A STUDY ON TALENT ACQUISITION AT DOLPHIN –V LIFT TECHNOLOGIES –VISHAKAPATNAM

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ABSTRACT

Talent acquisition implies recognizing a person's inherent skill traits, personality and offering him a right task. Every person has a unique talent that suits him to a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department to place candidates in various positions in terms of their interest and qualifications Talent Management takes all efforts to boost up the morale of the work force to retain them and reduce the labour turnover. A platform is laid up for the potential career growth of the talented employees in every organization. It is imperative to study the importance of Talent Management Practices followed by the companies. It needs a critical and in-depth analysis. The effective practices of talent acquisition strive to develop and retain potential workforces and improve organizational performance. The present study has highlighted the Talent Management Practices prevailing in the Dolphin Elevators. Accordingly, the positive results gathered from the study will certainly be useful for the organization, as it will help the management to create effective strategies for developing and retaining talented employees. The study was carried out with data collection of 50 employees to find out the results, which helps employees, as management explores hidden qualities and lays focus on developing the talent of their employees.

KEYWORDS: *Talent acquisition, labour turnover, organisational performance, Talent management*

1. INTRODUCTION

Human Resource Management (HRM) is concerned with managing the people resources of an organization. In fact, managing human resources is the most crucial and challenging task that management has to perform, crucial because it is key to sustainability in the present competitive world and challenging because no two individual are same. Human resources management is the only resources that are living part of the organization. It is this living part which vibrates positive energy and leads to the planning, organizing, controlling, coordinating and directing of the rest of the resources within the organization. It is this sub system which will ultimately lead to the overall growth of the organization. Thus, human resource is a crucial sub system in the process of management.

According to M L Cuming, "Human resource management is concerned with obtaining the best possible staff for an organization and having got them looking after them, so that they want to stay and give their best to their jobs."

According to Leon C. Megginson, the term human resource can be thought of as, "the total knowledge, skill, creative abilities, talents and aptitudes of an organization's workforce as well as the values, attitudes and beliefs of the individual involved.

Objectives of Human Resource Management

1. Advising management on the HR policies required to ensure that the organization has a highly motivated and performing workforce, has people equipped to cope with change and meet its legal employment obligation.
2. Attracting, hiring, rewarding, maintaining and developing the human resource of an organization.
3. Handling crises and difficult human relations situations to ensure that they do not get in the way of the organization achieving its objectives.
4. Providing a communication link between the work force and organization's management.
5. Acting as a custodian of organizational standards and values in the management of human resources .

Talent acquisition is the process of finding and acquiring skilled human labour for organizational needs and to meet any labour requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements.

Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations, however, recruiting

as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development.

Talent acquisition is quickly becoming a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards, but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The employment brand therefore encompasses not only the procurement of human capital, but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

Recruiting professionals often move between agency recruiting and corporate recruitment positions. In most organizations, the recruitment roles are not dissimilar: the recruitment role is responsible for sourcing talent and bringing qualified candidates to the company. However, modern talent acquisition is becoming a unique skill-set. Because talent acquisition professionals many times also handle post-hire talent issues, such as employee retention and career progression, the talent acquisition role is quickly becoming a distinct craft. Some recruitment industry advisors even advocate for a talent department unique from the HR department, because talent acquisition and development is so intertwined with a company's ultimate success and effectiveness.

As a craft, talent acquisition is of course not new; it is the simple process of recruiting good talent to meet company needs. As a profession, however, talent acquisition is quickly evolving into a unique and important job function.

Defining Talent Acquisition

Recruiters, sources, HR professionals, hiring managers. Combined, these powerhouse functions make up Talent acquisition (TA) — the organizational task of, quite simply, finding the right person for the job. In a corporate setting, it's often placed under the human resources (HR) umbrella, and involves sourcing, attracting, interviewing, hiring, and on boarding employees.

Recruiters in Talent Acquisition

Since the bulk of a successful TA team relies on recruiters, let's break down what it takes to be a rock star one. First, it helps to be a people person. You're comfortable cultivating and maintaining relationships, especially across jobs, industries, and personality types. People who tend to do well in this role are also good at thinking big-picture about the needs of their company, and how to fulfill them. And since you want to always be signing top talent, a background in sales can be tremendously helpful, as you're ultimately in the business of selling jobs to promising candidates—and promising candidates to top stakeholders.

But maybe most importantly, talent acquisition professionals need to think like hunters: always on the prowl for top talent and relentless in their pursuit.

Talent Acquisition vs. Recruiting: What's the Difference?

It's easy to confuse these two. In many ways, they share the same goals: placing people into open positions.

But, there are differences. Job recruiting addresses a company's short-term headcount needs. Talent acquisition, on the other hand, is an overall business and HR strategy that factors in an organization's long-term goals, and acknowledges that people (or talent) can play a huge role in a company's future successes. Unlike simply filling seats, talent acquisition is an ongoing process that tends to identify and vet appropriate candidates for executive-level positions, leadership roles, and jobs that require specialized training.

1.2 NEED OF THE STUDY

Talent acquisition implies recognizing a person's inherent skill traits, personality and offering him a right task. Every person has a unique talent that suits him to a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department to place candidates in various positions in terms of their interest and qualifications Talent Management takes all efforts to boost up the morale of the work force to retain them and reduce the labour turnover. A platform is laid up for the potential career growth of the talented employees in every organization. It is imperative to study the importance of Talent Management Practices followed by the companies. It needs a critical and in-depth analysis.

1.3 SCOPE OF THE STUDY

The effective practices of talent acquisition strive to develop and retain potential workforces and improve organizational performance. The present study has highlighted the Talent Management Practices prevailing in the Dolphin Elevators. Accordingly, the positive results gathered from the study will certainly be useful for the organization, as it will help the management to create effective strategies for developing and retaining talented employees. It will also help employees, as management explores hidden qualities and lays focus on developing the talent of their employees.

1.4 OBJECTIVES OF THE STUDY
1. To understand the Talent acquisition procedure or process at Dolphin elevators
2. To understand how the organisation (Dolphin Elevators) identifies the talent of employees

3. To know the more acceptable sources of recruitment for Dolphin Elevators
4. To analyse the recruiters expectations from the interviewees in Dolphin Elevators
5. **To suggest possible improvements of Talent acquisition process in Dolphin Elevators**

1.5 RESEARCH METHODOLOGY
A. Tools used
   i. Tools used for data collection is both Primary Data and Secondary Data.
      a. Primary Data includes the data collected through questionnaire.
      a. Secondary Data includes the data collected through libraries, books, news papers, magazines and Internet.
   ii. Tools used for Data Analysis is Percentage analysis
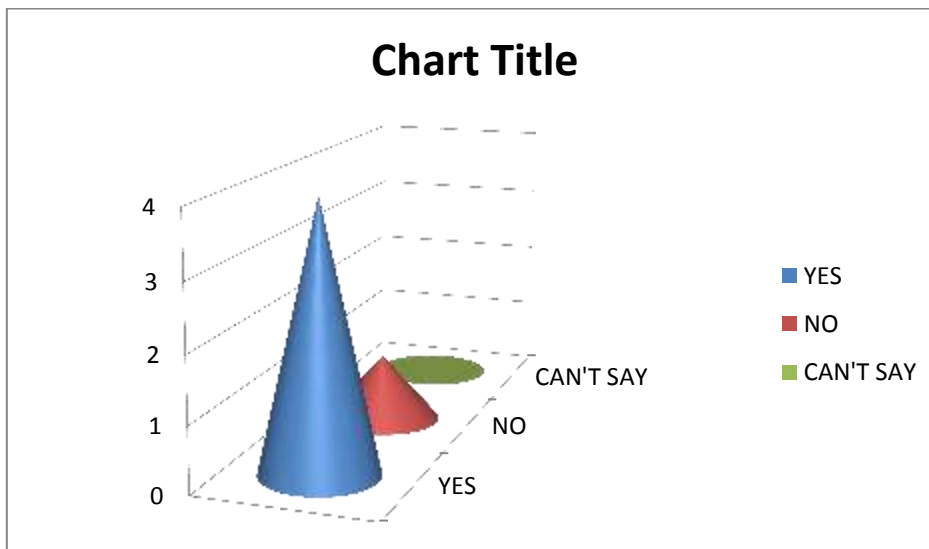
B. Data collection methods
   Collection of data was done through questionnaire method; employees were requested to fill the questionnaire to meet the following objectives of the research.
   1. To understand the Talent acquisition procedure or process

2. To understand how the organisation identify the talent of employees
3. To know the more acceptable sources of recruitment
4. To analyse the recruiters expectations from the interviewees

The information collected about Dolphin Elevators consists of both primary and secondary data. We have collected information by the interviews of employees through questionnaire survey and the information is also gathered from libraries, books, news papers, magazines and Internet.

C. Sample description
Sample consist of a about 50 employees of a Dolphin Elevators of various department Data analysis procedure
Data analysis is done using the Percentage analysis.

1.6 LIMITATIONS OF THESTUDY
- Due to constraints of time and many other resources this study is confines to the employees of Dolphin Elevators..
- The opinions, behavior and attitudes of the respondents reflected in this study are restricted to the duration of the research and are subject to change with the passage of time.
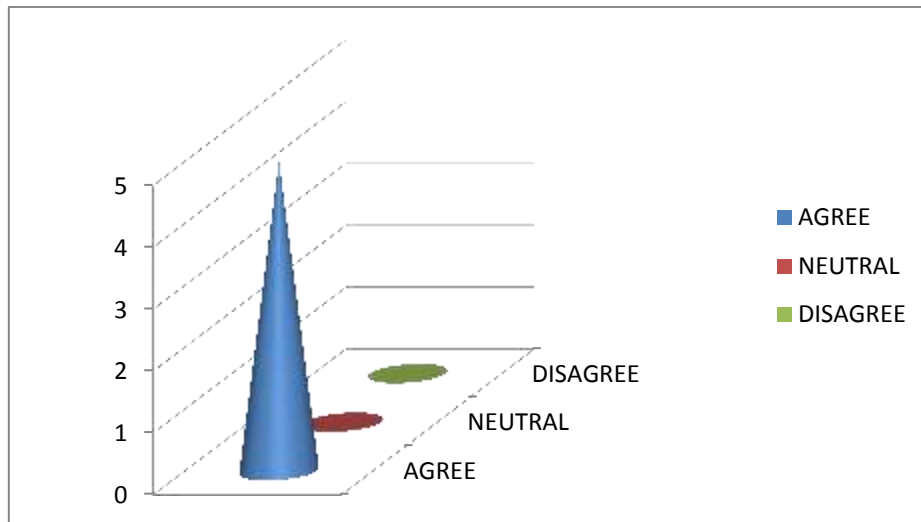- The sample size is 50. The study was confined to it.

1.7 DATA ANALYSIS AND INTERPRETATION
1. Do you consider the reference check as an internal part of recruitment?

Parameter	Response	% of response
a) Yes	4	80
b) No	1	20
c) Can't say	0	0
Total	50	100

Chart Title

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) agreed that they consider reference check as an integral part of recruitment. 20% of HR employee respondents (1 HR employee) did not agree that they consider reference check as an integral part of recruitment. From the above analysis we can say that reference check is an integral part of recruitment in Dolphin Elevators.

2. During the time of recruitment, do you think external source more acceptable than internal source?

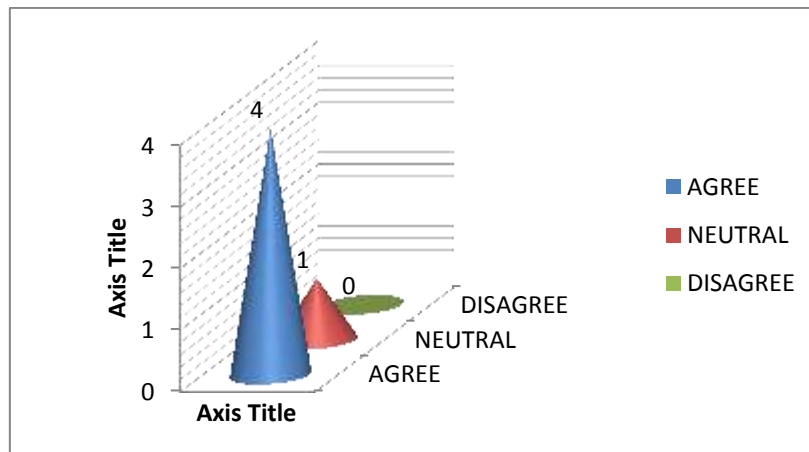| Parameter	Response	% of response
a) Agree	50	100
b) Disagree	0	0
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 100% of HR employee respondents (5 HR employees) agreed that external source is more acceptable than internal source during the time of recruitment. From the above analysis we can say that external source is more acceptable than internal source during the time of recruitment at Dolphin Elevators.

3. Do you consistently appoint high caliber employees?

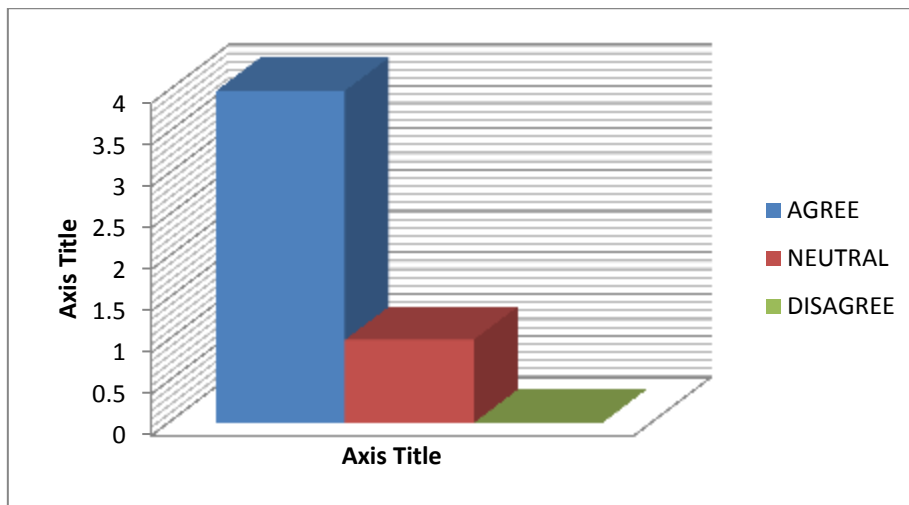| Parameter	Response	% of response
a) Agree	4	80
b) Disagree	1	20
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) agreed that they consistently appoint high caliber employees. 20% of HR employee respondents (1 HR employees) did not agree that they consistently appoint high caliber employees. .From the above analysis we can say that they consistently appoint high caliber employees at Dolphin Elevators.

4. Do you ensure that salaries being set are according to the market scenario?

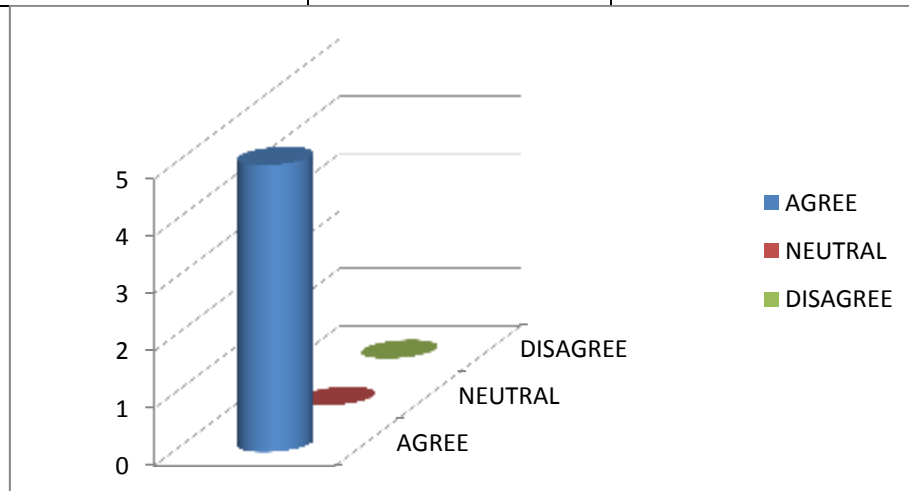| Parameter	Response	% of response
a) Agree	4	80
b) Disagree	1	20
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) ensured that salaries are set according to market scenario. 20% of HR employee respondents (1 HR employees) did not ensure that salaries are set according to market scenario. From the above analysis we can say that salaries are set according to market scenario.

5. Do you ensure that vacancies do not remain open for long period of time?

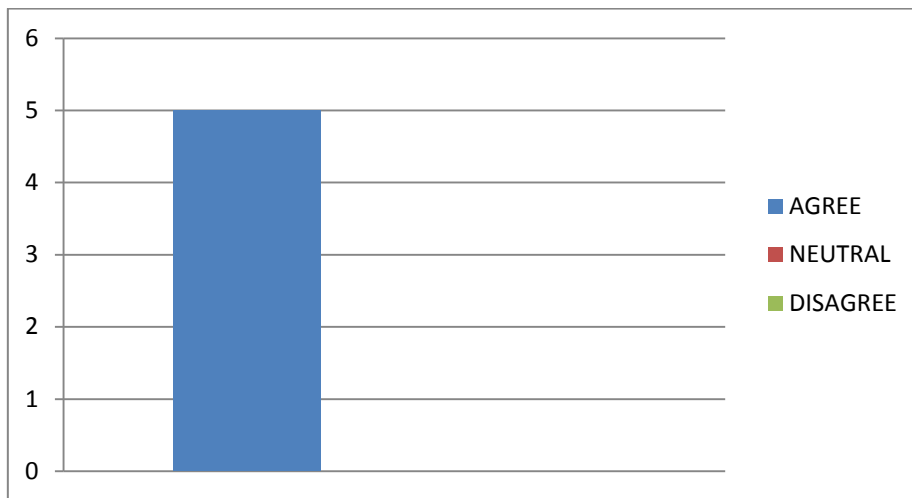| Parameter	Response	% of response
a) Agree	5	100
b) Disagree	0	0
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 100% of HR employee respondents (5 HR employees) agreed that vacancies don't remain open for long period of time. From the above analysis we can say that vacancies don't remain open for a long period of time at Dolphin Elevators.

6. Do you possess a good overall knowledge of HR recruitment process and policies?

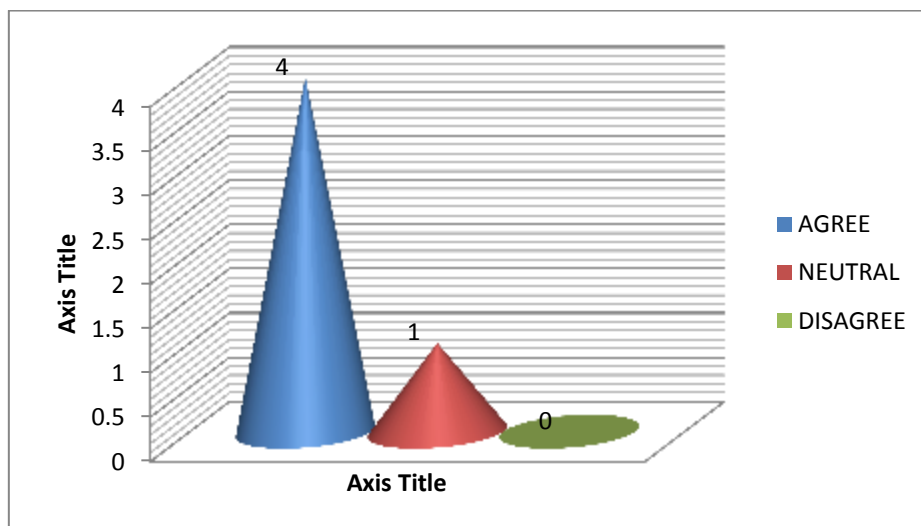| Parameter	Response	% of response
a) Agree	5	100
b) Disagree	0	0
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 100% of HR employee respondents (5 HR employees) agreed that they possess good overall knowledge about recruitment process and policies. From the above graph we can say that all HR employees possess good overall knowledge about recruitment process and policies at Dolphin Elevators.

7. Is a person's character is more important compared to their job skills, when it comes to being a good employee in your company?

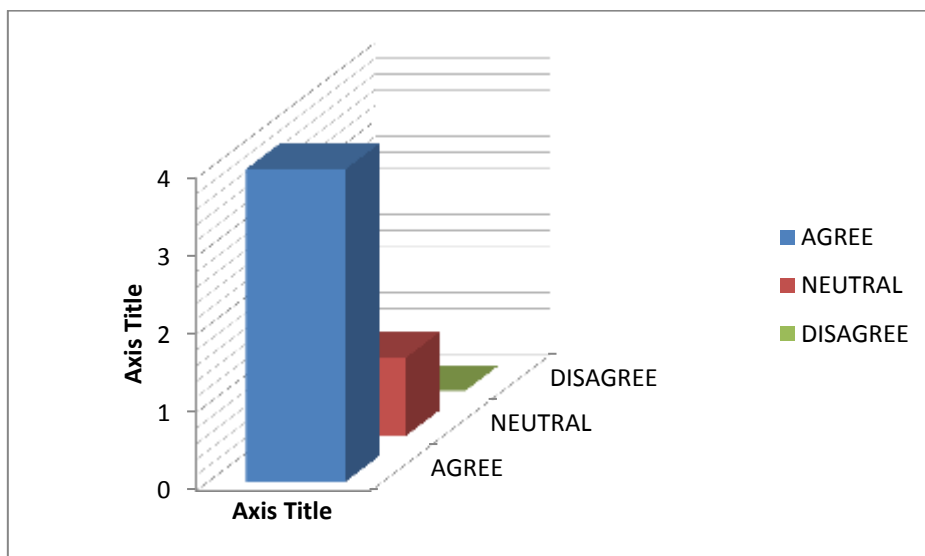| Parameter	Response	% of response
a) Agree	4	80
b) Disagree	1	20
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) agreed that a person's character is more important compared to their job skills, when it comes to being a good employee in their company.20% of HR employee respondents (1 HR employees) did not agree that a person's character is more important compared to their job skills, when it comes to being a good employee in their company. From the above graph we can say that a person's character is more important compared to their job skills, when it comes to being a good employee at Dolphin Elevators.

8. Do you believe that transfer, demotion, suspension and dismissal are based on performance appraisals?

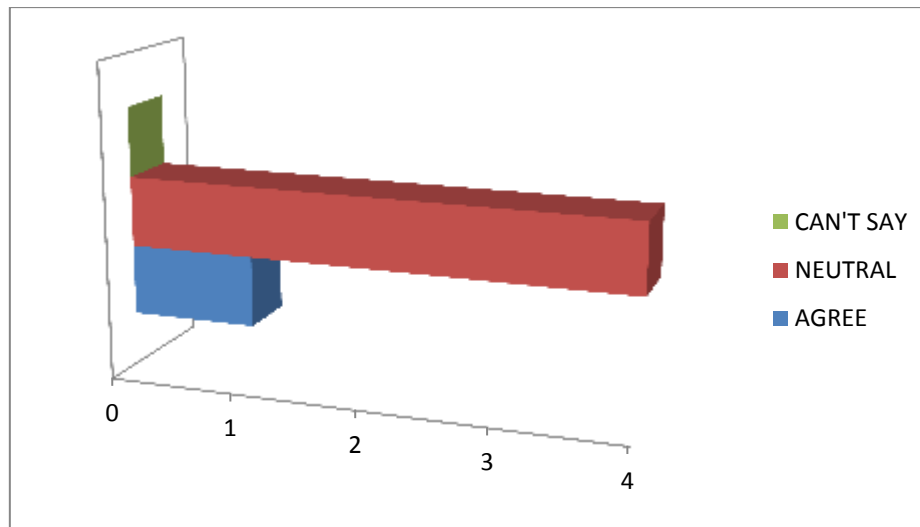| Parameter	Response	% of response
a) Agree	4	80
b) Disagree	1	20
c) Neutral	0	0
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) agreed that transfer, demotion, suspension and dismissal are based on performance appraisals.20% of HR employee respondents (1 HR employees) did not agree that transfer, demotion, suspension and dismissal are based on performance appraisals. From the above graph we can say that transfer, demotion, suspension and dismissal are based on performance appraisals at Dolphin Elevators.

9. Does salary factor attract most of the potential employees than career growth and development?

Parameter	Response	% of response
a) Agree		
b) Disagree		
c) Neutral		
Total	**50**	**100**

Interpretation

From the above graph, we can clearly say that 80% of HR employee respondents (4 HR employees) neither agreed nor disagreed that salary factor attracts most of the potential employees than career growth and development.20% of HR employee respondents (1 HR employees) agree that salary factor attracts most of the potential employees than career growth and development. From the above graph we can say that salary factor attracts most of the potential employees than career growth and developments.

1.8 FINDINGS SUGGESTIONS & CONCLUSIONS
Objective based findings
Objective 1 : To understand the talent acquisition process at dolphin elevators.
The organization practicing well defined talent acquisition process by the following essentials.
- Lead generation
- Recruiting and attracting top candidates
- Interview and assessment
- Evaluating references
- Selecting the best candidates
- Hiring and on boarding

The above process is excellently implemented in acquiring the best talent from the world.

Objective 2: To understand how the organization (Dolphin Elevators) identifies the talent of employees.
The organization is following well defined practices in acquiring a new talent in four ways.
- Organization is aligning acquisition strategy with business goals to meet the objectives for upcoming 5 years.
- Using data and marketing to create better acquisition of people to join organization i.e., to ensure that the candidates meet the job requirements.
- Organization is expanding sourcing strategies by spending a lot of time on social media to acquire a pool of potential candidates.

- Organisation is focusing on better employer branding to create a best pool of talent.

Objective 3: To analyse how organisation embraces the employees who attended for the interview.
- The interviewees are so much satisfied that 82% interviewees agreed that the interview was properly conducted and co- ordinate.
- 30% of the respondents felt that arrangements, courtesy of security and front office were excellent and none of them reported very poor.
- It was found that 66% respondents waited for 1-3 hours for interview process.
- It was observed that 80 % of the respondents felt the questions which were asked in the interview are relevant enough.
- It was found that 44% & 42% of respondents felt highly satisfied and satisfied with the overall interview process.

Objective 4: To know the more acceptable source of recruitment for dolphin elevators.
- It was found that the best recruitment sources for the organization are job portals followed by advertisements, consultancies then referrals and websites.

Objective 5: To analyse the recruiters' policies and procedures.
- It was found that transfer, demotion, suspensions are purely based on performance of the employees
- It was found that employee's character is more important when compared to skills.

Suggestions
1. Organisation should concentrate and must give priority in selection of women employees because there is a clear gender parity
2. Organisation should maintain retention policys so that experience employees not leave the organisation

because very few percentage of employees with 5 plus years of experience in the organisation

3. Organisation should focus more on social media than the traditional talent acquisition process which saves money and time
4. Organisation should focus on to improve better prospects to employees
5. Organisation can still improve in proper co-ordination and conduct of interview
6. .Organisation should focus in decreasing waiting time for the interview
7. .H.R personnel should also make a choice to get more talent employee applicants through consultancies, referrals and companys website
8. .H.R personnel must focus on 360 degree performance appraisal for transfers, promotions and demotions.

Conclusion

It is known to all that reality is very different from what we have learnt from our theory books. A person can only understand and get the idea of the world when he/she actually tries to get involved in the processes. Here in the internship, the situation is same. After getting involved with the processes and people of the organization, I could visualize many things which were not possible only reading books. In the report both the general recruitment guideline along with the structured recruitment process at Dolphin elevators has been elaborated. While preparing the report, I personally could understand where the differences and similarities lie.

Recruiting and hiring the right people is by far the most important part of any organization's business plan. People are the largest investment any company will make into its future. Talent acquisition is not only about filling open positions; it's about taking a long-term strategic view for filling future positions as well. It's about collecting relevant data and keeping in touch with candidates until the right positions open up. It's more about building relationship with top talent in the industry than it is about simply recruiting for current job opportunities. On a concluding note it can be mentioned that the talent acquisition process at Dolphin elevators' is quite effective and efficient. Almost all the needed steps of the process are done in a systematic manner maintaining some structured methods. The Talent Acquisition team is continuously working on the process to improve it as much as they can. The Organization has a target to make their recruitment process the best among all the existing organizations in that industry.

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