

## A Case Study on Talent Acquisition at Organisations

Dr. Rajesh Kumar Pandey<sup>1</sup> and Subodha Sarangi<sup>2</sup>

<sup>1</sup>Associate Professor, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune, INDIA

<sup>2</sup>Manager HR & Admin, Gulf Oil Lubricants India Ltd., Silvassa, INDIA

<sup>1</sup>Corresponding Author: [rajesh.pandey@ssrimr.edu.in](mailto:rajesh.pandey@ssrimr.edu.in)

### ABSTRACT

Talent Management is an essential element of Organisational Development. Talent Management broadly has two sets: Talent Acquisition (TA) and Talent Retention (TR). Talent acquisition deals with the strategies, tactics and processes for identifying, recruiting and finally retaining (TR) the human resources a company needs. The TA attract various dilemma highlighted in the case right from the TA vs TR discussion to Acquisition tolerance & opportunities in the Market. This case study on Talent Acquisition is an illustrative & appraisal case whereby the Authors have presented the thoughts of Industry representatives and created an opportunity of deliberation upon the dilemma surrounding the TA. The Case study aims to equip the readers with understanding on the essentials of Talent Acquisition. The case presents the dilemma associated with the Talent Acquisition at Organisations. It further entails to deliberate upon the Talent Acquisition element for Organisations and potential way out to the dilemma associated. Overall, the analysis of the case shall attract an understanding of the domain of Talent Acquisition at the Organisations. Talent Acquisition & Retention are the core of Companies today, hence Industry at large will be a party to the benefits of learning from the case. The case study has strong relevance to benefit the Management Education Students and budding entrepreneurs.

**Keywords**— Talent Management, Talent Acquisition, Talent Retention, Learning & Development

### I. CASE INTRODUCTION

Employee Management has been the focus since ages perhaps since the advent of Organisational constitution. Employees are the only Asset that appreciates its value hence the rationale behind managing & grooming employees signifies the efforts taken in this direction. The Talent Management approach for Organisations has been an imperative factor for success. Talent Acquisition & Talent Retention are key constituents of Talent Management. A fair Talent Management planning benefits both the Organisation and the Employees. This process certainly attracts challenges in the form of operational and administrative. These challenges are tackled with strategic planning & impactful implementation. Talent Management efforts are very subjective in nature although they may be achieved through matrix designed by consultants but essentially the results have to submerge at Management

level as well as Individual level. This stands pretty challenging.

In Organisations, the personalized approach is required to assess the skills & abilities of employees and mapping out their career paths. In today's highly competitive global economy, the war for talent has crossed regional & national boundaries and has evidently become global. With increasing globalization and proliferation of competitors, it is the responsibility of the Organisations to make, build and nourish their talent pool that decides their survival in the long run. Here comes the important deliberation point i.e., whether the Talent that is acquired requires major attention or the acquired Talent being properly retained requires more attention? Does the quality of Talent Acquisition have the major role to play or is the Retention matrix that creates wonders? Such and many more dilemma opportunities are there with the Organisations. One school of thought certainly is the proponent of the notion that a well recruited candidate has more opportunity to be a better contributing Employee. Be it Acquisition or Retention, effectively the Employee / Talent Management is essential. Talent management is a medium to meet the Organisational goal and gain sustainable advantage.

### II. TALENT ACQUISITION

The Talent Management approach for Organisations has been an imperative factor for success. Talent management is a medium to meet the Organisational goal and gain sustainable advantage. Talent Acquisition & Talent Retention are key constituents of Talent Management. A fair Talent Management planning benefits both the Organisation and the Employees. This process certainly attracts challenges in the form of operational and administrative. Talent Management efforts are very subjective in nature although they may be achieved through matrix designed by consultants but essentially the results have to submerge at Management level as well as Individual level.

Talent acquisition deals with the strategies, tactics and processes for identifying, recruiting and retaining the human resources a company needs. It includes developing, implementing and evaluating programs for sourcing, recruiting, hiring and orienting. It usually falls under the human resources (HR) field or umbrella, and the process contains five steps. The principal phases of

talent acquisition are sourcing, attracting, interviewing, recruiting, and conducting employee on-boarding. Talent acquisition monitors the pre on-boarding phase, while HR handles the post on-boarding steps after recruitment and hiring have ended. TA considerably requires an area of expertise to explore and it does have the potential to contribute to the success of Organisation's HR Effectiveness. Talent acquisition deals with the strategies, tactics and processes for identifying, recruiting and retaining the human resources. Talent Acquisition is a medium to meet the Organisational goal and gain sustainable advantage.

### III. TALENT ACQUISITION: ORGANISATIONAL PERSPECTIVE

Talent Management being the imperative factor for Organisations, the Talent Acquisition plays a Vital role in the aim of Organisational efficiency. The Organisations in the wake of better acquisitions, at times keep changing their processes of acquisition. One of the essential elements is not to change the process of acquisition every now then. The Clarity on job description & job specification will help in better Talent Acquisitions. The HR Specialist at a leading Lubricant Manufacturing company Mr. Anand Sathaye states that Talent Acquisition has evolved over the years and the impact of Covid shall have its influence on Talent Acquisition. The Industry in every phase has faced the Skill scarcity and Industry has the onus of bridging the gap. The recent pandemic led to extra work across the Industries. The situation led to improvised Learning ability of employees and Industries had to make investment on Learning & Development (L&D). It certainly had a high cost impact. During Covid candidates had to work from home and that attracted numerous challenges as well that led to several avenues of acquiring Talent. The Industries certainly have high attrition as a challenge. At present additional offers in hand with candidates due to markets disruption is posing threat. At the same Moonlighting is receiving contracting reactions. Largely Industry is finding it to be a threat. Majorly the thought today on Talent Acquisition shall encompass the impact of the recent pandemic. Talent Acquisition shall have a larger role to play in order to stabilize the Company affairs and support Growth perspective.

Leading HR Specialist Ms. Anita Chhabria representing a Lubricant Manufacturing company states that in HR one essentially recruits, rewards, and retains Talent. So, it's the combination of attracting the right talent and retaining them for sustainable benefit. But that's the beginning of the challenge. The career growth internally also contributes to keep the person motivated and allowing the right growth opportunities on the way. Though the advent of technologies like facial recognition, temperature and body language linked analysis for a cultural fit can be an aid but cannot replace

human intervention. People still can gauge better with the behavioural attributes than a machine can ever, just be driven by the iris movement. Talent Acquisition (TA) attracts a huge intellectual, beyond machines.

Ms. Anita further states that working for TA is like a double-edged sword. The team is always working on a back foot from business perspective guided by the manpower planning but constantly under pressure from agencies and candidates. They are the face of the organization and hence need to be groomed sufficiently to give confidence in the organization, system, processes, and benefits offered. Social media is another black box which has come to become an integral part of the hiring process. The LinkedIn invites to candidates, the tweets and Instagram posts can help build the reputation or tarnish it as well in a single upload. TA team also requires additional grooming as social media champions to highlight the most enticing offerings from the organization. Ms. Anita concludes that the deep rooted impact of the right hire or wrong hire is felt through the lifecycle of that individual. One can engage with various recruitment consultants to find the right candidates globally. So, TA function at times gets diluted to only have the documentation and transactional process done.

Leading HR Specialist & Retired person Shri. Rangnath Nalbalwar demonstrates his huge experience & states that Talent Acquisition (TA) is certainly a massive task for the Organisations although the same is becoming more automated & hence eventually the momentum of TA may have a threat of getting deteriorated. He firmly states that Attrition shall always exist; its medium or reason may differ. Attrition may not have a huge influence on the ways of Talent acquisition. Mr. Rangnath stated his insight that the society experienced a huge growth in Education, probably faster than Industrial growth. Hence one of the key challenges for Industries is accommodating the ever-changing Education model & justifying the incorporation of Employees with varied educational sphere. Re-evaluation of each position at the Organisation may be a good effort by Organisations today in order to streamline Talent Acquisition. Re-writing the Job Descriptions & making it attract the Talent shall support the TA momentum.

Mr. Rangnath adds to his thoughts that Competency based Interview is a myth today. Organisation will have to customize their TA approach. While sharing his experience, he referred to a Talent Acquisition Cell kind of approach for the Organisations. The era of getting Job & respective celebrations, isn't the same today. A job for an employee has become regular course of affair and getting retained is more Employee perspective today rather Employer driven. Industry wise the attrition & retention programmes may differ. The Information Technology (IT) Industry may have absolutely different game plan as against the Manufacturing Industry with respect to tackling attrition as the turnover rates differ hugely. He further adds that

in the manufacturing sector, identifying the talent who is willing to make career in manufacturing is a main challenge today. Organisation in order to make the TA effective will have to plan the Multiskilling approach for their Employees.

Leading Entrepreneur Ms. Sarita Das, Co-Founder & CHRO of a Gurgaon based Firm states Talent Acquisition team is playing a critical role in building any organization or sustaining the business, however, this most of the time is seen as a transactional work rather than a strategic one. Each member in TA team must keep themselves updated with latest tools / technology / articles like any other domain to ensure that they are following the best practices and are aware of the current scenario and not becoming irrelevant by practicing ancient age process. Ms. Sarita further states that the biggest dilemma we have experienced is to attract Talent when you don't have established brand. Brand Positioning is essential for Organisations. Even if you are somehow able to onboard by selling your Vision, Mission & convincing the candidates based on your roadmap, you still end up facing the uncertainty of high dropout rates. TA team is constantly faced with situations where skill set and compensation expected is not in sync and specially on niche jobs, technology (AI/ML/Data Science) etc. Commitment and Professional Ethos are on a decline and hence you end up rolling out more offers than what you actually intend to onboard which is creating / leading to false narrative of high demand of a particular skill set. Unrealistic Compensation Expectation poses a big challenge to the TA. Further the Pressure to meet the Turn Around time (TAT) to onboard a candidate leading to compromising on quality, fitment of the candidates becomes the challenge.

She states further that Value Proposition is very imperative. Most of the companies are offering market benchmark salaries and follow Lead practice rather than Lag. Also, offering Insurance benefits, wellbeing practices, Fun factor, Engagement initiatives, L&D, the next question now is the overall Value proposition which is perceived by the prospective employees. What is the offering which not many organizations have decided yet. That's next aspect we all need to start think about. In addition to the above thoughts, Robust Business Model is the next big thought. Volatility in business has always had direct impact on Employees (existing or Future) and Covid, Fear of recession, Decline in funding have all started raising question on robustness of business Models and TA team is the first one who must have visibility and understanding to be able to pitch the candidates and be able to respond to the queries or concerns. Technology is making the hiring more

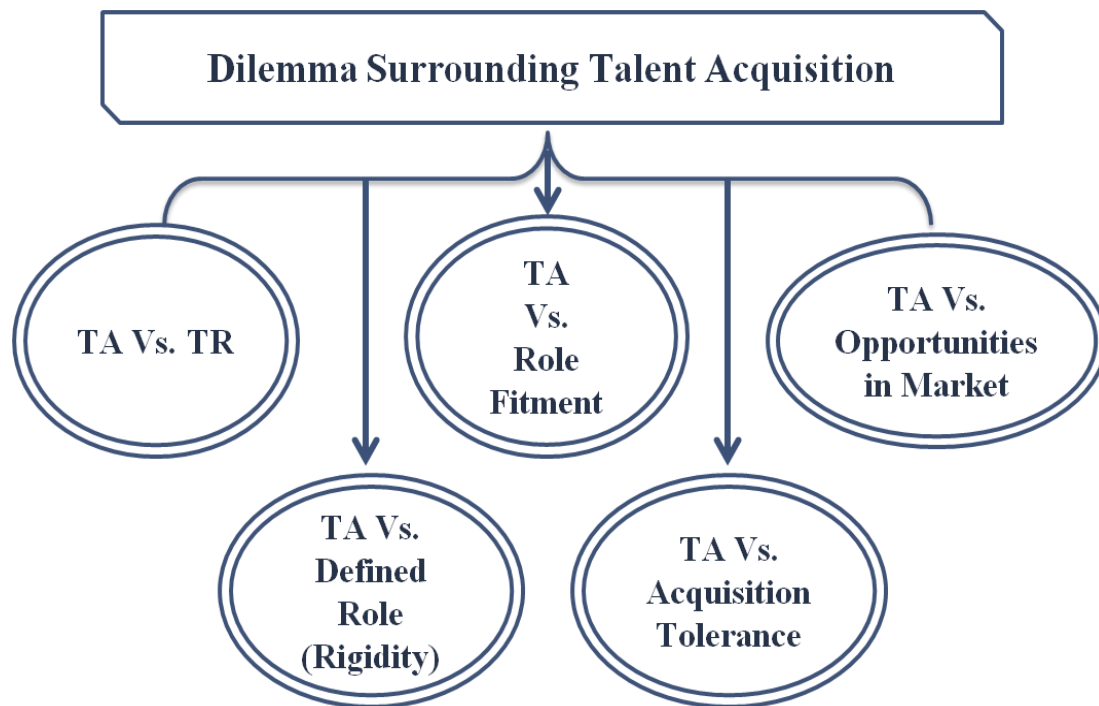
scientific, efficient and helping to improve the quality and experience for prospective employee since first connect. She believes, identifying what is working and not for our organization should be a continuous process and evolving.

The HR Specialist Mr. Sharad Patil states that TA is surrounded by several dilemma, one of the prominent one is having Perfect Job description of the Role. It takes lot of experience for an organisation to master on the Job Analysis front. Getting the Right Fit for the Job is an struggling affair. TA also get surrounded with the dilemma upon over expectations of Functional Leader from the Role and Candidate. The TA functionality has also witnessed that over the period Candidates have main motto to change job based on Salary matters and not much interested in role to be delivered. Especially the Millennials have unrealistic job expectations.

#### **IV. TALENT ACQUISITION: DILEMMA ASSOCIATED**

Talent Acquisition certainly gets surrounded with the respective dilemma. A few dilemma heightened through the case are listed below:

- One of the primary dilemmas is Talent Acquisition Vs. Talent Retention. There is different school of thoughts which believes that either TA is important & other thought mentions TR is important.
- The next dilemma is associated TA process whereby the role for TA is defined hence at times Organisations become rigid to change. Also the Brand positioning matters for Organisations and hence meeting the brand context is essential.
- Another dilemma highlights the Role fitment aspect where the role & the candidate don't fit, such situations are witnessed in a compromised cultural arrangement.
- Every Organisation considering the practicality of the situation at times has to create a tolerance in terms of the TA fitment aspect. The extent of tolerance may require extreme brainstorming.
- Also the Opportunities in the market for the aspiring candidate is in abundance. The TA process may have threat of the same.
- Finally the Dilemma may be associated differently with different industry. Industry wide the TA process and the respective plans may change.

**Chart No. 1:** Dilemma surrounding TA**Source:** Authors Study

This case study on Talent Acquisition is an illustrative & appraisal case whereby the Authors have presented the thoughts of Industry representatives and created an opportunity of deliberation upon the dilemma surrounding the TA. TA considerably requires an area of expertise to explore and it does have the potential to contribute to the success of Organisation's HR Effectiveness. Talent acquisition deals with the strategies, tactics and processes for identifying, recruiting and retaining the human resources. Talent Acquisition is a medium to meet the Organisational goal and gain sustainable advantage. Talent Acquisition (TA) attracts a huge intellectual, beyond machines.

## V. TEACHING NOTES FOR THE CASE

### *Teaching Objectives*

The following Teaching Objectives may be considered concerning the case:

1. To equip the participants/readers with understanding on the essentials of Talent Acquisition.
2. To present the dilemma associated with the Talent Acquisition at Organisations.
3. To deliberate upon the Talent Acquisition element for Organisations and potential way out to the dilemma associated.

## VI. LEVEL OF ANALYSIS

The present case is a type of Teaching case with a focus on the Illustrative & Appraisal Case approach. The analysis attracts an understanding of the domain of Talent Acquisition at the Organisations. This case is suitable for the case study approach at the Commerce & Management Students level. To be specific B Com, BBA Final Year students & Management Students shall have a deserving benefit out of this General Management case. Executive MBA Students & Management Consultants with special reference to the HR Consultancy owners would also be major beneficiaries. Talent Acquisition & Retention are the core of Companies today, hence Industry at large will be a party to the benefits of learning from the case.

## VII. CASE ASSIGNMENTS

As part of the case study delivery, participants may be assigned certain tasks pre & post-delivery of the case.

- **Pre-discussion Task:** Gather a fair understanding of Talent Acquisition issues & resolutions through observations, meeting Industry representatives, reading journals & books in Library and through E-Sources
- **Post discussion Task:** Conduct a review of further literature about the theme of the case & practical exposure through meeting further industry representatives & consultancy services. Post-



discussion schedule shall also include a discussion

round on a few questions about the case.

### Potential Solution to Dilemma

<u>Dilemma</u>	<u>Option Details</u>
Dilemma – 1	As part of Talent Management, TA is essential as it is a onetime effort with respect to a candidate hiring, however TR is a recurring effort. <b>Focus on TA</b>
Dilemma – 2	Defining the Role in the form of Job Analysis is essential as the same will be a guiding force to TA. <b>Focus on Job Analysis</b>
Dilemma – 3	Role fitment certainly is an area of concern for Organisations, even a good TA may result into flop execution hence <b>focus on role fitment &amp; do not compromise on the culture of organisation.</b>
Dilemma – 4	Acquisition Tolerance need to be strategically decided as it may lead to compromising situations in terms Employee performance. <b>Focus on TA</b>
Dilemma – 5	Candidates are having Opportunities in Job Market and hence decision making have to prompt on TA. <b>Focus on TA</b>

## VIII. BROAD DISCUSSION QUESTIONS

- Q.1: Discuss the essentials of Talent Management in light of the case.
- Q.2: “Talent Acquisition & Retention are part of Talent Management however the both have a vast difference.” Elaborate the statement.
- Q.3: Talent Acquisition has its own share of challenges. Discuss the challenges while highlighting the impact of challenges on Organisational effectiveness.

Q.4: “The Talent Acquisition may have a different way out in different Industries’. Discuss while enumerating the key difference between Industries upon Talent Acquisition.

## IX. PROPOSED SESSION PLAN

The case study delivery on the academic front may have the following session plan:

<u>Action sequence</u>	<u>Session Details</u>	<u>Duration</u>
Action – 1	<p>Pre-Case Discussion</p> <ul style="list-style-type: none"> <li>▶ State the objectives of the Case</li> <li>▶ Announce the students to gather understanding on Talent Management at Organisations.</li> </ul>	3 Days before the discussion session
Action – 2	<p>Case Discussion</p> <ul style="list-style-type: none"> <li>▶ Nominate specific sections for students to narrate (Soft copy Display / Hard Copy distribution)</li> <li>▶ Appoint a set of 3 students to record the key points</li> <li>▶ Allow the appointed students to narrate the key points after the case narration</li> <li>▶ Facilitator to conclude with major learning from the case and the case implications</li> </ul>	1 ½ Hour

Action - 3	<p style="text-align: center;"><b>Post Discussion</b></p> <ul style="list-style-type: none"> <li>▶ Submission of written responses to the discussion questions for the case</li> <li>▶ Select a set of two teams comprising 4 students each (during Action -2) and assign the task of presenting the same case one by one in front of the class. (Action -3)</li> <li>▶ Open the forum for discussion &amp; conclusion of the case.</li> </ul>	3 days post the discussion 15 minutes presentation time for each team 30 minutes
Action – 4	<p style="text-align: center;"><b>Case study Test</b></p> <ul style="list-style-type: none"> <li>▶ The case may be presented with a precise draft (case let) as a question of General Management Strategic Subject</li> <li>▶ A 20 marks allocation to the case with 30 minutes time slot</li> </ul>	As per the Examination Schedule
Teaching Aid	<ul style="list-style-type: none"> <li>▶ Projector to display the Soft copy of the Case and handover of the same through respective online mode.</li> <li>▶ Black / White teaching Board for facilitator &amp; student presenters</li> </ul>	

## X. POTENTIAL BENEFITS OF THE CASE

- The Students of Management Education will benefit out of this case where by the potential for the students will be to learn the essence of TA and be industry ready with respect to the Talent Management element.
- The Executive of Existing Companies shall have a good read to the case and assess the current situation at their respective Organisations with respect to the TA & overall Talent Management.
- The Startups may get benefitted from the case in order to get ready to tackle the Talent Management related issues in their respective Organisation.

## REFERENCES

- [1] Armani, V. V. (2004). *Effective talent management*. The ICFAI University Press.
- [2] Jha, R. (2012). Innovation in tapping leadership talent. *Human Capital*, 16(1).
- [3] Chhabria, A. (2022, Oct). *Interview on talent acquisition*. (S. Subodha, & R. Pandey, Interviewers).
- [4] Das, S. (2022, Nov). *Interview on talent acquisition*. (S. Subodha, & R. Pandey, Interviewers).
- [5] Nalbalwar, R. (2022, Nov). *Interview on talent acquisition*. (S. Subodha, & R. Pandey, Interviewers).
- [6] Patil, S. (2022, Nov). *Interview on talent acquisition*. (S. Subodha, & R. Pandey, Interviewers).
- [7] Sathaye, A. (2022, Oct). *Interview on talent acquisition*. (S. Subodha, & R. Pandey, Interviewers).