

A STUDY ON ALIGNING TALENT ACQUISITION AND EMPLOYER BRANDING WITH SPECIAL REFERENCE TO IT SECTOR

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

BLESSY HANNAH J

(40410036)



SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI
- 600119

APRIL 2022

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with “A” grade by NAAC I 12B Status by UGC I Approved by
AICTE

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES
BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **BLESSY HANNAH J, 40410036** who carried out the project entitled “**A STUDY ON ALIGNING TALENT ACQUISITION AND EMPLOYER BRANDING WITH SPECIAL REFERENCE TO IT SECTOR**” under my supervision from November 2021 to March 2022.

Dr.N.MATHAN

Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **BLESSY HANNAH J,(40410036)** hereby declare that the Project Report entitled “**A STUDY ON ALIGNING TALENT ACQUISITION AND EMPLOYER BRANDING WITH SPECIAL REFERENCE TO IT SECTOR**” done by me under the guidance of **DR.N.MATHAN** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

BLESSYHANNAH J

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.N.MATHAN** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

BLESSY HANNAH J

ABSTRACT

The subject of the study was “A Study on aligning talent acquisition and employer branding with special reference to IT Sector”.

The main objective of the study is to align talent acquisition and employer branding. This study focuses about the impact of employer branding which has a direct relationship to the talent acquisition process. The study also reveals the efforts taken by the talent acquisition team in promoting their employer brand.

Samples of 120 Human resource professionals were taken into consideration. Research has been conducted to assess the employer brand and thereby aligning it with the talent acquisition process. The primary data was collected through questionnaire. The secondary data was collected through website, Magazines.

TABLE OF CONTENTS

Chapter No.	Description	Pg. No
I	Industry Profile and Company Profile	8
	1.1 Introduction	9
	1.2 Design of the study	11
II	Conceptual Theoretical review and Literature review	17
	2.1 Theoretical review	18
	2.2 Literature review	19
III	Research methodology	
	3.1 Research methodology meaning and design	11
	3.2 Sampling Design	12
	3.3 Method of data collection	13
	3.4 Statistical tools used in the study	14
	3.5 Need for the study	14
	3.6 Objectives of the study	15
	3.7 Scope of the study	15
IV	Data analysis and Interpretation	28
V	Conclusion	45
	5.1 Findings	42
	5.2 Suggestions	42
	5.3 Limitations	
VI	References	48

LIST OF TABLES

S.No	Table Name	Pg. No
3.1.1	Table Showing Age wise classification	28
3.1.2	Table showing Gender wise classification	29
3.1.3	Table showing sources of candidate recruitment	30
3.1.4	Table showing awareness about the concept of employer branding	31
3.1.5	Table showing regarding consistent appointment high caliber employees	32
3.1.6	Table explaining promotion of Employer Brand on Career Pages and Social Media	33
3.1.7	Table explaining promotion of Employer Brand on College Campuses and with College Interns	34
3.1.8	Table explaining reviews about employer branding on websites	35

CHAPTER I



INTRODUCTION AND DESIGN OF THE STUDY

CHAPTER-I

1.1 INTRODUCTION

Every company has a reputation. It could include thoughts about your products, services, leaders, team members, history, and more. And your company's reputation can also go beyond to inspire a specific perception — emotional, instinctive, intellectual — in the people who see your ads, use your products, and eventually, speak to others about you. That reputation is known as your brand, and it can be a powerful, mysterious, and synergistic force — far more than just what you sell or office.

Your company also has a second brand related to its primary brand about how you're viewed as an employer. This is your employer brand, and it lives and breathes in the minds and hearts of your former, current, and future employees.

In today's increasingly competitive job market, a positive employer brand is critical. Without one, hiring and retaining the best employees becomes challenging — and costly. You need talented, leadership-bound workers to drive your business forward, and the best way to find them is to cast the impression that your company is a great place to work. Everything from the salary and benefit packages you offer to advancement opportunities to weekly happy hours, the culture of an organization and the treatment of its employees can greatly impact the impression you're trying to make on potential candidates.

As with all branding, crafting a strong employer brand is about good storytelling. It's about how you want your organization to be perceived in the marketplace, using specific messaging to help attract the kind of prospects you're looking for. But also, it's about living out that story. Satisfied employees are your loudest speaker box, particularly in an age of social media and user-generated feedback where employers aren't always completely in control of their own reputation.

The good news is that with even small, simple tweaks, companies can improve their employer branding strategies in order to attract, recruit, and retain the best employees. Below you'll find questions, answers, and tips on how you can turn your employer brand into your company's competitive advantage.

What is an employer brand?

Similar to the way a corporate brand works (which offers a value proposition to customers, defining products or services in the marketplace), an employer brand includes the market's perception of your company as an employer, but also describes your promise (or employee value proposition) to employees in exchange for their experience, talents, contacts, or skills.

Employer branding, then, is simply how you market your company to desired job seekers. You can do this by showcasing your organization's unique cultural differentiators, and then working to amplify them so you can position yourself as a top place to work.

An employer brand — or what is also known as your “talent,” or “people” brand — that resonates is about defining the essence of your company, both how it's unique and what it stands for, and then crafting and aligning those aspirations with the people you're looking to attract. It communicates that your organization is a good employer and a great place to work, which boosts recruitment efforts and the engagement and retention of your current employees.

Done well, employer branding will spark buzz around your company, and this buzz will attract motivated job seekers and an army of happy employees. And then those people will turn around and broadcast their positive experience to other open talent, clients, customers, and stakeholders — further broadening the scope of your employer brand.

Who does employer branding?

There can often be confusion about who owns the organizational task of employer branding. At smaller shops, it could be the CEO controlling the messaging or, more traditionally, talent or HR leads. At larger businesses, recruiters might lean on their HR, communications, or marketing departments to help them craft and hone an employer brand.

What's most exciting is that your employer brand is no longer just what your company website says it is. Like it or not, employer branding starts and ends with your employees.

Sure, leadership and/or recruitment marketing might inform the words used or the way they're said. But your employer brand is primarily tied to the experiences of your workers and what they have to say about your organization. Social media posts, job reviews and testimonials, direct network conversations, and face-to-face referrals are all ways your current, former, and even prospective employees can impact your company's reputation. This can work to your advantage when those workers turn out to be cheerleaders. But if your employee or candidate experience doesn't mirror what you're communicating via your brand, it can work against you, too.

No matter who owns the duties of developing and growing your employer brand, it's imperative to remember that employees are doing most of this branding work for you. If your company work environment and culture aren't healthy, your job is work on that first. If you already have a great company culture, then you're in a good spot to amplify it.

1.2DESIGN OF THE STUDY

Research Meaning

Research methodology is a way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed. This research study is a descriptive research study.

Research Design

This research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed. The design used for studying the organization culture is descriptive research.

SAMPLING DESIGN

Sampling Method

Units included in the sample are selected according to the convenience of the investigator. In few situations, samples are chosen randomly. Convenience sampling and Random Sampling method was adopted for collecting the data from the respondents.

Sampling Size

The sample size is 120 and samples are selected randomly and also as per the convenience of researcher.

Period of the study

The study taken for three-months.

METHOD OF DATA COLLECTION

Data collection

The study made use of both primary data and secondary data. Survey method is used to collect the data.

Primary Data

Primary Data were collected by framing a questionnaire. A set of questionnaire were prepared and questionnaires in Google form were circulated to selected public to know their views.

Secondary Data

Secondary Data was collected through internet, books, articles, newspapers and journals.

STATISTICAL TOOLS USED IN THE STUDY

- Percentage analysis.
- Chi-square test.
- One way ANOVA.
- Correlation

Percentage Analysis:

Percentage method is an analysis which is derived from the statistical technique for finding the average of collected data/information. This technique is used for diagrammatic representation of output with data in form of various charts like bar diagram, histogram, pie-chart etc.

This helps to pin point the percentage of collected data's.

$$\text{Percentage} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

Chi-Square test:

Chi-square test is a non-parametric test used most frequently by researchers to test hypothesis. This test is employed for testing hypothesis when the distribution of population is not known and when nominal data is to be analysed. The following formula for calculating the value of chi-square,

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed
E = the frequencies expected
Σ = the 'sum of'

One Way ANOVA:

Analysis of variance (ANOVA) is a collection of statistical models used to analyse the differences between group means and their associated procedures developed by R.A. Fisher. In the ANOVA setting, the observed variance in a

particular variable is partitioned into components attributable to different sources of variation.

In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups. Doing multiple two-sample t-tests would result in an increased chance of committing a type I error. For this reason, ANOVAs are useful in comparing three or more means for statistical significance.

Correlation:

Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases. Usually Pearson's Correlation is been used. Here 'r' value lies between -1 to +1. When r value is equal to 0, it has no correlation. When 'r' value is equal to +1 it is perfect positive correlation and when 'r' value is equal to -1 it is perfect negative correlation.

NEED FOR THE STUDY

Talent acquisition is one of the primary responsibility of an HR professional. It is very much essential for a HR to hire an employee with high caliber. The process of Talent acquisition starts from Man power planning process till the Onboarding process.

The biggest challenge faced by a HR is to hire high caliber candidates and also to satisfy a candidate regarding the brand value created by the employer. Hence it is highly essential for the talent acquisition team to higher quality candidates and thereby promotes the employer brand.

The need for this study is to align the process of talent acquisition and also the employer branding. This makes the candidate feel motivated and work on a good environment. It is also essential to suggest some strategies to promote employer brand and acquiring high caliber employees.

OBJECTIVES OF THE STUDY

Primary Objective:

“A study on aligning Talent Acquisition and Employer Branding with special reference to IT Sector.”

Secondary Objectives:

- To understand about the existing talent acquisition practices in their company.
- To study about the brand value of companies and its impacts during talent acquisition process
- To study about the various efforts taken by talent acquisition team in promoting employer brand.
- To suggest few strategies to align talent acquisition and employer branding to improve performance of the company.

SCOPE OF THE STUDY

- The study mainly addresses how employer branding gives support to Talent acquisition process.
- The Study helps to promote the employer brand in Career websites, Review websites and also in social media.
- The study attempts to analyze the steps, process and challenges in aligning the employer brand and talent brand.
- The study would be helpful for IT Industry to analyze, forecast and formulate strategies to increase employer brand and thereby attract young talents.

LIMITATIONS

- The Study was conducted only to the HR department professionals, since the other department employees will be unaware about the talent acquisition process.
- The study was conducted only at the four main regional office in India, due to time constraints and lack of accessibility.
- Since the data was collected from the HR department, few answers were seem to be biased
- Many data and information were collected only through observations and focused group discussions.

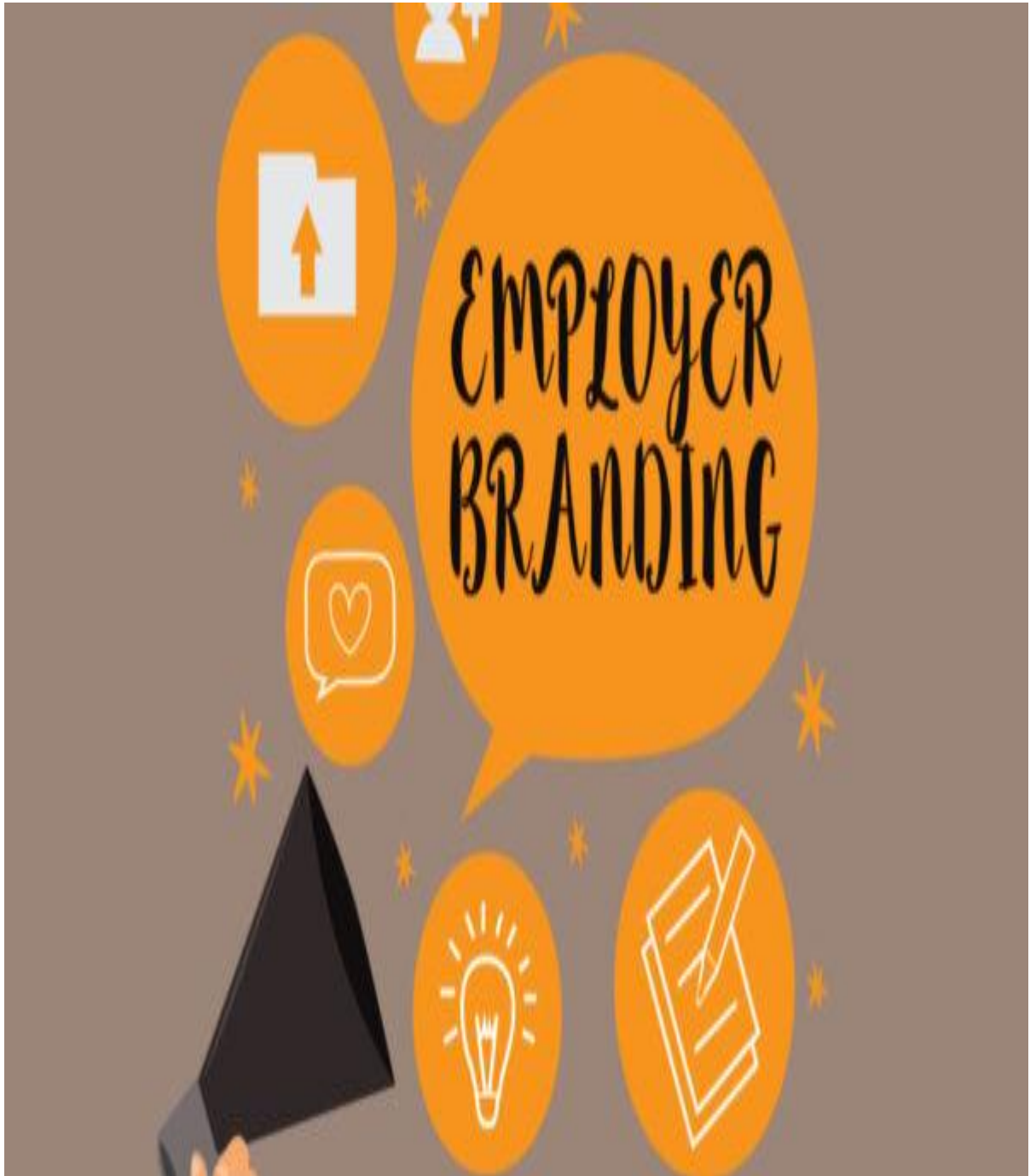
CHAPTER SCHEME:

CHAPTER –I	Introduction and design of the study
CHAPTER – II	Profile of the study
CHAPTER – III	Analysis and Interpretation of the data
CHAPTER –IV	Findings and Suggestions
CHAPTER – V	Conclusions

ANNEXURE:

- Bibliography
- Questionnaire

CHAPTER II



PROFILE OF THE STUDY

CHAPTER II

CONCEPTUAL THEORETICAL REVIEW AND LITERATURE REVIEW

2.1 THEORETICAL REVIEW

The current business environment is marked with challenges of intense global competition, rapid technological changes, growth of the knowledge economy, and the need for flexibility and expertise in the workplace. This has resulted in the changing skills and competency requirements. Concomitantly, due to the pressures of a changing demographic base, the demand for intellectual capital—a cadre of highly skilled, independent, internationally marketable and mobile individuals—is exceeding the available supply. The tight labour market gives highly competent employees many choices especially in professional, information / knowledge based, technical and service driven organizations. Prospective employees are as particular about choosing the right organization as about choosing the right job. Hence, organizations are increasingly trying to assess and enhance their attractiveness to prospective applicants. This has critical consequences for the recruiting organizations as it leads to the most pressing problem of talent acquisition- of attracting people with the right skill set and competencies who also fit the need and the culture of the organization. Organizations that attract a larger applicant pool and more qualified applicants obtain greater utility in their selection systems and a potential competitive advantage.

India, one of the world's largest economies, has made giant leap in its economic and social development in the past two decades and has proven itself to be a major economic and intellectual power. It is the major source of the world's largest English speaking low cost workforce, with a high level technical and managerial talent fuelled by world -class institutes in India like Indian Institute of Technology (IITs) and Indian Institute of Management (IIMs). Being industrious, hardworking and focused on merit based and education dependent advance, Indian human skills are in great demand.

Indian workforce is most sought after by the multinational giants because of the global recognition of its people, their management capabilities and innovativeness. This has resulted in a large number of Indians finding place in the payrolls of

different multinationals. The availability of new jobs for the Indian talent resulting in a higher turnover, has made the organizations to sit back and revamp their recruitment strategy to attract and retain the top talent.

A consequence of the anticipated permanent shortage of competent workforce referred above is the need for a strong recruitment strategy after finding out what differentiates the organizations from the competitors and then market the unique employment proposition it can offer. Employer branding is one such relevant HR strategy in the context of employment, especially in a knowledge based and service economy where competent employees are often in short supply. Where traditional recruitment strategies are short-term, reactive and subject to job openings, employment branding is a long-term strategy designed to maintain a steady flow of skills in the organization.

India, a hierarchical society, is considered to be high in power distance and collectivism. Earlier studies on similar studies on employer brand have been conducted on Belgian army, university students in the U.K and Australia etc, which differ from India on the cultural dimensions. We propose that in India, the factors that build up a strong employer brand, attractive enough for its talent pool are different from the other parts of the world as they differ in their cultural and managerial environments. It is precisely these differences that raise the issue of whether earlier research on this subject is generalizable to India. Since the Indian talent is in great demand globally, the multinational organizations need to understand the perspective of an Indian talent to develop their employee value proposition accordingly. It is necessary to understand the dimensions of employer brand in the Indian setting in order to help the global organizations to model their recruitment strategies for India.

2.2 REVIEW OF LITERATURE

2.2.1 RESEARCH REVIEW:

1) Title: Employer Brand for Talent Acquisition: An Exploration towards its Measurement

Author: Dr. Pallavi Srivastava and Dr. Jyotsna Bhatnagar

Journal: Journal of Organizational Change Management, volume 14, no. 1, page 25-34, 2010.

Abstract:

This paper addresses the concerns associated with talent acquisition and how employer brand can overcome some of them. Based on the literature review and supported with the first stage sequential mixed method exploratory research, the paper summarises and aggregates the results of a pilot study conducted on a section of prospective employees of India. The study contributes to the sparse academic and empirical work on employer branding. The empirical results are initial steps towards the development of a scale for measuring employer brand in a later stage. The current study will further facilitate development of the unique employee value proposition based on the person-need fit of talent. The research is based in an Indian setting which makes it all the more relevant in current economic scenario. The paper concludes with theoretical and practical implications followed by directions for the future research.

2) Title: Employer Brand Building for Effective Talent Management

Author: Manupriya Bali and Shweta Dixit

Journal: International Journal of Applied Sciences and management Vol. 2, No. 1, page 183-191, 2016.

Abstract:

As business environment becomes more competitive and complex, organizations need to give even greater emphasis to meet their talent management needs. Attracting and retaining the right fit is of prime importance. Organizations are developing and projecting a brand image that echoes its values and philosophy and supports their talent management needs by attracting the right talent. The process of branding the organization or employer branding draws its roots from marketing and branding literature and has gained its relevance in developing the image of the organization as an employer of choice. The paper discusses the scope of employer branding in attracting an experienced pool of employees and also as an enabler of organization's internal brand building effort. The process of developing the brand is extensive and requires commitment and support from all in the organization. If managed well, it goes on to create brand ambassadors for the organization and thus, establish the organization as an employer of choice. The paper reviews the existing literature to identify the impact of employer branding on talent management,

the process of branding organizations that may be adopted and how some of the global organizations are utilizing the power of an effective brand.

3) Title: Study of Talent Acquisition Practices – A Review on Global Perspective

Author: Mohan Parthasarathy and Dr. Sameer Pingle

Journal: International Journal of Emerging Research in Management & Technology, Volume-3, Issue-11, page 80-85, November 2014.

Abstract:

Talent Acquisition would be a newly coined terminology for many of us but it's not new for the HR practioners. Talent acquisition, as defined by Deloitte, is “a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs. There is always a huge potential for highly talented resource globally and acquiring such talent has always been a challenging task for practioners. This paper had tried to examine and review the research papers which shares global perspective about different strategies of Talent acquisition and also its implications. As companies increasingly compete on the basis of talent, their success will largely hinge on their ability to recruit, develop, deploy and retain skilled people at every level — from production employees and technicians to scientists and engineers to middle managers and executive leaders. Because of this critical issue, companies have started formulating strategies and techniques for acquiring Talents. Hence it becomes critical for understanding different Talent Acquisition strategies across globe and understands its implications. The research method used here is purely qualitative as we could proceed with secondary data analysis by referring and analyzing research papers of this nature and the findings & suggestions made here are based on grounded theory approach.

4) Title: A Conceptual study on challenges and Innovations in Talent Acquisition Process

Author: Dr.Kumudha and Saranya Priyadharshini

Journal: International Journal of Advance Research in Computer Science and Management Studies, Volume 4, Issue 1, Pages 169-173, January 2016.

Abstract:

Talent acquisition and recruiting are undergoing rapid disruption, challenging companies to leverage social networks, aggressively market their employment brand, and re-recruit employees every day. To be successful in this new environment, companies should constantly attract new talent and “re-recruit” the talent that is already in place. The traditional “staffing” team is being replaced by a strategic “talent acquisition” function, focusing on building an employment brand, sourcing people in new places using social media tools, creating opportunities for internal candidates, and leveraging the huge network of referral relationships within the company. This article focuses on the difference between recruitment and strategic Talent acquisition, new ways to access talent, Challenges and innovations in challenge acquisition process.

5) Title: Employer Branding: Strategic Implications for Staff Recruitment

Author: Ralf Widen, Siegfried Gudergan and Ian Lings

Journal: Journal of marketing management, page 1-34, 2007.

Abstract:

In many developed economies, changing demographics and economic conditions have given rise to increasingly competitive labour markets, where competition for good employees is strong. Consequently, strategic investments in attracting suitably qualified and skilled employees are recommended. One such strategy is employer branding. Employer branding in the context of recruitment is the package of psychological, economic and functional benefits that potential employees associate with employment with a particular company. Knowledge of these perceptions can help organizations to create an attractive and competitive employer brand. Utilizing information economics and signaling theory, we examine the nature and consequences of employer branding. Depth interviews reveal that job seekers evaluate the attractiveness of employers based on any previous direct work experiences with the employer or in the sector; evaluations of the clarity, credibility, and consistency of the potential employers’ brand signals; perceptions of the employers’ brand investments; and perceptions of the employers’ product or service brand portfolio.

6) Title: The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment.

Author: Collins, C. J. & Stevens, C. K

Journal: Journal of Applied Psychology, Volume- 87, Pages 1121-1133, January 2002.

Abstract:

We used theory and research from the marketing literature on customer-based brand equity to predict how positive exposure to four early recruitment-related activities—publicity, sponsorships, word-of-mouth endorsements, and advertising—may affect the application decisions of engineering students. Similar to prior marketing findings, our results suggested that early recruitment-related activities were related to intentions and decisions indirectly through two dimensions of employer brand image: general attitudes toward the company and perceived job attributes. The relationships between word-of-mouth endorsements and the two dimensions of brand image were particularly strong. In addition, we found that early recruitment-related activities interacted with one another such that employer brand image was stronger when firms used publicity in conjunction with other early recruitment-related activities.

7) Title: Employer branding: Employer attractiveness and the use of social media

Author: Anne-Mette Sivertzen, Etty Ragnhild Nilsen and Anja H. Olafsen

Journal: Journal of Product & Brand Management, Volume 22, Pages 473–483, January 2002.

Abstract:

The aim of this study is to investigate which factors employers should focus on in their employer branding strategies. The present study tested the employer attractiveness scale (EmpAt) and analyzed relationships between dimensions in this measurement scale and the use of social media in relation to corporate reputation and intentions to apply for a job. Electronic questionnaires were distributed to students at three higher education institutions in Norway. The proposed model is analyzed on the basis of 366 responses related to three well-known Norwegian engineering firms. The results indicate that several employer attributes are positive for corporate reputation, which again is related to attraction of potential

employees. Specifically, the results suggest that innovation value, psychological value, application value, and the use of social media positively relate to corporate reputation, which in turn is positively linked to intentions to apply for a job. Psychological value, which is the strongest predictor, is also directly related to intentions to apply for a job. Furthermore, the validation of the EmpAt scale resulted in different dimensions than in the original study. New dimensions and a re-arrangement of indicators are proposed. The research is original in the way it combines employer branding and social media, and this will be of value to employers in their recruitment processes.

8) Title: Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies

Author: Mathew J Manimala and Abhishek Bhati

Journal: Working paper number: 328, Indian Institute of Management, Bangalore, Pages 1-31, 2011.

Abstract:

Over the years there has been a phenomenal growth in the number of social enterprises in India. This is partly a consequence of a new policy of the government to gradually withdraw from social development activities. The gap thus created is being filled by social enterprises. A social enterprise can be a 'for-profit' or 'not-for-profit' venture engaged in income-generating activities with an agenda of bringing about a positive change in the society. While social enterprises are engaged in the development of people, it is rather paradoxical that they experience a variety of problems with respect to the management of human resources within their enterprises. It is common knowledge that social enterprises perennially struggle with various critical human resource issues such as getting employees at low rates of compensation, providing growth opportunities for employees within the organization, retaining talent especially in the middle management, providing clearly defined roles and tasks to employees, etc, leading to high attrition and increasing the cost of acquiring and training new employees. It thus, becomes critical for social enterprises to think out-of-the-box and try a variety of innovative strategies to overcome these problems. This paper discusses a few such innovative HR strategies adopted by social enterprises to attract and retain talent, such as offering jobs to people with vision and value congruence, enhancing the credibility of the organization through

brand building, providing opportunities for personal growth, creating a sense of ownership among employees through participation in decision making, creating sense of ownership among employees by giving equity shares, creating entrepreneurial opportunities within the organization, finding employees from among beneficiaries, attracting employees to serene lifestyle in peaceful and scenic location and providing attractive fringe benefits to employees. Collectively these strategies seem to suggest that social enterprises adopt a 'partnership paradigm' for managing their employees.

9) Title: The Changing Dynamics of Talent Acquisition: An Indian Perspective

Author: Anisur Rahaman and Nirmal Chandra Roy

Journal: International Journal of Commerce and Management Research, Page 27-31, 2017.

Abstract:

Talent acquisition is a dynamic process which shapes the perception of employers in the market. There is a market shift in its outlook over a period of time from work force to human capital to talent which is a much more comprehensive description of individuals with attributes they possess.

Talent acquisition strategies are particularly critical for companies that face the greatest skill shortage. However, the best talent due to its role in achieving faster growth besides helping in finding the right talent in a short of time to lead that growth forward.

Talent acquisition has evolved over a period of time to become the key reference point for employer pulse. It is now a strategic and competence driven business function unlike in the past when it was restricted to hiring. It is increasingly considered as the core function of an organization which has touch points across planning, budgeting, employer branding, staffing, on-boarding and market intelligence.

Organizations are using innovative strategies to win the battle for top talents. These firms are taking initiative to turn passive interest into active interest by nurturing candidates. Some of these initiatives are going to be the standard for talent acquisition in the future. One such strategy is sourcing creativity by using online recruitment methods which is cost effective. Firms also opt for networking, coaching

and constant dialogue with candidates to build a strong pipeline of potential talent.

Organizations are also in collaboration with associations, colleges, etc. to reach out to local talent. Growing competition for the right talent and at a lower cost within the market has been stocking the evolution of talent acquisition across the globe. Globalization and an excessively mobile talent pool have also emerged as the key challenge to hiring the right talent and are also playing a key role in shaping the talent acquisition landscape. This is besides the difficulty in finding a replacement for outgoing skilled employees which is creating pressure on resourcing teams to come up with effective talent acquisition strategies to identify and attract the best talent. In order to do the talent acquisition process more exact and scientific, some new things are developing in the space. These looks limit across new age procedures, tools and technology and service level improvements that are helping recruiting organization pay minimum time and attempt the right candidates.

Finding a “Talent” in a digital world is not a big deal for any recruiter but finding a right candidate with Key skills is a big task. The spurt in technology has not only enhanced in simplifying the role of a recruiter at the same time it has also made them accountable of his association with the company for a longer duration of time. The dynamics of business are changing at a rapid rate. Organizations are continuously finding ways to adjust to the dynamism of the environment simply because to stay in the race of a “Great Organization or Best Employer” one has to adapt swiftly with the current happenings of the world. In this study we had tried to examine and review the evolving face of talent acquisition in this changing digital world. Further, study will investigate how changing dynamics of talent acquisition can meet the objectives of the business organization in the present day’s context.

10) Title: Changing Dynamics of Talent Acquisition – A Tool for Managing Business Teams

Author: Dr. Venkatesh. J, Mrs. Dhibiya. P, Thenmozhi. S, Manjula Gandhi. S

Journal: International Journal of Business and Administration Research Review, Vol.1, Issue.6, Pages 1-6, July to Sep- 2014.

Abstract:

In the past periods there has been a great development in the level of social organizations in India. The movement is in fact a replication of a change in the

government policies for outgoing gradually from social development policies. This vast space is being enclosed by social organizations. The 'war for talent' has ended in recruiters managing a broad range of ways to find talented candidates: an activity that, shared with rigid confines, has seen them search for the most effective means for their requirements. Moreover, new technology is beginning up opportunities for recruiters that are not simply cost-efficient, but are also battered, registered and successful.

This sequence of papers from Ceridian looks to examine the main courses during which organizations are viewing to resource candidates, how those sources should fit mutually and how organizations can effort to handle the sources in one established attraction plan. It is also a fact that social organizations constantly manage with serious people management factors such as inviting the right talent at low salary structure, as long as career opportunities for internal employees, retentive talent in the middle management team, efficient employee engagement, etc, controlling cases of high abrasion, hiring and controlling cost of new employees. It is essential for social organizations to think out-of-the-box and look at their causes from a modern angle to find supportable solutions.

CHAPTER III



DATA ANALYSIS & INTERPRETATION

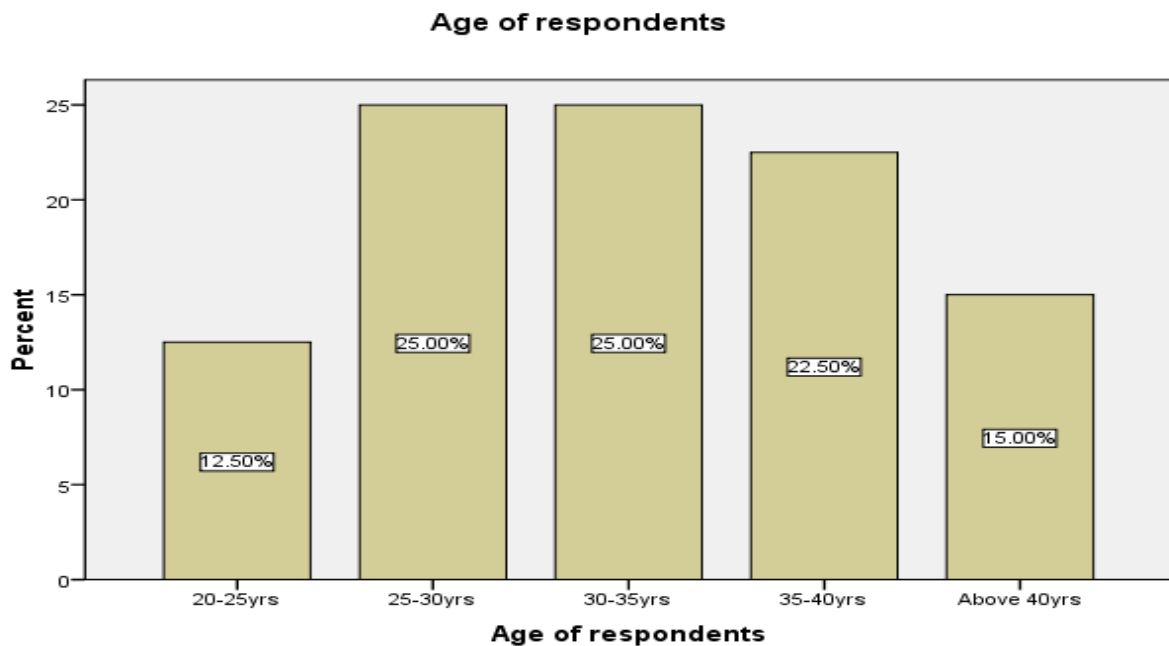
DATA ANALYSIS AND INTERPRETATION

3.1 PERCENTAGE ANALYSIS

3.1.1 Table Showing Age wise classification

Particulars	Number of respondents	Percentage
20-25	15	12.5
26-30	30	25
31-35	30	25
36-40	27	22.5
Above 40 years	18	15
Total	120	100

3.1.1 Chart showing Age wise classification



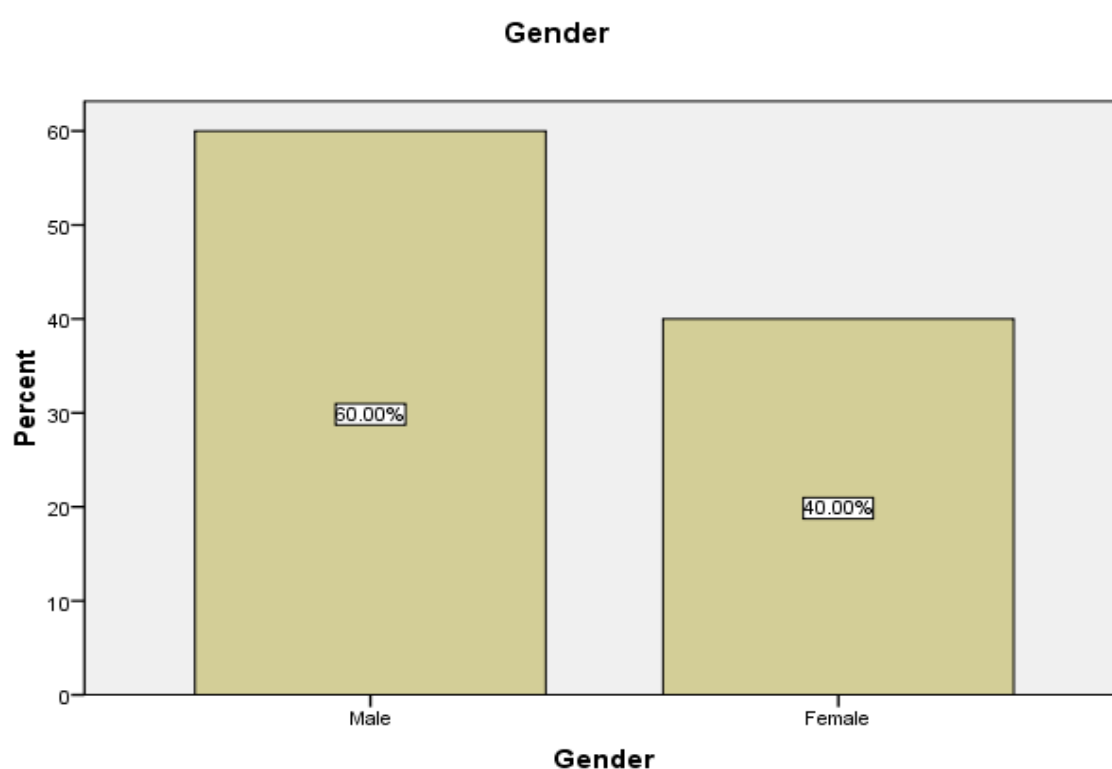
Interpretation

The above table and chart explains that there are 25% of respondents between the age group between 25-30years and 30-35years. There around 22.5% of respondents between 35-40years. There are 15% of respondents above 40years and 12.5% of respondent lies between 20-25years. It is found that maximum number of respondents lies between the age group 25 to 35 years.

3.1.2 Table showing Gender wise classification

Particular	Number of respondents	Percentage
Male	72	60
Female	48	40
Total	120	100

3.1.2 Chart showing Gender wise classification



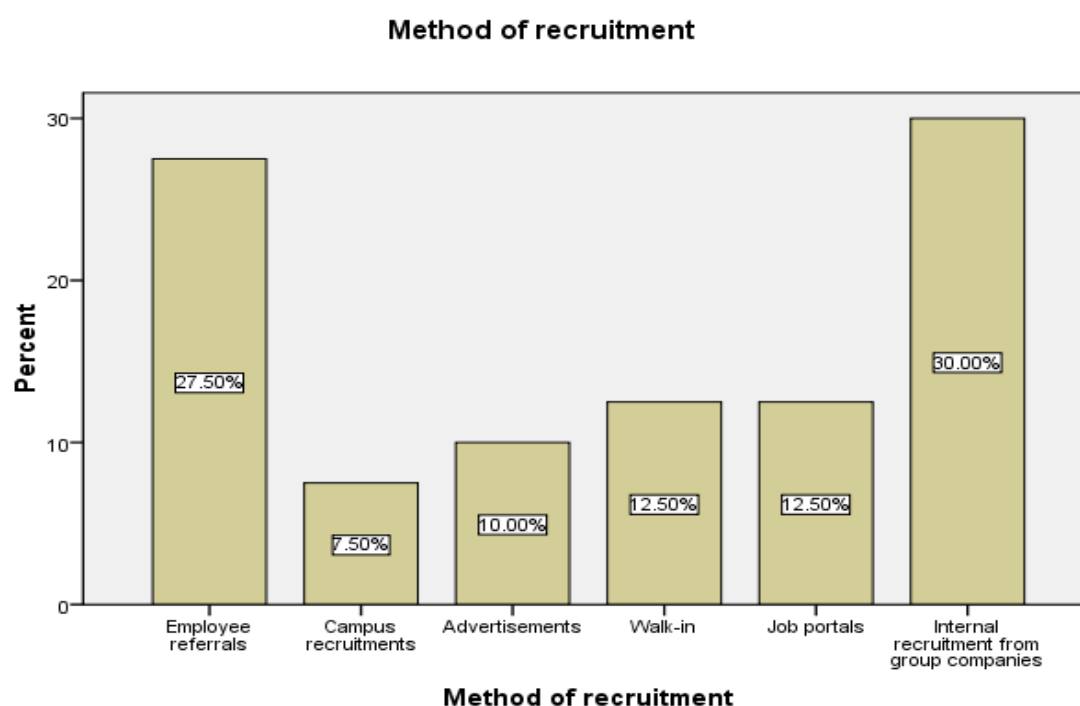
Interpretation:

The above table and chart explains that 60% of respondents are male and 40% are female. Thus the maximum number of respondents are male.

3.1.3 Table showing sources of candidate recruitment

Particulars	Number of respondents	Percentage
Employee referrals	33	27.5
Campus recruitment	9	7.5
Advertisements	12	10
Walk in	15	12.5
Job portals	15	12.5
Internal recruitment from group companies	36	30
Total	120	100

3.1.3 Chart showing sources of candidate recruitment



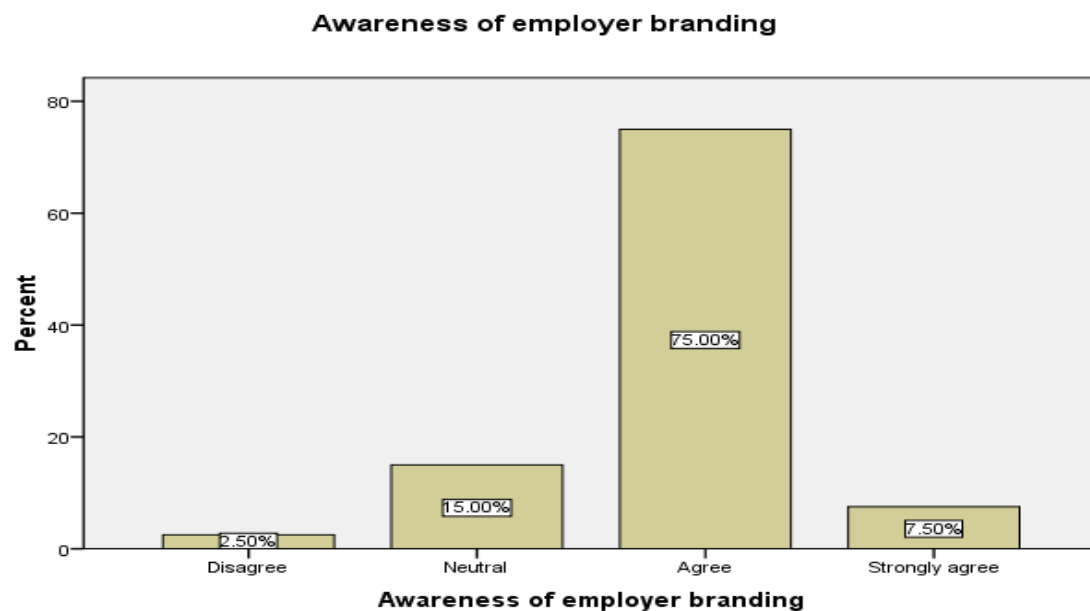
Interpretation

The above table explains that the maximum candidates about 30% are hired from the group companies. This explains that they prefer internal sources than the external sources. About 27.50% candidates are hired through Employee referrals. Other sources such as Job portals, Walk-ins consist of 12.5%. Advertisements are made as a source of hiring with 10% and there is very least amount of campus recruitment with 7.50%

3.1.4 Table showing awareness about the concept of employer branding

Particulars	Number of respondents	Percentage
Disagree	3	2.5
Neither Agree nor Disagree	18	15
Agree	90	75
Strongly agree	9	7.5
Total	120	100

3.1.4 Chart showing awareness about the concept of employer branding



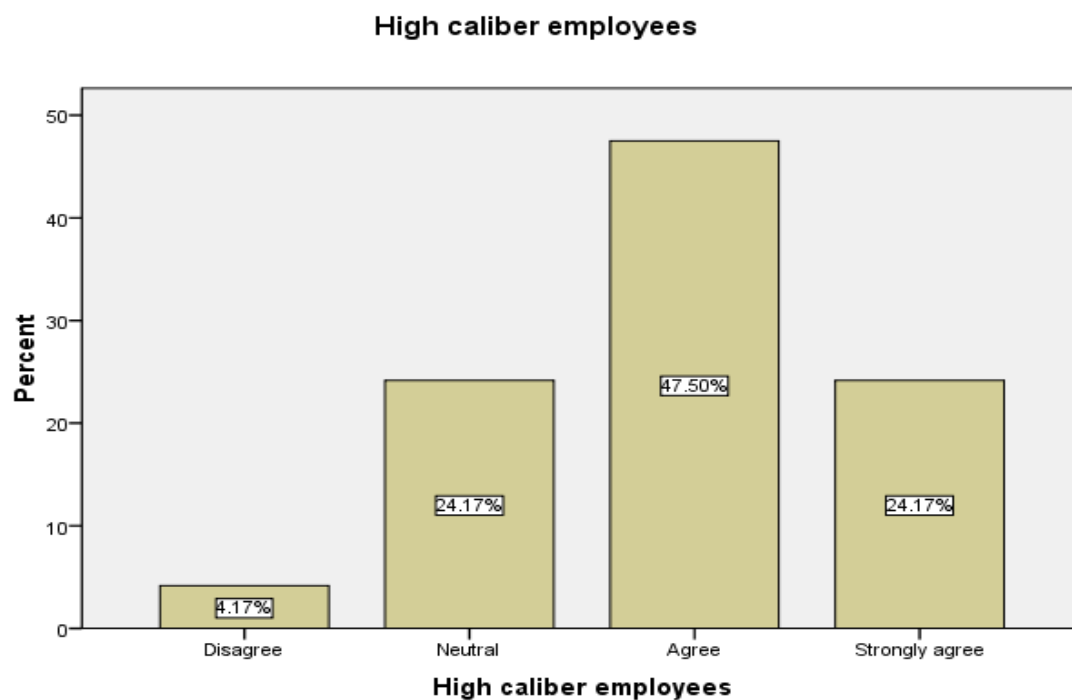
Interpretation:

About three-fourth (75%) of respondents Agree that all HR professionals are aware about the concept of employer branding. There are about 15% of the respondents who neither agree nor disagree. Only 7.5% of the respondents strongly agree and very minimal amount of only 2.5% respondents totally disagree to the fact about the awareness of employer branding among HR professionals.

3.1.5 Table showing regarding consistent appointment high caliber employees

Particulars	Number of respondents	Percentage
Disagree	5	4.2
Neither Agree nor Disagree	29	24.2
Agree	57	47.4
Strongly agree	29	24.2
Total	120	100

3.1.5 Chart showing regarding consistent appointment high caliber employees



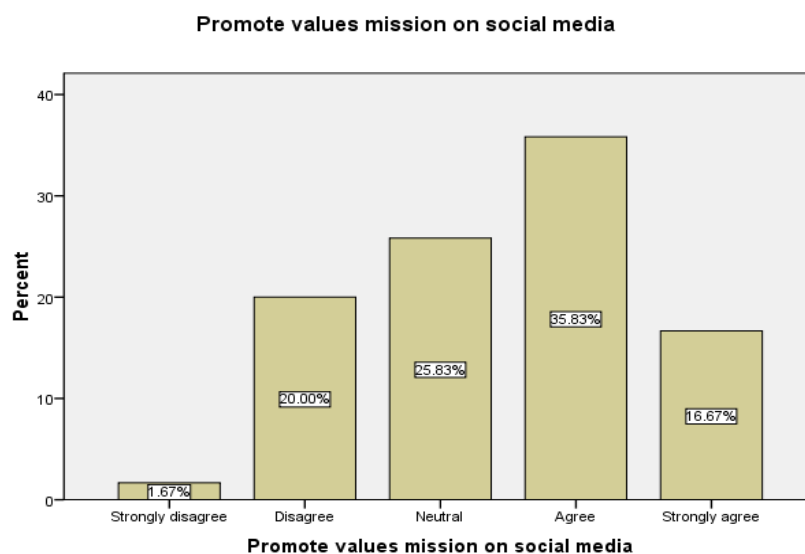
Interpretation

There is about half of the respondents 47.50% Agree that they consistently appoint people with high caliber. There is an equal response of 24.14% that they strongly agree and they have a neutral idea about the consistent hiring of high caliber employees. Only 4.17% of respondents disagree about consistently appointing high caliber employees.

3.1.6 Table explaining promotion of Employer Brand on Career Pages and Social Media

Particulars	Number of respondents	Percentage
Strongly disagree	2	1.7
Disagree	24	20
Neither Agree nor Disagree	31	25.8
Agree	43	35.8
Strongly agree	20	16.7
Total	120	100

3.1.6 Chart explaining promotion of Employer Brand on Career Pages and Social Media



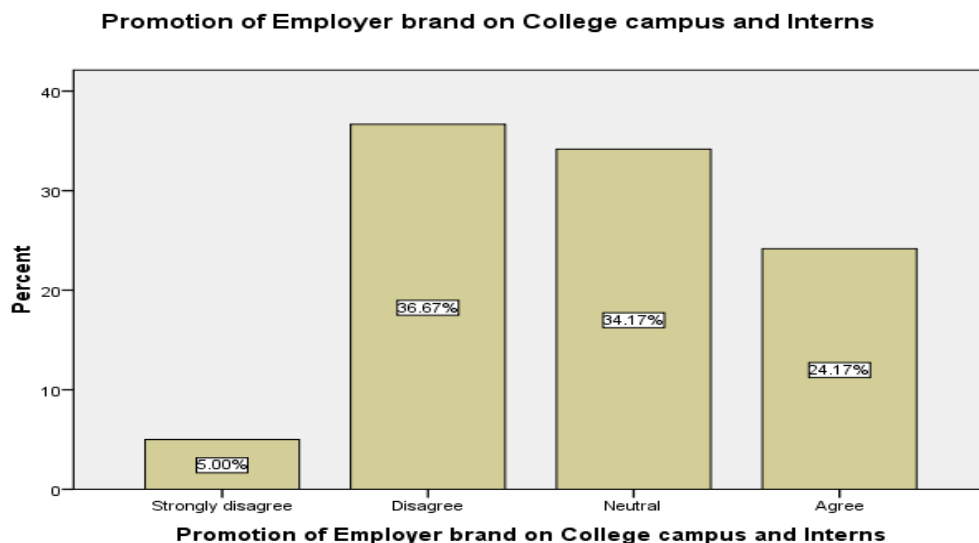
Interpretation

There is a mixed response that the maximum of 35.83% of respondents Agree that the company promotes employer brand. 25.83% respondent neither agree nor disagree. About 20% disagree on promotion of employer brand. 16.67% of respondents strongly agree about the promotion of employer brand on Career pages and social media. There is a minimal of 1.67% of respondents strongly disagree to the social media and career related promotions.

3.1.7 Table explaining promotion of Employer Brand on College Campuses and with College Interns

Particulars	Number of respondents	Percentage
Strongly disagree	6	5
Disagree	44	36.7
Neither Agree nor Disagree	41	34.2
Agree	29	24.2
Total	120	100

3.1.7 Chart explaining promotion of Employer Brand on College Campuses and with College Interns



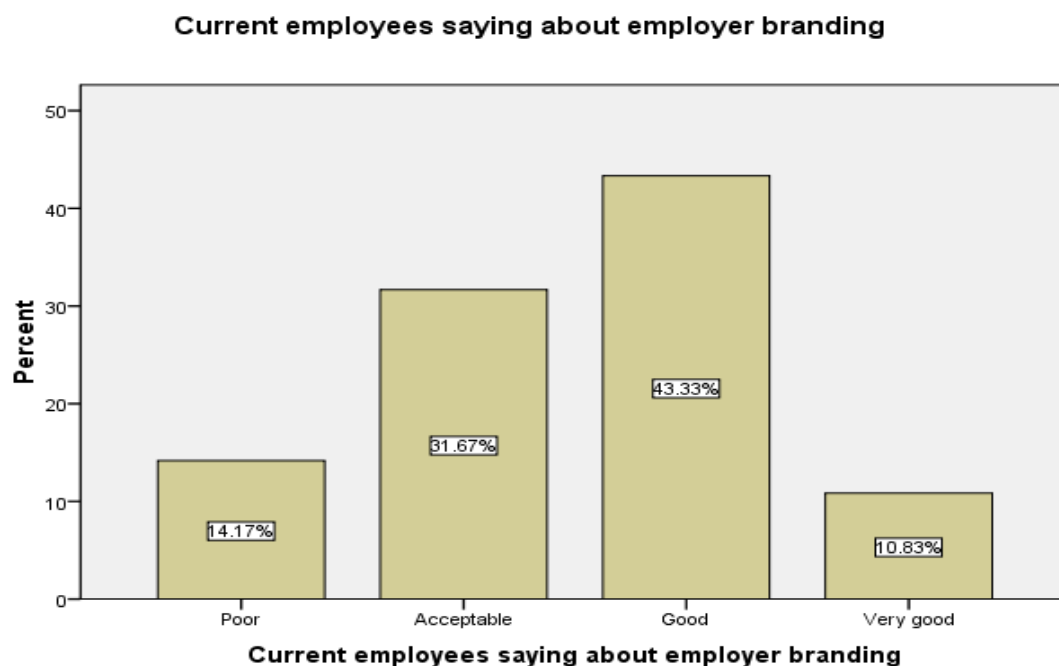
Interpretation

In promotion of employer brand with college interns and on college campus there is a negative impact with the respondents. A maximum of 36.67% disagree on promotion of employer brand on college campus. There is also a neutral answer regarding College campus and promotion of brand with interns. There is 24.17% of respondent agree to the promotion of employer brand with college interns. There are around 5% of people who strongly disagree about the promotion of employer brand.

3.1.8 Table explaining reviews about employer branding on websites

Particulars	Number of respondents	Percentage
Poor	17	14.2
Acceptable	38	31.7
Good	52	43.3
Very Good	13	10.8
Total	120	100

3.1.8 Chart explaining reviews about employer branding on websites



Interpretation

There is a maximum number of respondents 43.33% saying that employer branding is good. There are about 31.67% of respondent consider and reviewed employer brand is acceptable. Almost 14.17% have reviewed it as poor branding. There are about 10.83% of respondents reviewed it as Very Good branding.

3.2 One Way ANOVA

Let H_0 be the Null Hypothesis and H_1 be the alternative hypothesis.

Null Hypothesis (H_0):

There is no significant difference between total employer brand score and the awareness of talent acquisition team over employer brand.

Alternate Hypothesis (H_1):

There is a significant difference between total employer brand score and the awareness of talent acquisition team over employer brand.

Descriptives

Talent acquisition team knowing about employer brand

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
37	1	4.00	.	.	.	.	4	4
39	2	3.00	.000	.000	3.00	3.00	3	3
40	6	4.00	.000	.000	4.00	4.00	4	4
41	9	3.44	.527	.176	3.04	3.85	3	4
42	8	3.75	.463	.164	3.36	4.14	3	4
43	13	3.54	.519	.144	3.22	3.85	3	4
44	5	3.60	.548	.245	2.92	4.28	3	4
45	9	3.67	.707	.236	3.12	4.21	3	5
46	7	3.71	.756	.286	3.02	4.41	3	5
47	14	3.50	.941	.251	2.96	4.04	2	5
48	13	3.62	.870	.241	3.09	4.14	2	5
49	13	4.00	.707	.196	3.57	4.43	3	5
50	10	4.50	.707	.224	3.99	5.01	3	5
51	4	3.75	.957	.479	2.23	5.27	3	5

52	1	5.00	.	.	.	.	5	5
53	1	3.00	.	.	.	.	3	3
54	3	4.67	.577	.333	3.23	6.10	4	5
55	1	4.00	.	.	.	.	4	4
Total	120	3.77	.742	.068	3.63	3.90	2	5

ANOVA

Talent acquisition team knowing about employer brand

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.341	17	.905	1.844	.032
Within Groups	110.075	102	.491		
Total	112.614	119			

Interpretation:

- The significance value $0.032 < 0.05$.
- At 5% level of significance, calculated value of F (0.032) is lesser than the Table value of F.
- The null hypothesis (H_0) is rejected and alternative hypothesis (H_1) is accepted.
- Hence, there is a significant difference between total employer brand score and the awareness of talent acquisition team over employer brand

3.3 CORRELATION

Null Hypothesis (H_0)

There is no significant difference between experience of employee and the talent acquisition team promotion of employer brand.

Alternate Hypothesis (H_1)

There is a significant difference between experience of employee and the talent acquisition team promotion of employer brand.

Correlations

		Experience of employee	Promotion of employer brand
Experience of employee	Pearson Correlation	1	.195*
	Sig. (2-tailed)		.033
	N	120	120
Promotion of employer brand	Pearson Correlation	.195*	1
	Sig. (2-tailed)	.033	
	N	120	120

Interpretation:

- The significance value $0.033 < 0.05$
- There is a positive correlation between experience of the employee and promotion of employer brand.
- Here with the level of significance of 0.05, the value persists above than that which is 0.033.
- The null hypothesis (H_0) is rejected and alternative hypothesis (H_1) is accepted
- Therefore, there is a significant difference between work location and the talent acquisition team promotion of employer brand.

3.4 CHI SQUARE TEST

Null Hypothesis (H_0)

There is no significant difference between gender and the level of influence of employer branding over candidate's decision joining the company.

Alternate Hypothesis (H_1)

There is a significant difference between gender and the level of influence of employer branding over candidate's decision joining the company.

Gender * Talent acquisition influence on joining company Cross tabulation

		Talent acquisition influence on joining company				Total
		2 Poor	3 Acceptable	4 Good	5 Very Good	
Gender 1 Male	Count	13	21	32	6	72
	Expected Count	12.0	23.4	29.4	7.2	72.0
2 Female	Count	7	18	17	6	48
	Expected Count	8.0	15.6	19.6	4.8	48.0
Total	Count	20	39	49	12	120
	Expected Count	20.0	39.0	49.0	12.0	120.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.899 ^a	3	.594
Likelihood Ratio	1.893	3	.595

Linear-by-Linear Association	.028	1	.867
N of Valid Cases	120		

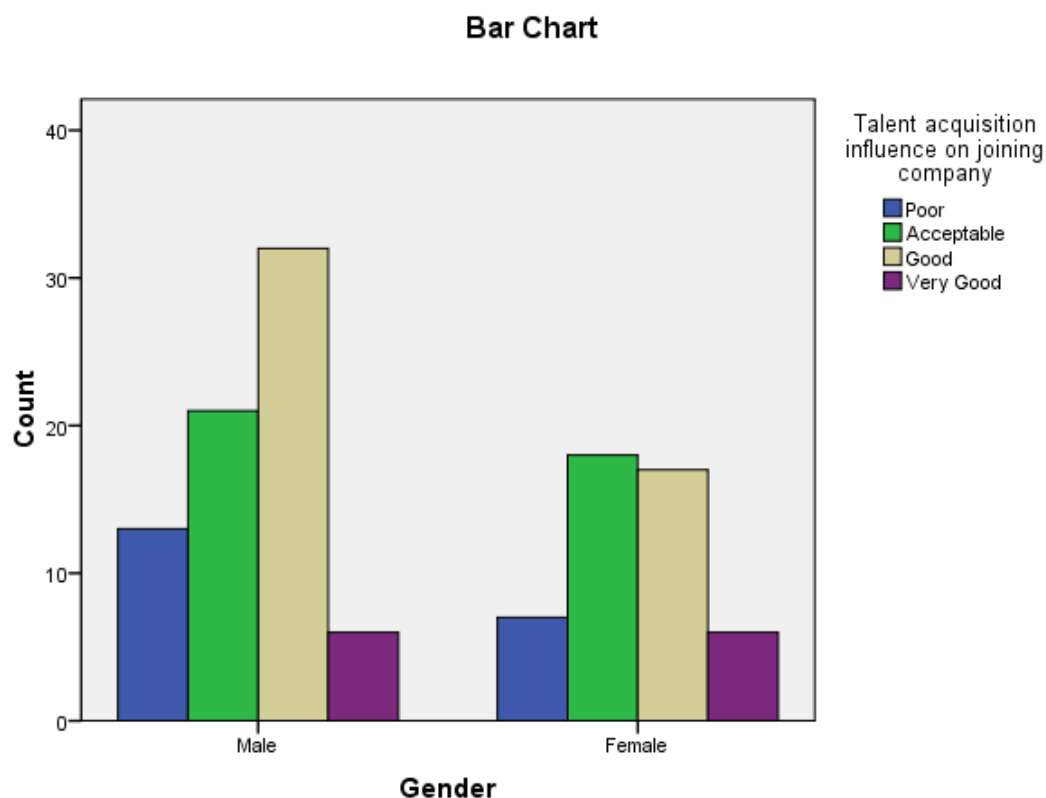


Chart- 3.4 Gender and Talent Acquisition influence on joining company

Interpretation:

- The significance value is $0.595 > 0.05$.
- The significant value is greater than 0.05
- The null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected.
- Hence, there is no significant difference between gender and the level of influence of employer branding over candidate's decision joining the company.

CHAPTER IV



FINDINGS AND SUGGESTIONS

CHAPTER-IV

FINDINGS & SUGGESTIONS

4.1 FINDINGS

- There are more than 70% of the employees are aged between 25 to 40 years and the current organization working experience is more than 75%.
- Many HR professionals prefer candidate from the group company i.e around 30%. Almost 40% of the respondents prefer Internal sources than the External sources.
- Out of total recruitment in a year, around 20% of employees are hired from the group companies.
- From the above chart it is found that nearly around 75% of the respondents are totally disagreeing and tells that the company opportunities are not showcased on Career and Job opportunity websites.
- About 65% of the respondents agrees that the Induction programs, Orientation process and On boarding process highlights the firm's employer brand.
- Nearly 50% of the respondents, feel that the employer brand is not been showcased to the College campus and with college Interns. This has not much influence on fresh minds joining the company.
- In One way Anova, the Calculated value (0.032) is lesser than 0.05. Here the null hypothesis is rejected and alternate hypothesis is accepted. Thus there is a significant difference between total employer brand score and the awareness of talent acquisition team over employer brand.
- In Correlation, the calculated value (0.033) is lesser than 0.05. Therefore it is positively correlation between Experience of employee and Promotion of employer branding. Therefore the null hypothesis is rejected and alternate hypothesis is accepted. Thus there is a significant difference between experience of employee and talent acquisition's team promotion of employer brand.
- In Chi square test, the calculated value 0.595 is greater than the table value. Therefore null hypothesis is accepted and alternate hypothesis is rejected.

Hence there is no significant difference between total employer brand score and talent acquisition team awareness over employer brand.

4.2 SUGGESTIONS

There are few suggestions to enhance talent acquisition and promote employer brand,

- The Organization can prefer Campus Interview drives than the internal sources. This helps in promoting in employer brand thereby get some fresh talents.
- Talent acquisition team must bring some confidence in the minds of candidates, that there would be ample amount of growth in the organization.
- The company must try to prefer external sources, which would create a good impact in the minds of people and thereby promotion take place.
- Talent acquisition process must be upgraded according to the current trend. Lot of job related advertisements and job openings can be posted in the Career pages of the company, social media and also in job sites.
- Employees working in the company and alumni's of the company can be used as brand ambassadors in promoting the employer brand. The work culture and new innovative HR strategies can be followed to promote employer brand.
- Employer brand can be promoted among the college level by providing some NBFC's training to colleges with a team of experts. This will automatically kindle a student to join a company and thereby promoting the employer brand.
- Many CSR (Corporate Social Responsibilities) activities can be followed which will automatically increase the brand value of the company.

CHAPTER V



CONCLUSION

CHAPTER-V

CONCLUSION

Strong employer branding is ultimately about developing a strong company culture and communicating authentically and consistency in the market about the organization's employee experience. Those who do will have an easier time with recruitment, more engagement, stronger employee advocacy, and better retention.

The overall conclusion of project is employer branding affect the recruitment and retention of employees. Employer branding focus on whole employee lifecycle. If company's employer branding is high it means their employee turnover rate is low. If company's employer branding is high its means they are providing good salary, good working environment and growth opportunity. If company's employer branding is high it means their employee turnover rate is low. Higher employer branding helps to attract skilled people. If companies' employer branding is high in market so employees are satisfied.

ANNEXURE I



BIBLIOGRAPHY

Bibliography

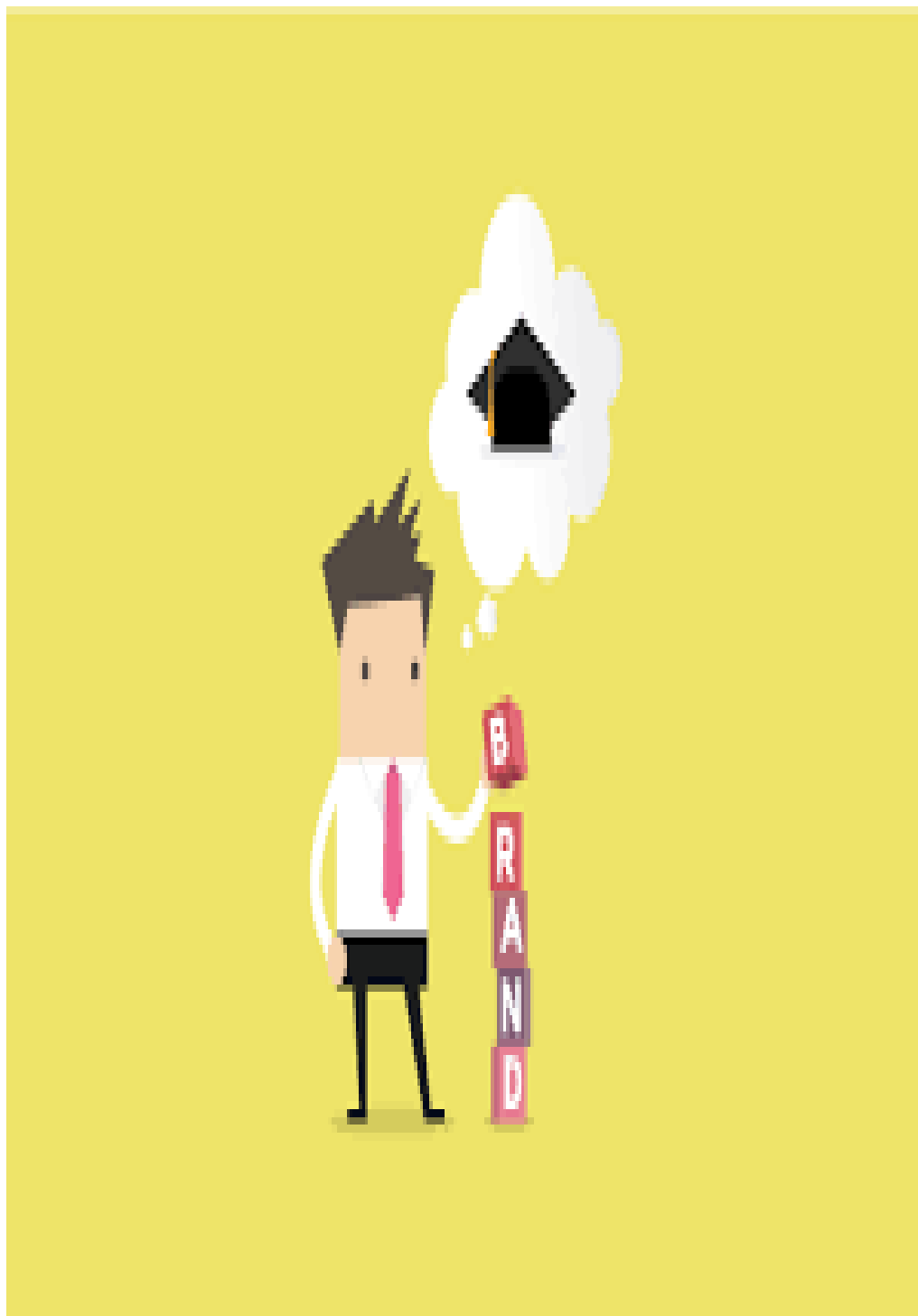
1. Dr. Pallavi Srivastava and Dr. Jyotsna Bhatnagar (2010), "Employer Brand for Talent Acquisition: An Exploration Towards Its Measurement", Journal of Organizational Change Management, vol 14, no. 1, page 25-34.
2. Manupriya Bali and Shweta Dixit (2016), "Employer Brand Building for Effective Talent Management", International Journal of Applied Sciences and management Vol. 2, No. 1, page 183-191.
3. Mohan Parthasarathy and Dr. Sameer Pingle (2014),"Study of Talent Acquisition Practices – A Review on Global Perspective", International Journal of Emerging Research in Management & Technology, Volume-3, Issue-11, page 80-85.
4. Dr.Kumudha and Saranya Priyadharshini (2016) "A Conceptual study on challenges and Innovations in Talent Acquisition Process", International Journal of Advance Research in Computer Science and Management Studies, Volume 4, Issue 1, Pages 169-173.
5. Ralf Widen, Siegfried Gudergan and Ian Lings (2007) "Employer Branding: Strategic Implications for Staff Recruitment", Journal of marketing management, page 1-34.
6. Collins, C. J. & Stevens, C. K. (2002) "The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment", Journal of Applied Psychology, Volume- 87, Pages 1121-1133.
7. Anne-Mette Sivertzen, Etty Ragnhild Nilsen and Anja H. Olafsen (2013) "Employer branding: Employer attractiveness and the use of social media", Journal of Product & Brand Management, Volume 22, Pages 473–483.
8. Mathew J Manimala and Abhishek Bhati (2011) "Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies", Working paper number: 328, Indian Institute of Management, Bangalore, Pages 1-31.
9. Anisur Rahaman and Nirmal Chandra Roy (2017) "The Changing Dynamics of Talent Acquisition: An Indian Perspective", International Journal of Commerce and Management Research, Page 27-31.

10. Dr. Venkatesh. J, Mrs. Dhibiya. P, Thenmozhi. S, Manjula Gandhi. S (2014)
“Changing Dynamics of Talent Acquisition – A Tool for Managing Business
Teams”, International Journal of Business and Administration Research
Review, Vol.1, Issue.6, July – Sep, Pages 1-6.

WEBSITES:

- www.researchgate.net
- www.wikipedia.org
- www.humanresources.about.com
- www.hr.guide.com
- www.books.google.com
- www.scribd.com
- www.proquest.com

ANNEXURE II



QUESTIONNAIRE

QUESTIONNAIRE

1. Name:
2. Work location:
3. Age:
 - a. 20-25yrs
 - b. 25-30yrs
 - c. 30-35yrs
 - d. 35-40yrs
 - e. Above 40yrs
4. Gender:
 - a. Male
 - b. Female
5. Since how many years have you been working with this IT Industry?
 - a. Less than a year
 - b. 1-3years
 - c. 3-5years
 - d. 5-10years
 - e. Above 10years
6. What sources you adopt to source candidates?
 - a. Employee Referrals
 - b. Campus recruitments
 - c. Advertisements
 - d. Walk-in
 - e. Recruitment agencies
 - f. Job portals
 - g. Internal recruitment from group companies
 - h. Others, please specify.
7. Which one is the most preferable sourcing technique for your company?
 - a. Internal Sources

b. External Sources

8. Out of total recruitment in a year, what is the percentage of internal recruitment?

- a. 0% - 5%
- b. 6% - 10%
- c. 11% - 20%
- d. 21% - 25%
- e. More than 25%

Please choose (✓) the respective answers for the questions given below:

Ques.No	Questions	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
9	Are you aware and responsible about the concept of Employer Branding?					
10	Are your recruiter's team embodying and promoting your employer branding?					
11	Is your company's Communication channel strong enough in promoting and strengthening the employer brand in the market place?					
12	Do you consistently appoint high caliber					

	employees?					
13	Are you sharing valuable content about your “Brand” i.e. its culture, values, mission, goals, benefits, training, etc. on social media?					
14	Are you showcasing your firm’s opportunities, on your company’s career pages and also your Facebook pages?					
15	Is talent acquisition truly working with other corporate departments in delivering the employer branding?					
16	Are all company interviewers trained to sell your employer brand?					
17	Is your onboarding, induction, orientation processes showcasing and highlighting your firm’s employer branding?					

18	Are you working with your in-house employee groups to improve your candidate and onboarding programs?					
19	Are you showcasing your employer brand on college campuses with your interns and with your University employee contacts?					

Please choose (✓) the respective answers for the questions given below:

Ques.No	Questions	Very Poor (1)	Poor (2)	Acceptable (3)	Good (4)	Very Good (5)
20	How well does your talent acquisition team know what your employment brand and employee value proposition are?					
21	How are you rating your hiring managers and their attributes?					
22	How specifically are your business leaders delivering on your employer branding promise and your employee value proposition?					
23	What is the level of influence					

	does your employer branding have on a candidate's decision to join your company?					
24	What are your current employees saying about your employer branding on review websites, such as Glassdoors?					
25	What do your alumni say about our employer brand, what's your percentage of boomerang hires?					
26	What are candidates who "turn us down," saying about your talent acquisition department and your employer branding?					

27. Any Suggestions to promote your employer brand?

.....
.....
.....

