A

Project Report

On

"Talent Acquisition Process of

IT Industry"

At

"Growth Central VC"

Submitted in the partial fulfillment of the degree

of

MASTERS OF BUSINESS ADMINISTRATION

Corporate Guide: **Faculty Guide:**

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Program:- Masters of Business Administration

Batch:- 2020-2022

CERTIFICATE FROM COMPANY

Growth Central

GROWTH CENTRAL VC

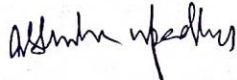This Certificate Recognises the Work of

UMA BHATTACHARYA

As a Human Resource Intern at Growth
Central VC. Uma has successfully completed all the
assigned tasks and worked at Growth Central VC from
18th October 2021 to 18th November 2021

Maulik Markan

CERTIFICATE BY THE FACULTY MENTOR

This is to certify that Ms. Uma Bhattacharya, roll no.34, a student of MBA(2020-2022),has undertaken the "CORPORATE INTERNSHIP PROJECT" entitled "Talent Acquisition Process of IT Industry" at Growth Central VC. The Project report is hereby submitted by the student for the partial fulfilment of requirement for the award of "MASTERS OF BUSINESSADMINISTRATION", under my supervision. To the best of my knowledge, this project is the record of authentic work carried out during the academic year (2020-2021) and has been not submitted anywhere else for the award of any Certificate/Degree/Diploma, etc.

(MR. ABHISHEK UPADHYAY)

Assistant Professor

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ACKNOWLEDGEMENT

The purpose of summer training is not merely doing a project, but to have a first insight and exposure to the organization. It not only helped in enhancing the academic knowledge but also to let us know how to put the academic knowledge into a practical application in the working environment.

I wish to express my sincere thanks to all those with whom I have worked or interacted and whose thoughts and insights helped me in increasing my knowledge and understanding my project. It is said, the most important single word is we and the zero word is I. This is true even in today's modern era. It is absolutely impossible for a single individual to complete the assigned job without help and assistance from others.

I hereby would like to thank all the members of the organization and it is my great pleasure to acknowledge sincere gratitude towards **Ms.Aditi Saha (Corporate Mentor) at Growth Central VC** who has been extremely helpful and cooperative throughout the process for the Completion of the project work.

I would also like to owe my sincere gratitude to my project guide **Mr.Abhishek Upadhyay** for helping me with this project.

Finally, I am thankful to my entire family members for their great support and encouragement to complete my project in due time and correctly.

Uma Bhattacharya

DECLARATION

I, **Uma Bhattacharya**, hereby declare that the project entitled, **"Talent Acquisition Process of IT Industry"**, has been carried by me during my **'Corporate Internship Project'** at **Growth Central VC**during 18th **October, 1 to 18th November, 2021** and is hereby submitted for the partial fulfillment of the requirement for the award of degree of Masters of Business Administration (MBA). To the best of my knowledge, the project undertaken, has been carried out by me, and is my own work. The contents of this report are original and this report has been submitted to the said organization and to the **'ARKA JAIN UNIVERSITY', JAMSHEDPUR** and it has not been submitted elsewhere, for the award of any Certificate/Diploma/Degree etc.

(UMA BHATTACHARYA)

CONTENTS

1. <u>EXECUTIVE SUMMARY</u>

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor 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.

In other words, it is a planned and structured complex of actions the HR department must do to get the best employees. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their talent acquisition strategy. In order to attain company objectives, it is essential to recruit people with requisite skills, qualification and experience keeping the present and future requirements in mind. Competition among business organizations for recruiting the best potential has increased focus on innovation, and management decision making. Selectors aim to recruit only the best candidates who would suit the corporate culture, ethics and climate specific to the organization.

The objectives of the study is to:-

1) Study the talent acquisition process of IT Company.

2) Core emphasis to be laid on the functionality of the candidates in the selection process.

3) Understand how staffing have grown in IT industry.

2. <u>INTRODUCTION</u>

Talent acquisition is the process of planning, sourcing, assessing, hiring, and on-boarding of qualified and talented individuals into appropriate positions in the organization. The process applies to all types of employment relationships including full and part time employees, contract employees, contingent staff, or outsourced worker relationships. The focus of the process is on attracting talented workers to the organization. Acquiring and retaining the best talent acts as competitive advantage, but it is equally important and difficult to find the right person for the right job. The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their recruitment strategy. Talent acquisition is an important function within HR, responsible for recruiting high quality people through various sources for given job positions under stringent deadlines and cost constraints.

Recruitment a subset of the talent acquisition process is almost central to the human resource management process and failure in recruitment can create difficulties for any company including an adverse effect on its profitability and inappropriate levels of staffing or skills. Better recruitment and selection strategies result in improved organizational outcomes. Only a talent resourcing process that is well defined and well executed from start to finish yields consistent and compliant results which will in turn yield a competitive advantage in the war for talent.

Talent acquisition Vs recruitment

For a long time, there has been a misunderstanding of the two terms. Even people in the HR industry often used the two terms interchangeably and referenced them as synonyms of each other. However, the two terms have marked differences.

Talent acquisition is a much broader construct than basic recruitment.

Recruitment is a part of talent acquisition, but it does not encompass everything that it does to satisfy ongoing staffing needs.

- Recruitment focuses on getting people into open positions here and now.

- Talent acquisition focus is having the right people lined-up to fit open positions, either now, or in the future.

- Make no mistake though, recruitment is a very critical subset of talent acquisition (and we'll discuss that in greater detail shortly).
- That's because, one way or another – either by hiring someone extremely talented from outside; or developing the talents of someone from within – organizations must fulfill those staffing needs.

Talent acquisition process

Talent acquisition includes the following five stages:

1. Developing a specific talent acquisition strategy

Based upon each company's situation, this necessitates TA strategists building an intimate knowledge of the industry that the company serves, as well as the company's ongoing workforce needs.

This is essential to understand where the company is on the market, who your competitors are, and what their budget is, as well as think about the methods that work best based on the budget of your company.

Then, using the information collected, you need to come up with an effective plan covering what needs and can be done, and where and how you will find the talent you need to reach your goals.

2. Build Talent Pipelines

Because the acquisition of talent is a continuous process, a good talent acquisition strategy depends on a steady stream of talent.

And the only way to ensure that a constant flow of talent into the organization is by building talent pipelines that you can tap on an ongoing basis.

So, it is important to create a talent pipeline and ensure that it works well at all levels from brand awareness to hire.

If something in the pipeline is broken or not working well, then you need to make improvements accordingly.

3. Build strong Employer Branding

Corporate branding holds the key to successful Recruitment Marketing and Talent acquisition in the end.

A company's brand often makes prospective candidates aware of who the organization is, and what they have to offer.

Without such awareness, talented individuals won't consider working for that company.

Negative branding may even drive away any cursory interest that prospects may harbor to joining the team.

Statistics available on the subject confirm <u>the importance and impact of branding</u> on the talent acquisition process.

How a company projects itself to prospective employees, and how potential candidates perceived it, might often mean the difference between acquiring or losing talented individuals.

4. Talent relationship management

Before an organization commences active recruitment, there is a need to "sell" the company to talented individuals, as a good place to work in.

Top-talent might be actively (or passively) looking for new opportunities, but they are also conscious about what they want in terms of the quality and reputation of new workplaces.

Recruitment Marketing is responsible for that initiative. It involves:

- **Awareness:** Selling the company. The first step in RM is to create awareness about an organization, and the growth prospects it offers to its employees. Social Media campaigns are a good tool to use in building such awareness.

- **Consideration:** Selling the opportunity. Once you make a pool of potentially talented individuals aware of your company, you need to market career-building (and not necessarily employment) opportunities to them, so they'll give your organization some consideration as a prospective employer.
  Participation in job fairs, engaging in social media marketing, and holding frequent career counseling sessions – both off-line and online – are great ways to convert casual awareness into active consideration.

- **Interest:** If a talented individual is seriously considering your company to make their next career move, they'll exhibit that in the form of active interest in specific job openings you have available. Targeted job ads, industry-specific online bulletin boards and social recruitment campaigns will help you to pique the interest of talent for your postings.

5. Recruitment

The next stage, Recruitment, involves five states covering:

1. Candidate sourcing – where you actively scan potential pools of candidates;

2. Lead nurturing – which involves cultivating a pipeline of potential candidates;

3. Candidate selection – which is a process of short-listing prospective candidates to be acquired;

4. Interviewing – where interactions with short-listed candidates result in final selection decisions;

5. Onboarding – which is a process of assimilating selected candidates into the company.

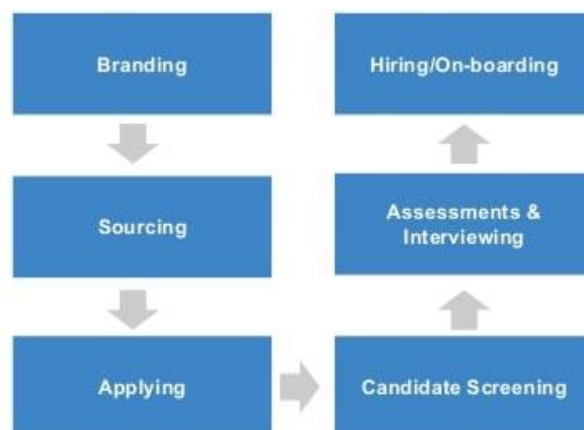One study puts the number of <u>employee turnover</u>, resulting from bad hiring decisions, at 80%.

41% percent of respondents to that study pegged the cost (to the organization) of bad hiring decisions at $25,000, with some reporting it to be as high as $50,000.

The key to successful recruiting is to have well-thought-out procedures for each step in the process.

And the key to an effective talent acquisition process is seamless integration between recruitment marketing and recruitment. Lessons learned from Stage-2 (recruitment) can translate into optimizing various steps in Stage-1 (Recruitment Marketing), and vice versa.

SIX PHASES OF TALENT ACQUISITION

Branding	Hiring/On-boarding
Sourcing	Assessments & Interviewing
Applying	Candidate Screening

take the interview tti

Six key elements of an Effective Talent Acquisition Strategy

1) Conduct workforce planning
2) Build your employer brand
3) Source and recruit job candidates
4) Leverage recruiting technology
5) Develop an effective on-boarding program
6) Utilize data analytics:- The employees work hard in order to achieve those numbers and how successful your company will be depending on how you look at recruitment. The organizations which want to grow fast but steady knows that it can only be achieved when they have the perfect combination of employees and for that acquiring of right talent is of utmost importance.Whether your candidate will turn out to been asset for the company or a liability, all depends on how you acquire candidates.

3. <u>INDUSTRY PROFILE</u>

BACKGROUND

Information technology (IT) industry in India has played a key role in putting India on the global map.IT industry in India has been one of the most significant growth contributors for the Indian economy.The industry has played a significant role in transforming India's image from a slow moving bureaucratic eonomy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services.The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

IT industry in India is an industry consisting of two major components:IT services and business process outsourcing (BPO).The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012.According to NASSCOM,the sector aggregated revenues of US $147 billion in 2015,where export revenue stood at US $99 billion and domestic at US $48 billion,growing by over 13%.India's Prime Minister Mr.NarendraModi has started 'Digital India' project to give IT a secured position inside & outside India.

Some important facts about US IT Staffing:-

1. After the great recession of 2009,US staffing industry has created more jobs than any other industry.
2. This happened because staffing and recruiting industry is more resilient to any other industry when it comes to economic expansions and contractions.
3. The other main reason why staffing business is ever so expanding is because of exponential rise in demand of contractual workers.
4. The average tenure of an employee within staffing and recruiting industry is around about 24-36 months which is 30-40% higher than the average tenure of an employee within any other sector.
5. The above statistics are just few pointers which indicate what is in store for people who are willing to make a career in this industry.

4 .COMPANY PROFILE

Growth Central VC

We provide an analysis of everything happening in the startup and venture capital world. We at Growth Central VC aim to create an ecosystem of Entrepreneurs, Venture Capitalists and talented Individuals.Growth Central VC gives exposure to IT staffing and helps to recruit many candidates which provides help to other organization.

It serves both as recruiter, Bench-sales along with training the candidates; providing counselling in case of OPT(s) and CPT(s). At present the company is running pay roll of 10+ consultants well placed with different big clients. It is in developing mode and still needs to grow more as its an online platform to give services.It provides different services to different sectors as IT sector is growing and there are many organizations who are helping it to reach its peak.

5.REVIEW OF LITERATURE

Talent acquisition is defined as ―a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs.The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring. Talent acquisition includes recruiting, but it is inclusive of other strategic elements as follows.

☐ Talent Acquisition Planning & Strategy – ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations.

☐ Workforce Segmentation – requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success.

☐ Employment Branding – includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization.

☐ Candidate Relationship Management – includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates not selected.

☐ Metrics & Analytics – is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions, to ultimately improve the quality of hire.

2.1.1   Workforce Planning

The first critical strategy in employee acquisition is the existence of a formal written human resources plan based on the strategic business plan of the firm (Singh, 2003). Bernardin (2003) suggests that organizations that integrate strategy with HR planning and recruitment have an HR competitive advantage.

2.1.2   Recruitment and Selection

Recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection includes collecting, measuring, and evaluating information about candidates qualifications for specified positions. Organizations use these   processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs. Recruitment performs the essential function of drawing an important resource; human capital, into the organization (Barber, 1998). A primary objective of recruitment is to identify and attract future employees. While recruitment is aimed at attracting individual into an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) defines selection as ―the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements‖. Rynes, Bretz and Gerhart (1991) suggest that applicants can be wooed not only through improved

job attributes, but also through better-planned and more attentive recruitment procedures. According to Torrington and Hall (1991), three components can be distinguished in a hiring procedure. First is the job analysis which is performed in order to gather all relevant information about the job demands and to set the hiring standards. The second component concerns the recruitment strategy, the strategy to spread all relevant information among the possible set of candidates; and the third component is the selection method, the purpose of which is to screen the applicant's abilities and traits in order to assess the degree of success and compatibility of the individual in the organization.

6.PROJECT OBJECTIVES

The main objective of the study is :-

- To understand how the staffing process is working in IT industry.
- To explain all the process involved in IT Recruitment.

7.RESEARCH METHODOLOGY

- ➢ **Research Design**
    - ✓ Data Collection:- Primary Data Collected through job portals.
    - ✓ Sample Area:-Growth Central VC
    - ✓ Research Technique:- Research Technique is done through calling, tracking, interview, joining date and by document verification.

- ➢ **Sample Design**
    - ✓ Sample Unit:- Sample unit consists of the apprentices in the age group of 25-35.
    - ✓ Sample Area:-Growth Central VC.
    - ✓ Sample Technique:- Simple Random Sampling

Methodology is the process used to collect information and data for the purpose of making business decisions. The **methodology** may include publication **research**, interviews, surveys and other **research** techniques, and could include both present and historical information.

The time period of the research was of 1 month. The sample of the research was 80. The methodology used for talent acquisition is Online Hiring.

The research methodology followed in one area of research will be different from the other.

8.DATA ANALYSIS

Data collection tool

The first step in data collection is to source the profiles of candidates according to the requirement.Next step is to ask their skills and experience they have on that field.Accordingly on which projects they have worked are studied and accordingly questions are being asked.Emails are sent to them consisting of JD and details about organization which are to be replied along with updated resumes and confirmation about their submission of candidature. Then managers and senior executives of HR and other departments were chosen to be interviewed based on judgmental sampling. Face to face interview method was used in the research to gather information about the organization's strategy for recruitment and selection. Interviews were conducted with the HR team with the goal to collect more in-depth information about the organization and its processes for talent acquisition.Both structured and unstructured questions were used for the same. Prior to the interview, the list of questions was sent to the interviewees by email to allow the interviewee time to reflect upon the questions, hence eliminating any element of surprise.

Talent Acquisition at Growth Central:

Process Description

The information gathered from the interviews conducted with the HR Manager and executives are compiled and the process flows for different stages in talent acquisition process (requisitioning and approval, recruitment phase and selection phase) .The HR department of Growth Central is involved in the entire process and ensures the authenticity of the opening before processing the request.

Growth Central VC practice:

The different steps in job analysis followed in Growth Central VC are given below.

1. Identifying the vacancy- The recruitment process begins with the human resource department receiving requisitions for recruitment from various departments of the company. These contain:

• Posts to be filled • Number of persons • Duties to be performed • Qualifications required

1. Creating a job description- Before the recruitment process begins; a job description is created indicating various aspects which are important to the position being advertised. For every new position, the Hiring Manager raising the Talent Acquisition Request shall need to do the following:
    ☐ Review the organization chart and determine the role and positioning within the overall hierarchy.
    ☐ Create a position description or role document for the new position. He may do this with the support of the HR Head.

☐ Answer the following questions for a clearer picture of the job design.
a. What will be the reporting relationships for this role and will there be sensitivities that need to be handled?
b. Which Band and Level will he/she be placed?
c. What are the specifications for this role and who will be the best fit for this role?

The entire requests for new / replacement resources should be made to the Recruitment Team in the approved Talent Requisition Form in the e-talent. Requisition here is to be approved by the respective M+1 manager in order for its further processing. For any talent requirement, the position description has to be enclosed. On validating the requirement, the recruitment team will start with the sourcing process.
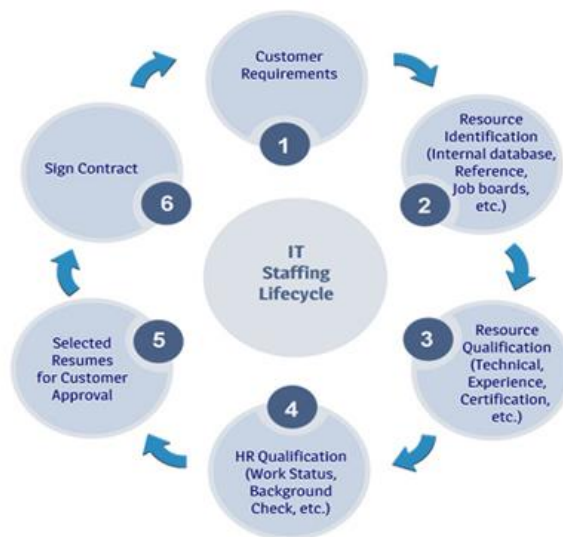
Understanding the requirement

After completing this project in this renowned organization.I learned a lot about recruitment and staffing process narrowing down to IT Staffing.IT staffing is all about understanding the software engineer skills and selecting the profiles which is best suiting the requirement.

As soon as a requirement is passed on, the main important task is to understand the requirement thoroughly; which includes the technology the client is looking for, additional required skills if mentioned any, job location etc. After understanding all this a recruiter goes ahead in sourcing the candidates.

A Sample Requirement:

Job Title: Java Developer
Location: 100% remote
Pay range: as per experience
Duration: 12 months (extended up to 36 months)

Candidates on our w2/1099/own corp

Job Description:

1. Should be good at Core Java.
2. Collections, Threads, Exception Handling.
3. Good at spring, Hibernate.
4. Good at spring boot and micro services
5. Good communication skills.
6. Strong Knowledge in Core and Advanced java.
7. Hands on spring, Hibernate,
8. Good experience using spring boot.
9. Should be good at Restful web services, JUnit, Maven
10. Experience in using GIT, JIRA.
11. Should be good at writing SQL queries (preferable: postgres)
12. Knowledge on Linux commands.

   "Experience working in Banking sector can be plus"

Sourcing

After the recruiter understands what the client is asking for, they try to go ahead and source for the candidate through different means, few of them are listed below:

- **LinkedIn: (Data Scrapping)**

 LinkedIn is a very effective means to source for candidates, as it provide different filters such as location, connection, company etc. Which are in built to help the recruiters sort the data effectively and easily.

- Recruiters also opt for Boolean Search in Naukri, in which they try to source the potential candidate and this type of search also save time as it redirects to only those particular candidates who possess the same skill set being looked for.For example: <u>Require Java with AWS</u>

  Search string: "JAVA" AND "AWS" NOT "REACT Js.This will show candidates with only Java having AWS experience.

- The most trending and unique way now used by few companies are- "Video Recruiting", in which the recruiters through a video explain the entire requirement with detail information of skills, work authorizations accepted. The idea behind this is to build a trust within the consultants, as they now have a face appealing them and whom they can trust.

- Few other methods of Data scrapping through LinkedIn are- using key words such as, "looking for", "Seeking for", "open to work" along with the requirement. Posting about the job in LinkedIn walls and creating individual job post is also helpful and effective to get potential consultants.

ATS- Applicant Tracking System:

1. This is the internal database maintained within the organization, time of need it's helpful to reach out to those potential candidates who are already being followed up or in touch with the recruiters. It becomes easy to mould these candidates for the particular job opening as they are already convinced and have a trust for the company and the recruiter.

2. Sourcing through ATS is also helpful because, we already have all the required details of the candidate such as the technology he works on, his contact details, his professional experience, his rate negotiations etc.

3. ATS also keeps tracks and matches the skill of the required JOB with the skill set possessed by the candidate automatically and makes the work for a recruiter easier.

4. ATS provides few features such as pipeline, submissions; through which we get a proper clarity as in how many other recruiters from the same company has reached out to the candidate, to avoid overlapping which is not possible in any other methods.

Also, we can see a submission and after submission status of the candidate to check whether is he already submitted for any other job role by any other recruiter, or if at all the candidature is already submitted to learn about its status.

Job Boards:

Sourcing candidates through Job boards depends on the type of search string used, if the search string is appropriate there are chances to receive potential resumes. There are two types of searches which are generally used – **Boolean search and Keyword search.**
Few Job boards are:
1. Monster US
2. Dice.com
3. Careerbuilder.com
4. Naukri.com

Cold Calling:

Cold calling is the process in which we only have candidates name, contact details and sometimes the technology he works on and his work authorization. So for cold calling we have to be very careful about how to approach a candidate and carry on with the conversation. Over the call we have to take all the details including their years of experience,work authorization etc. A part of screening is also included in this process of cold calling so we need have a brief idea of their past and recent projects. Step by step process during cold calling

- ❖ Greets the Candidate on opening of the call.
- ❖ Introduces himself and his staffing company.

- ❖ Seeks the permission from candidate to speak about the position.
- ❖ Gives the Details about the position (Title, Location, Client, Duration and nature of job) and discusses the candidate's experience to qualify the resume for the assigned requirement.
- ❖ Negotiate for Pay Rate / Salary Range and Summarizes the details for the call to confirm the candidate's interest
- ❖ Closes the Call and Sends him a confirmation mail to reserve the candidate for the assigned position.

Screening the resume

After we receive the resume from the candidate, we need to thoroughly screen the resumes according to the requirement mentioned by the client. Few important points for screening a resume are:

1. The candidate must have a valid experience with him, say at least 8+ years of experience working with the technology.

2. The candidate must have worked for same technology for the past five years. (Say, a java developer must have worked as a java developer in his past 5 recent projects.)

3. We need to check the environment of technology the candidate was working with, it should match with the client requirement.

4. Candidate must have a valid and active LinkedIn URL.

5. Candidate must be local to the client's location, in case the opportunity is not remote.

6. We need to check whether the candidate is having a certification for the particular technology, which can be a additional plus point.

7. Candidate having experience in the same domain as that of the client can also be a plus.

Closing the Candidate

- ➢ After sourcing and screening the candidate, the recruiter can go ahead and get the candidate's resume submitted to the client.

- If the resume is short-listed depending on the client's feedback, and client forwards an interview request, the recruiter gets in touch with the candidate, discusses the interview schedule with him.
- If the candidate is appointed by the client, it then adds up to a closure (Purchase Order or PO) in the recruiter's name.

Once the candidate officially starts his assignment, it is regarded as a placement in recruiter's name and the recruiter is awarded incentive accordingly.

9.FINDINGS

1. Planning

Recruitment plans are aligned with the organization's medium term strategy and goals which is identified as a best practice.

2. Job Analysis

Conventional Job analysis approach is being used at Growth Central. However literature highlights the advantages of competence frameworks and hence it is recommended the firm may use the same.

3. Recruitment Strategies Best practices identified in the literature on recruitment were following a policy of internal recruiting; encouraging employee referrals to enhance the quality of applicants attracted; and conducting formal recruitment source analysis to determine the most appropriate recruitment methods which are being practiced at Growth Central.

4. Selection

Best practices in selection identified in literature were adopting a 'multi-method approach' and using more sophisticated, reliable and valid selection methods such as telephonic interview, face to face interview, structured interviews and assessment centers. Most of these techniques were followed by Growth Central VC. However the use of competency based frameworks needs to be adopted in order to understand personality of the candidates and their fit with the organization

Overall, it was concluded that the existing talent acquisition process of company is good but it has some areas for improvement which is mentioned in the recommendations section. Growth Central VC has taken proactive steps to implement innovative recruitment and selection strategies.

10.RECOMMENDATIONS

The following recommendations are given for further research keeping in mind the limitations of the present study:

1) Recommendations for reducing the lead time for Recruitment & Selection process

2) This study was undertaken purely from an organization's perspective of the most effective practices in recruitment and selection. However, future research could be undertaken from the perspective of job applicants and their views of which practices are likely to have a positive impact on applicant attraction to the firm.

3) The research was focused solely on recruitment and selection procedures. However, given the competitive labor market conditions, job and organizational attributes, such as compensation, work environment, internal career paths and the type of work etc. can have a major effect on applicant attraction to firms. Hence future research could focus on studying the attributes crucial in attracting the best talent in the industry.

4) Finally, another interesting area for future research would be to study the impact of adopting best practices in recruitment and selection on the organization's financial performance.

5) More effective metrics need to be deployed.

11.CONCLUSION

Talent acquisition is a process of, acquiring and encouraging talents for the progress of the company. Talent acquisition has the unique role of ensuring job applicants not only have the right credentials for the job, but also have the right mentality for the job. In other words, the person who ultimately will be offered the job needs to 'fit' within the firm's structure and culture. However, talent acquisition is more than just dealing with prospective talent. The acquisition team needs to needs to ensure the firm's search for talent is compliant with all employment laws. Having a functioning and efficient talent acquisition team is of vital importance to a firm. In a time where firms have to make quick decisions in order to remain relevant and profitable, availability of the right labor does not always keep up with the need. Not having a functioning talent acquisition strategy can be detrimental. It is essential that talent acquisition be accurate and timely as it "is the only function within HR that can destroy the business and HR" (Truitt, 2013). In order for the talent onboarding to be timely and successful, the search, vetting and hiring of talent will require appropriate acquisition actions. "The selection of tools, technology and outsourcing partners is a key element of a company's talent acquisition strategy".

The company is acquiring the right candidates with prerequisite qualification and capabilities.The process is not too short nor too long just they have to make the process more smooth so that candidate don't have to wait for too long. It should also introduce more number of portals so that recruiters can source more candidates.

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