experiences for recruiting managers and job seekers and aspirants.

4. Recruitment Management Tool

A proprietary tool that tracks every aspect of the recruitment process in real time, offering total transparency to hiring managers through instant, dashboard views of all activities.

5. Recruiter Toolkit

An exclusive and distinctive document storage area and on-demand learning platform that integrates training, process, compliance, and governance during a single online tool.



CONCLUSION

When talking about worldwide point of view, we comprehend that Ability Securing has risen with parcel numerous inventive changes and World is preparing for the Ability Chase with all its new creative procedures. When talking about India, we are creating nation and there is an immense potential seen with us to turn into the worldwide center for ability and our gifts are by and large handily pulled in comprehensively for different reasons. However, it gets vital for us to obtain the potential ability and hold them with us so we can become significantly quicker than the current development rate. Like different nations, Associations in India, additionally need to focus on Ability Obtaining and begin planning their current model of Securing. This would assist the organizations with competing internationally. Essentially, we accept that this exploration would bolster Indian Industry in executing the prescribed procedures of Ability Procurement. Associations and HR should defeat these difficulties to locate the ideal fit. Poor employing decisions truly adversely affect the association. It ends up being increasingly costly to enroll, recruit, and train different individuals for a similar situation because of turnover, then it is to keep up a solitary equipped staff part over the long haul. Ability Securing has developed with part numerous creative changes and World is preparing for the Ability Chase with all its new inventive systems in worldwide point of view. Be that as it may, in creating nation like India, there is a tremendous potential seen with us to turn into the worldwide center point for ability and our gifts are in effect effortlessly pulled in universally for different reasons. In any case, it gets vital for us to obtain the potential ability and hold them with us so we can become significantly quicker than the current development rate. Like different nations, Associations in India, additionally need to focus on Ability Procurement and begin planning their current model of Securing. This would assist the organizations with competing all around. Insightful associations and pioneers fabricate methodology around getting ability to meet both present and future business needs. Before including staff or basically filling an empty position, it is critical to have away from of the gaps as they identify with the ranges of abilities expected to meet present and future execution prerequisites. Else, you are just including individuals that might possibly add to the association's prosperity. When a hole examination has been led and directors have a decent feeling of their staffing needs including the accessibility of ability, they are in a situation to execute on an arrangement to gain the required aptitudes and ability. Regularly associations will utilize more than one technique (for example enrolling, sourcing, preparing and development). Whether getting outside ability or creating ability from inside the association, in a perfect world, chiefs ought to fabricate a system or —hot file of contender to draw from when the need emerges. Selecting and sourcing can absolutely be re-appropriated to staffing and enlistment organizations, permitting organizations to concentrate additional time on center capabilities. All things considered, great directors expect responsibility for effectively developing and building up their own kin – whether they use outside administrations to enlist or source competitors. The new ability worldview requires the dynamic combination of HR and decent variety system to improve and release the imagination and development of a various and skilled workforce. A clear business case for coordinated HR/assorted variety endeavors has not been enunciated. While specialists comprehend the need new ability worldview requires a functioning connection among HR and decent variety in articulating the



need of business.

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