Effectiveness of Talent Acquisition Methods: A Case Study of ITC Sonar and Royal Bengal

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Abstract— Talent acquisition is a strategic approach to identify, attract and hire top talent to efficiently and effectively meet dynamic business needs. The term 'Talent Acquisition' (TA) is often used synonymously with recruiting. India, being a country with high population as well as having a huge number of unemployed candidates, sourcing and engaging the right talent is a big challenge. **Objective: 1) To** identify the satisfaction level of employees for the talent acquisition methods adopted by ITC Sonar and ITC Royal Bengal 2) To identify the extent of effectiveness of talent acquisition methods in the recruitment of the employees. **Methodology:** This is a descriptive study which has been conducted by a case study approach. It is conducted on the employees of ITC Sonar and ITC Royal Bengal. The sample size taken was 30 and convenience sampling technique was used. The data was analysed used MINITAB 14 software. Results: First Objective: The mean and SD of satisfaction level of employees was 4.33 on a scale of 5 with a Standard Deviation of .626. Second Objective: The p value of Mann Whitney test was .8519 and .7716 for the difference seen in the satisfaction and talent utilisation (respectively) of employees who were recruited by Campus Placement and Other Talent Acquisition Methods (walk in, consultancy, employee referral, welcome lead). The p value of Mann Whitney test was .0251 for difference in minimum expected year of service in the organisation by the employees who were recruited by Campus Placement and Other Talent Acquisition Methods (walk in, consultancy, employee referral, Welcome Lead). **Conclusion:** The satisfaction level of employees is high for the selection process of ITC Sonar and ITC Royal Bengal. Methods like walk in, consultancy, employee referral, Welcome Lead are more effective as compare to campus placement method.

Keywords— Talent Acquisition, Recruitment, Selection Methods, Hotels, Campus Placement.

INTRODUCTION

Talent acquisition is a strategic approach to identify, attract and hire top talent to efficiently and effectively meet dynamic business needs. The term talent acquisition (TA) has been defined in many ways by several authors, where in many places it has been used synonymously with recruiting. However, these are two very different things (Kohli, 2013). Over a period of time the TA has emerged as a separate special area attached to the HR department and is considered as a human capital expansion process (Pillai and Bhandari, 2018). Today's competitive world is all about sustaining with productivity at the same time reducing cost, this is the reason employee selection, recruitment and retention is of the major factors working behind the success of any organization (Cakar, 2018) India, being a country with high population as well as having a huge number of unemployment, sourcing and engaging the right talent is a big challenge (Sequeira et al, 2015). Here are few of the definitions of Talents Acquisition given by various authors for better understanding of the term.

The process of Talent acquisition can be defined as, finding and acquiring skilled human labour for the needs of organizations and to meet any labour requirement. In other words, talent acquisition focuses on long-term human resources planning and finding the right candidates for positions that require a distinct and specific skill set (Alashmawy and Yazdanifard, 2019). Recruitment is about filling vacancies. Talent acquisition is an on-going strategy to find specialists, leaders, or future executives for your company. Talent acquisition tends to focus on long-term human resources planning and finding appropriate candidates for positions that require a very specific skill set (Jobvite.com, 2019).

Talent acquisition is defined as "the organized identification and development of those individuals with high potential who are of particular value to an organization". Talent acquisition implies recognizing a person's intrinsic skills, personality, and offering him a matching job. It is the job of the Management, particularly the Human Resource Department, to place candidates with prudence and caution (Santhosh, 2019). To meet the demands for talent with specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill set and competencies (Srivastava and Bhatnagar, 2010).

The changing dynamics of talent acquisition refers to the major changes that are being brought about in the

process of talent acquisition and recruitment. Talent acquisition in itself is a dynamic process which streamlines the perception of employers in the market. Unlike in the past where talent acquisition was concerned only with hiring, today it involves strategic as well as competitive functions (AzraIshrat and Wali, 2017).

Talent acquisition is a modern approach which comes with a number of factors or subheadings, which are-

Talent on-boarding: Organization Sense grows with its people. They believe that it is their people who make them a world leader. Organizations need such individuals who are both bright and motivated enough and also have the ability to generate new ideas (Bhatnagar, 2008).

Job requisitions: this is a formal document that department managers use to request the hiring of the new employees along with the explanation of the need and also determines the budget required.

Talent pool: it refers to a place or database where recruiters and HR managers keep all of their top job candidates. Talent pools make not only candidates that have applied for jobs, but also sourced, referred candidates and ones who have willingly joined the pool in an inbound way.

Hiring process: it is a process of reviewing applications, selecting the right candidate to interview, testing candidates, choosing between candidates to make the hiring decision and performing various pre-employment tests and checks, e.g. medical tests, background verification etc.

Hiring cost: it measures how much it costs a company to fill an open job position. It includes all the cost associated with filling a position, such as advertising expenses, recruiting event costs, recruitment software's fees, relocation expenses etc. These are explained in terms of cost-per-hire, recruiting cost ratio, and source cost per hire etc.

Quality of hire: it is defined as the value a new hire adds to the company. Specifically, how much a hire contributes to the company's long term success. TA leaders rate quality of hire as the most valuable KPI (Key Performance Index) for their recruiting teams.

In a study conducted in Republic of Serbia (Slavkovic, et.al, 2018) the authors wanted to determine the impact of employee recruitment activities on their satisfaction. The statistical analysis of the empirical study had shown

that, the way of recruiting employees has a positive reflection in the level of employee satisfaction.

Agrawal, in 2016 conducted A Research Paper on the Effectiveness of Talent Acquisition Procedure of Larsen & Toubro. The main objective of the study was to identify the talent acquisition i.e. the recruitment and the selection process of the company, effectiveness of them and to see whether the employees are satisfied with the selection procedure. An exploratory method was applied to conduct the study where the researcher had collected data from various respondents to find out the effectiveness of the talent acquisition process. The effectiveness has been measured in terms of number of years of work in the organization, attracting factors of the organization, job description, and satisfaction with selection procedure, training and induction provided by the company. The study reveals that 50% of the employees are satisfied with the selection process, the major thing attracting the people to work in the organization is the Brand name, and hence brand name plays a key role in talent acquisition. The study also suggests that proper evaluation of vacant position and applicant's qualification, experience and skills are necessary before posting of a person, i.e. proper job description is very important for effective talent acquisition.

SIGNIFICANCE OF THE STUDY

Competition is growing day by day searching for the right talent at a lower cost within the market. This situation has resulted in evolution of talent acquisition process across the globe. Gone are those days when 'Hire and Fire' was the strategy. Globalisation and an excessively dynamic workforce have also emerged as the key challenge in hiring the right talent and are also playing a key role in shaping the talent acquisition techniques. This eventually leads to 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.

There are various companies in which the marketing manager help to advertise the brand and attract the candidates by using various recruiting materials in video format that highlight the working culture of the company and also using automation, Artificial Intelligence and machine learning which are the best technological tools which is known as a modern recruiting methods and adopted by the recruiters and HR leader to stay connected with the top talent. For managers to get the right talent at the right time, they will need to participate in proper recruitment activities and systems. Recruiting companies want more scientific

methods to shortlist quality talent as they do not have the time and resources to clean talent held responsible for an employ. There is therefore an extra pressure on a recruiter to have most effective and zero error while short listing applicants in candidate selections (Venkatesh et al, 2014).

This is where the significance of this study comes in, which looks for new age technologies, tools and processes which would effectively help companies to acquire the required talents.

Hospitality sector being one of the fastest growing industries faces a huge amount of attrition, which leads to shortage of manpower at certain point of time. To cope with such situations industries have come up with their own strategies and techniques which results into effective operations, increased productivity, cost reduction and ultimately to increased revenue. ITC Hotels being one of the biggest hotel chains in India has particular sets of strategies as far as talent acquisition is concerned and this study will help us to identify the satisfaction of the talent acquisition method and effectiveness of different talent acquisition methods in hotels.

OBJECTIVE OF THE STUDY
- To identify the satisfaction level of employees for the talent acquisition methods adopted by ITC Sonar and ITC Royal Bengal
- To identify the extent of effectiveness of talent acquisition methods in the recruitment of the employees.

HYPOTHESIS
For the first objective i.e. to identify the satisfaction level of employees for the talent acquisition methods by ITC Sonar and ITC Royal Bengal following Hypothesis were developed:

H₀1: The employees in the organisation are not satisfied with the selection process at 95% level of Confidence. $\mu<4$

H₀2: There is no innovation in the selection process of ITC Sonar and Royal at Bengal ($\mu<.5$) at 95% level of confidence.

The result of above hypothesis will throw light on the satisfaction level of employees for the selection process and also determine if the selection process is different from other organisations. Thus, the results will give an insight of the selection process of ITC hotels at Bengal.

For second objective i.e. to identify the extent of effectiveness of talent acquisition methods in the

recruitment of the employees, following hypothesis were formed:

To check the overall effectiveness, it is important to understand if the right employees are selected for the right job therefore following hypothesis was developed.

H₀3: The employees feel that their talent in the organisation is not properly utilised at 95% level of confidence. ($\mu<.5$)

Since the objective is to determine the effectiveness of different talent acquisition methods therefore the talent acquisition methods were divided into two categories, first category was campus placement and the second category was termed as 'others' (which included consultancy, employee referral, walk in interviews, welcome lead program by ITC hotels). This kind of division was done keeping in mind that maximum recruitment of the employees in hotels is through campus placement, thus in this study campus placement method is compared with other methods of talent acquisition on its effectiveness. Therefore, following hypothesis was formed:

H₀4: There is no difference between the Satisfactions Levels of the Employees who are recruited from different Talent Acquisition Methods at 95% level of confidence.

H₀5: There is no difference in the Talent Utilization of the employees who are recruited from different Talent Acquisition Methods at 95% level of confidence.

H06: There is no difference between the Minimum Expected Years of Service by employees who are recruited by different Talent Acquisition Methods at 95% level of confidence.

RESEARCH METHODOLOGY
This descriptive study is conducted by a case study approach. The necessary information and data are collected from 30 respondents who are the employees of ITC Sonar and Royal Bengal, West Bengal. Convenience sampling technique was used for collection of data. A structured questionnaire, consisting open and close ended questions on Google forms was prepared to get the relevant information from the respondents. Required rapport was built to contact the respondents.

After the data was collected, it was analysed using statistical test on MINITAB 14 software. The tests which were used for this study were: Sign Test and Mann Whitney Test. The data was also analysed by taking out inferences from the descriptive statistics.

Profile of the Respondent

The demographic profile of the respondents was categories under the following heads: Gender wise classification, age wise classification, department wise classification, designation wise classification, educational qualification wise classification, experience wise classification and method of selection wise classification.

Table 1: Gender Wise Classification

Gender	Frequency	Percentage
Male	14	47
Female	16	53
Total	30	100

Table 2: Age Wise Classification

Age Range	Frequency	Percentage
21 and Below	6	20
22 to 34 years	22	74
35 to 44 years	1	03
45 to 54 years	0	0
55 to 64 years	1	03
65 and Above	0	0
Total	30	100

Note: 74% of the respondents fall between the age group of 22-34 years.

Table 3: Department Wise Classification

Department	Frequency	Percentage
Front Office (FO)	7	23
Housekeeping (HK)	3	10
Food and Beverage Service (F&B S)	14	47
Food and Beverage Production (F&B P)	6	20
Total	30	100

Table 4: Designation Wise Classification

Designation	Frequency	Percentage
Operation	16	53
Supervisor	8	27
Manager	6	20
Total	30	100

Table 5: Educational Qualification Wise Classification

Educational Qualification	Frequency	Percentage
Hotel and Hospitality Graduate/Diploma/Aviation/ Culinary Arts/ NCVT	27	90
Non Hotel Management Graduates	03	10
Total	30	100

Note: 90% of the respondents are from Hotel Management Institutes

Table 6: Work Experience Wise Classification

Work Experience	Frequency	Percentage
Fresher	22	73
Experienced	8	27
Total	30	100

Note: 73% of the respondents are fresher

Table 7: Method of Selection Wise Classification

Method of Selection	Frequency	Percentage
Campus Placement	15	50
Consultancy	4	14
Employee Referral	1	3
Walk In Interview	9	30
Welcome Lead	1	3
Total	30	100

Note: institute placement consists of recruitment from hotel management colleges and aviation institutes like Frankfinn. Welcome Lead is the internal graduation program initiated by ITC hotels. Also 50% of the respondents were selected by Campus Interview Method of Talent Acquisition.

RESULTS AND DISCUSSION

The employees were asked whether they are satisfied with the selection process adopted by ITC Sonar and ITC royal Bengal. Wherein, the employees had to give their answer in the Likert's Scale. Where, 5 being highly satisfied with the selection process and 1 being the least satisfied with the selection process. The response of the employees was collected and the Descriptive Statistics of the data was taken out using MINITAB 14 software. The results are summarised in table 8 and in figure 1.

Table 8: Descriptive Statistics: Satisfaction Level of the Selection Process

Variable	N	N*	Mean	SE Mean	StDev	Variance	CoefVar	Minimum	Q1
Satisfied	30	0	4.233	0.114	0.626	0.392	14.79	3.000	4.000

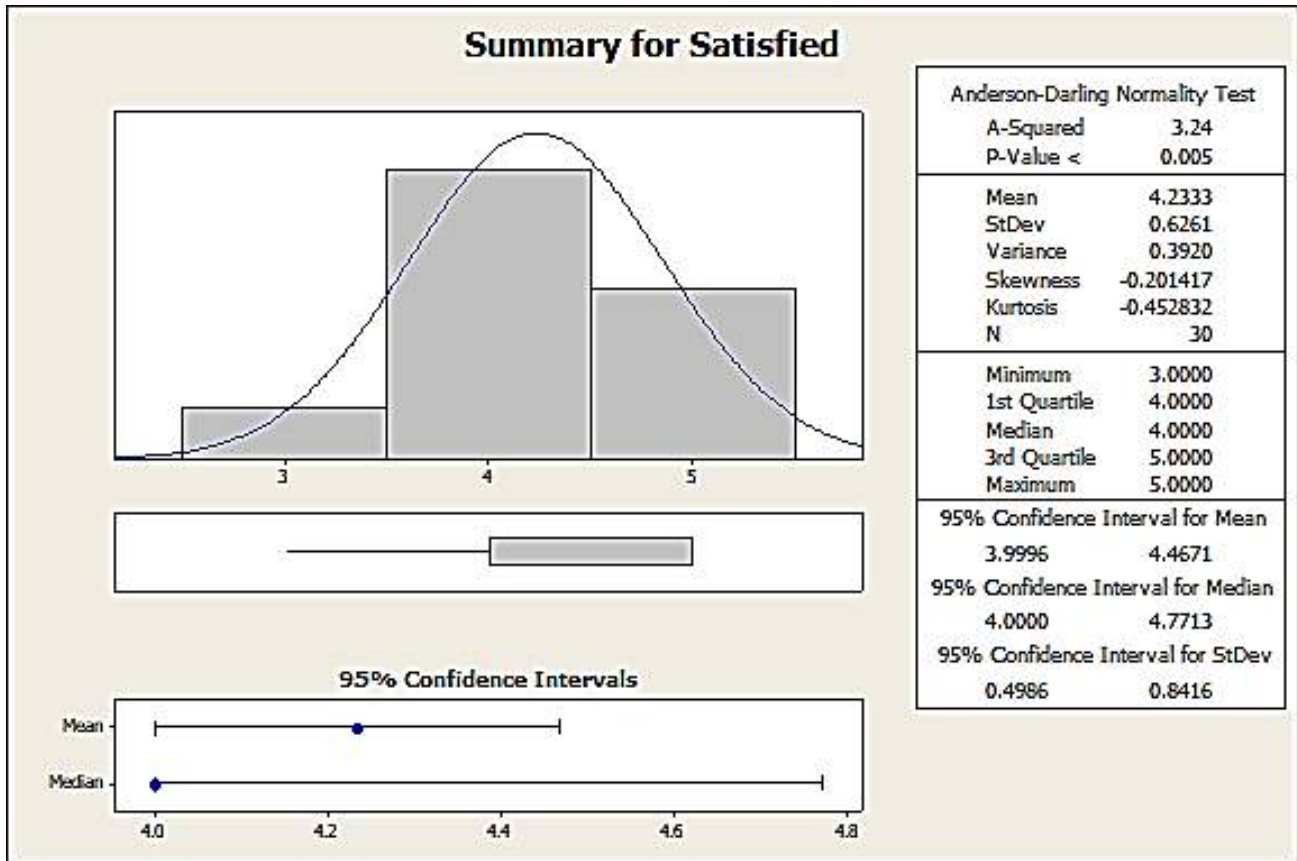| Variable	Median	Q3	Maximum	Skewness	Kurtosis
Satisfied	4.000	5.000	5.000	-0.20	-0.45

Figure 1: Satisfaction of the Selection Process

Inference: The above data shows that the mean of the satisfaction level of the employees of the selection process is 4.233 at the scale of 5. And the standard deviation is .6261, this gives an indication that the variance in the response is not much. Since the value of Skewness is -.2014 i.e. it is negatively skewed. This means that the satisfaction level of the employees for the talent acquisition is more towards the highly satisfied. Since the Kurtosis value is in negative i.e. -.4528, this gives an indication that the data curve is flatter as compared to the normal curve; therefore, the response is not concentrated at the mean.

The statistics also indicate that none of the employee was dissatisfied or highly dissatisfied with the selection process at ITC Sonar and the ITC Royal Bengal.

Since the data is not normal as seen in the above table 8 and figure 1, therefore one sample sign test (non

parametric test) at 95% level of confidence is used for this study.

H$_0$1: Null Hypothesis: The employees in the organisation are not satisfied with the selection process at 95% level of Confidence. (μ<4)

H$_A$1: Alternative Hypothesis: The employees in the organisation are satisfied with the selection process. (μ>4)

Result of One Sample Sign Test:

Table 9: Sign Test for Median: Satisfaction level of employees for the Selection Process

Sign test of median = 4.000 versus > 4.000					
N	Below	Equal	Above	P	Median
Satisfied 30	3	17	10	0.0461	4.000

Since p value is less than .05, (p value = .0461) therefore, the null hypothesis is rejected at 95% level of confidence. This means that the employees are satisfied or highly satisfied with the selection process.

In the year 2016 a study conducted by Agrawal revealed that 50% of the employees were satisfied with the Talent Acquisition procedure of the Larsen & Toubro Company, the results of the study by Agrawal, 2016 also support the result of this study.

When the employees were asked about whether the selection process has difference from the other organisation. 73% of the employees (n=22) said that the selection process is not much different from other organisation or ITC Sonar and ITC Royal Bengal does not have innovative technique of the selection process.

However, 27% i.e. (n=8) employees identified few different approaches in selection process, e.g. multiple stages of interview like group discussion, extempore round. That is, ITC Sonar and ITC Royal Bengal use new techniques, new concepts and better technology. The hotel opts for a scrutinized selection process. Preference is given for multi-skilling of staff.

The data for the innovation in the selection process was analysed through MINITAB 14 software and the results are presented in table 10 and figure 2.

Table 10: Descriptive Statistics: Innovation in the Selection Methods

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1
Innovative	30	0	0.2667	0.0821	0.4498	0.0000	0.0000

Variable	Median	Q3	Maximum	Skewness	Kurtosis
Innovative	0.000	1.000	1.0000	1.11	-0.82

Inference: This data shows that the data is positively skewed (value= 1.11) and therefore, the data is not normal which can be seen it Figure 2 below:
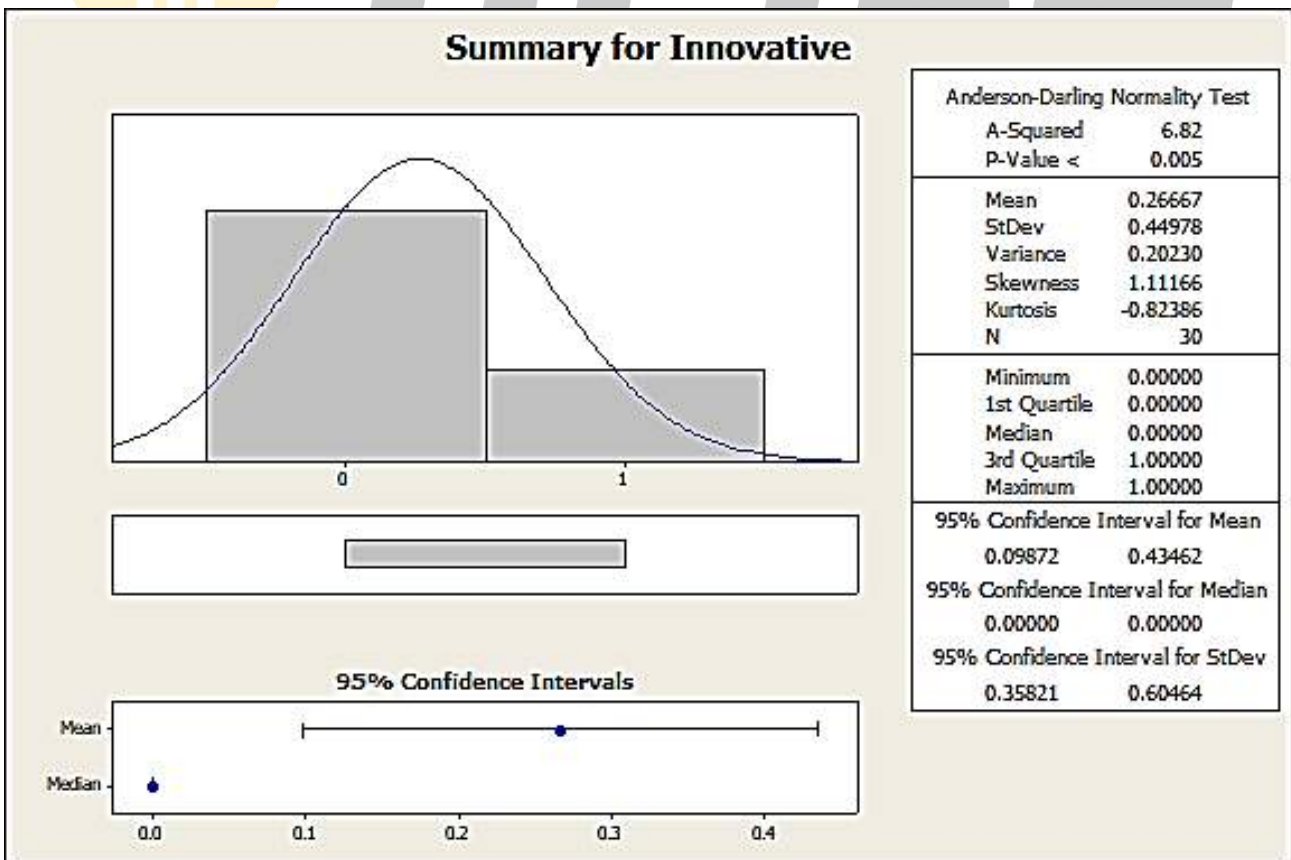

Figure 2: Innovations in the Selection Process

The value of p for the normality test (given in figure 2) is less than .05, this means that the data is not normal therefore non parametric test i.e. sign test is used for testing hypothesis. Positively skewed data suggest that

most of the responses were towards 0, which means that the respondents do not find any kind of innovation in the selection process of ITC Sonar and ITC Royal Bengal. This result is also tested using Sign Test.

$H_0 2$: Null Hypothesis: There is no innovation in the selection process of ITC Sonar and Royal at Bengal ($\mu < .5$) at 95% level of confidence.

$H_A 2$: Alternative Hypothesis: There is innovation in the selection process of ITC Sonar and Royal Bengal at 95% level of confidence. ($\mu > .5$)

Hypothesis testing was done on MINITAB 14 Software and the results are in table 11:

Table 11: Sign Test for Median: Innovative

Sign test of median = 0.5000 versus > 0.5000					
N Below	Equal	Above		P	Median
Innovative 30	22	0	8	0.9974	0.00000

Figure 3: Talent Utilisation of the Respondent

Since the p value is more than .05 (.997), this indicates that the null hypothesis is not rejected. That is, there is no innovation in the selection process of employees at ITC Sonar and Royal Bengal. This is also supported by the response of the employees where (n=22), 73% mentioned that there is no difference between the selection process of different organisations.

The most important thing for any HR department is to know whether their employees are being utilised properly. For getting the results of objective two of this research, the employees were asked whether their talent is utilized by the organisation. This means, that how effective the talent acquisition was. In the present study, as per the perception of employees, 77% (n=23) employees feel that their talent is utilised properly by the organisation. Whereas, 23% (n=7) feel that their talent is not utilized properly in the organisation. The data is represented in figure 3.
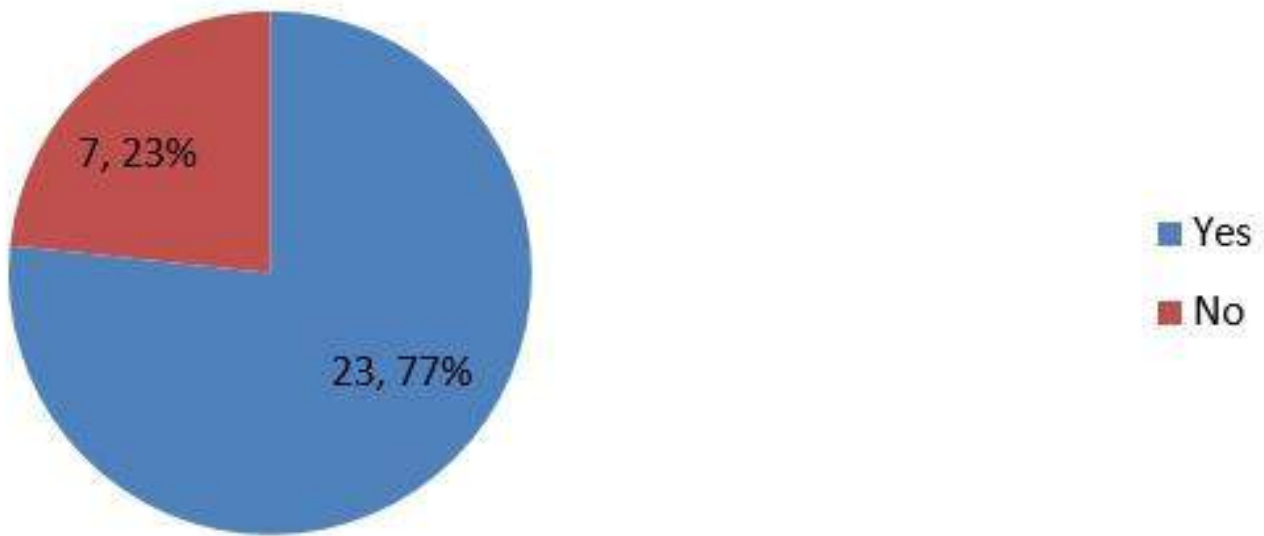
The data collected was analysed using MINITAB 14 software and the following results were obtained. The results are presented in Table 12 and Figure 4.

Table 12: Descriptive Statistics: Talent Utilization

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median
Utilization	30	0	0.7667	0.0785	0.4302	0.0000	0.7500	1.0000

Variable	Q3	Maximum	Skewness	Kurtosis
Utilization	1.0000	1.0000	-1.33	-0.26

Inference: From the data given in table 12, it can be seen that the data is skewed negatively i.e. -1.33. This means there are more employees that feel their talent is being utilised properly.
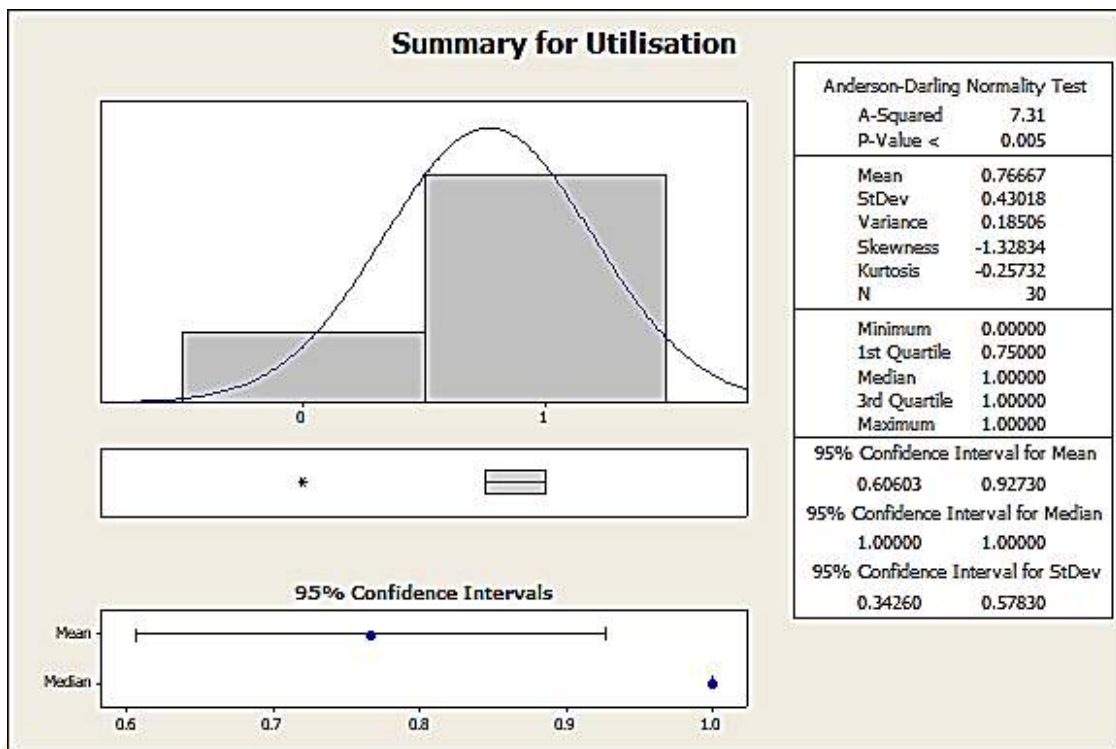
Figure 4: Talent Utilisation of the Employees

It may be seen in the figure 4 that p value for normality test is less than alpha (.005<.05). Therefore, the data is not normally distributed. And there is skewness towards the tail side of the curve. Therefore, non parametric test can be applied.

H₀3: Null Hypothesis: The employees feel that their talent in the organisation is not properly utilised at 95% level of confidence. ($\mu < .5$)

Hₐ3: Alternate Hypothesis: The employees feel that their talent in the organisation is properly utilised. ($\mu > .5$)

The hypothesis is tested using MINITAB 14 software and the results of the Sign test are in table 13 and figure 5.

Table 13: Sign Test for Median: Utilization of Talent

Sign test of median = 0.5000 versus > 0.5000					
N	Below	Equal	Above	P	Median
Utilization 30	7	0	23	0.0026	1.000

Since the p value is less that .05 that means the null hypothesis is rejected. This indicates that the employee feel that their talent is utilised properly at 95% Level of Significance.

This shows overall the respondents feel that the talent acquisition methods adopted by ITC Sonar and ITC Royal Bengal are effective.

However, the second objective is to identify whether the campus placement method or the 'other' methods of talent acquisition are more effective.

Therefore, the study compares the effectiveness of different talent acquisition methods. For the second objective, that is to check the effectiveness of the talent acquisition method was associated with the expected years employee want to work. The following analysis was done using MINITAB 14 software.

The employees were divided into two groups, one group had employees who were selected by campus placement method and the other group had employees who were selected by walk in, consultancy, employee referral and welcome lead talent acquisition method. Both the groups had 15 employees.

Table 14: Presents the details of the employee (Group 1) who are selected by campus placement.

The table shows the satisfaction of the selection process, their perception of talent utilisation and the minimum year's employees are expecting to work in the organisation.

Table 14: Details of the employees selected by Campus Placement Method

Respondent	Satisfied with Selection Process	Talent Utilisation	Expected years
Respondent 1	5	No	2
Respondent 2	3	Yes	2
Respondent 3	4	Yes	6
Respondent 4	4	Yes	4
Respondent 5	4	Yes	2
Respondent 6	4	Yes	4
Respondent 7	5	No	2
Respondent 8	4	Yes	4
Respondent 9	5	Yes	2
Respondent 10	4	Yes	8
Respondent 11	4	Yes	2
Respondent 12	4	Yes	2
Respondent 13	3	No	2
Respondent 14	5	No	4
Respondent 15	5	Yes	8

Table 15: Descriptive Statistics: Satisfaction of the Process (Campus Placement)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3
Process Satisfied	15	0	4.200	0.175	0.676	3.00	4.00	4.00	5.00

Variable	Maximum	Skewness	Kurtosis
Process Satisfied	5.000	-0.26	-0.50

From the descriptive stats in table 15, it is evident that the satisfaction level of the employees for the campus placement is high as the mean is 4.2 out of 5. And the skewness is negatively skewed (-.26).

Table 16: Descriptive Statistics: Talent Utilization (Campus Placement)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1
Talent Utilization	15	0	0.733	0.118	0.458	0.000	0.000

Variable	Median	Q3	Maximum	Skewness	Kurtosis
Talent Utilization	1.000	1.000	1.000	-1.18	-0.73

From the descriptive stats in table 16, it is evident that the employees (who were selected through campus placement) feel that their talent is utilized properly as the mean is .733 out of 1. And the skewness is negatively skewed (-1.18).

Table 17: Descriptive Statistics: Minimum Expected Year of Service (Campus Placement)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3
Minimum Expected	15	0	3.600	0.559	2.165	2.000	2.00	2.00	4.00

Variable	Maximum	Skewness	Kurtosis
Minimum Expected	8.000	1.23	0.41

From the descriptive stats in table 17, it is evident that the employees (who were selected through campus placement) have the minimum expectation to work with the organization is 3.6 years.

Table 18: Details of Employee Selected from other Talent Acquisition Methods (Apart from Campus Placement)

Respondent	Satisfied with Selection Process	Talent Utilisation	Expected years
Respondent 1	5	No	2
Respondent 2	3	Yes	2
Respondent 3	4	Yes	6
Respondent 4	4	Yes	4
Respondent 5	4	Yes	2
Respondent 6	4	Yes	4
Respondent 7	5	No	2
Respondent 8	4	Yes	4
Respondent 9	5	Yes	2
Respondent 10	4	Yes	8
Respondent 11	4	Yes	2
Respondent 12	4	Yes	2
Respondent 13	3	No	2
Respondent 14	5	No	4
Respondent 15	5	Yes	8

Table 19: Descriptive Statistics: Satisfaction of Selection Process (Other Talent Acquisition)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3
Satified Other	15	0	4.267	0.153	0.594	3.000	4.000	4.000	5.000

Variable	Maximum	Skewness	Kurtosis
Satified Other	5.000	-0.09	-0.17

From the descriptive stats in table 19, it is evident that the satisfaction level of the employees for the campus placement is high as the mean is 4.267 out of 5. And the skewness is negatively skewed (-.09).

Table 20: Descriptive Statistics: Talent Utilization (Other Talent Acquisition Method)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median	Q3
Talent Others	15	0	0.800	0.107	0.414	0.000	1.000	1.000	1.000

Variable	Maximum	Skewness	Kurtosis
Talent Others	1.000	-1.67	0.90

From the descriptive stats in table 20, it is evident that the employees (who were selected through other methods of Talent Utilization) feel that their talent is utilized properly as the mean is .800 out of 1. And the skewness is negatively skewed (-1.67).

Table 21: Descriptive Statistics: Minimum Expected Year of Service (Other Talent Acquisition Method)

Variable	N	N*	Mean	SE Mean	StDev	Minimum	Q1	Median
Min Year Other	15	0	5.733	0.672	2.604	0.000	4.000	6.000

Variable	Q3	Maximum	Skewness	Kurtosis
Min Year Other	8.000	8.000	-0.84	-0.19

From the descriptive stats in table 21, it is evident that the employees (who were selected through other Talent Acquisition Methods) have the minimum expectation to work with the organization is 5.733 years.

Table 22: Summary and Comparison of different Talent Acquisition Methods (Based on Descriptive Statistics)

Parameter	Campus Placement	Other Methods of Talent Acquisition
Mean for Satisfaction Level out of 5	4.2	4.267
Mean for Utilization of Talent out of 1	.733	.800
Minimum Expected Year of service (in years)	3.6 years	5.733 years

To check the difference between satisfaction, talent utilization and minimum expected year of service between both the groups of the employees, following test are done on the data collected. The analysis of the data was done using MINITAB 14 software.

H₀4: Null Hypothesis: There is no difference between the Satisfactions Levels of the Employees who are recruited from different Talent Acquisition Methods at 95% level of confidence.

Hₐ4: Alternate Hypothesis: There is significant difference between the levels of satisfaction of both the groups.

Table 23: Mann-Whitney Test and CI: Satisfaction (Campus Placement and Other Talent Acquisition Methods)

Satisfaction Other Method of Talent Acquisition

N Median
SatisfactionCampus Placement 15 4.0000
Satisfaction Others 15 4.0000
Point estimate for ETA1-ETA2 is -0.0000
95.4 Percent CI for ETA1-ETA2 is (-1.0001,0.0003)
W = 227.5
Test of ETA1 = ETA2 vs ETA1 not = ETA2 is significant at 0.8519

The test is significant at 0.8327 (adjusted for ties)

Null hypothesis is not rejected since p value is .8519 which is greater than .05. That is the satisfaction level of the employees for both the recruitment process is same.

H₀5: Null Hypothesis: There is no difference in the Talent Utilization of the employees who are recruited from different Talent Acquisition Methods at 95% level of confidence.

Hₐ5: Alternate Hypothesis: The difference is significant in the Talent Utilization of the employees who are recruited from different Talent Acquisition Methods.

Table 24: Mann-Whitney Test and CI: Talent Utilization (Campus Placement and Others Talent Utilization Methods)

N Median
Talent Utilization (Campus Placement) 15 1.0000
Talent Utilization (Others) 15 1.0000
Point estimate for ETA1-ETA2 is -0.0000
95.4 Percent CI for ETA1-ETA2 is (0.0002,0.0002)
W = 225.0
Test of ETA1 = ETA2 vs ETA1 not = ETA2 is significant at 0.7716
The test is significant at 0.6920 (adjusted for ties)

P value is .7716 which is more than .05; this means null hypothesis is not rejected. Therefore, it may be concluded that there is no difference between the talent utilization of the employees who are recruited from different methods.

H₀6: Null Hypothesis: There is no difference between the Minimum Expected Years of service by employees who are recruited by different Talent Acquisition Methods at 95% level of confidence.

Hₐ6: Alternate Hypothesis: There is significant difference between the Minimum Expected years of service by employee who are recruited by different Talent Acquisition Methods.

Table 25: Mann-Whitney Test and CI: Minimum Expected Year of Service (Campus Placement and Other Talent Acquisition Methods)

N Median
Minimum Expected Year of Service (Campus Placement) 15 2.000
Minimum Expected Year of Service (Other Methods)15 6.000
Point estimate for ETA1-ETA2 is -2.000
95.4 Percent CI for ETA1-ETA2 is (-4.001,0.000)
W = 178.0
Test of ETA1 = ETA2 vs ETA1 not = ETA2 is significant at 0.0251
The test is significant at 0.0200 (adjusted for ties)

In Table 25 the p value is .0251 i.e. less than .05, therefore the null hypothesis is rejected. This means that the expected year of service by the employee recruited by different methods is different.

From the descriptive statistics, it may be said that the mean of campus recruitment is 3.6 years, whereas for the other methods of recruitment the mean is 5.733 years. Therefore, at ITC Sonar and Royal Bengal the other talent acquisition methods (apart from campus placement) are more effective.

Tyagi and Parimoo, in 2017 conducted a study, where they concluded that Referral schemes are highly effective since it enables to bring in the most appropriate candidates, especially in terms of conceptual resemblance with the organization. Another study by Nzonzo and Chipfuva, in 2013 recommended that word of mouth is important for recruiting. The results of the above studies are similar to the result of the present study, as in the other talent acquisition methods in this study includes Lead Program by ITC which is customised program and it also includes employee referral which is similar to word of mouth.

In 2008, Scott and Revis conducted a study where they concluded that hospitality graduates expect their companies to make some effort to develop their career and also to retain them. Providing development opportunities will not only stop their poaching activities but also keep them loyal to the organization.

CONCLUSION

It may be noted from this study that the overall satisfaction level of the employees is high for the selection process of talent acquisition at ITC Sonar and ITC Royal Bengal. However, majority of the respondents do not find any difference in selection process of ITC Sonar and ITC Royal Bengal with the other organisation. It can be seen from the study, that the satisfaction level of employees for the selection process is high and also the talent for the position for which they have been selected is utilised properly. Both the factors i.e. satisfaction of the selection process and the talent utilisation of the employees is positive for the organisation work culture and employee job satisfaction.

From the present study, it may be concluded that the overall employees feel that their talent is being well utilised by the organisation. On comparing the effectiveness of the Campus Placement Method with Other Talent Acquisition Method (which include consultancy, walk in interview, employee referral, welcome lead program) used by ITC Sonar and ITC Royal Bengal it may be said that Other Talent Acquisition Methods are more effective. As the mean of satisfaction level and talent utilisation was higher in case of the Other Talent Acquisition Methods. Not only the satisfaction level of recruitment and the better fit of the job profile were high, but also the expected year of service was high in case of Other Talent Acquisition Method. This means, the employees who were recruited with other methods (except campus placement) wants to work for more duration in the organisation as compared to the employees who were selected by campus placement method.

The limitations of the study were: limited time and resources, difficult to reach employees who were employed at ITC Sonar and ITC Royal Bengal, unwillingness of the employees for filling the questionnaire.

There is further scope of research on the same topic. The researchers may come up with research where they can establish the relationship of the effectiveness of the talent acquisition method and gender, age, designation, etc. Further this study may be used by ITC hotels in understanding what improvements can be done in their HR process so that the students who are recruited from campus placement are willing to work for longer tenure. Hotel Management Institute's placement cell may also analyze the reasons why the students who are taken up by campus placement have high attrition rate.

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