

DOES INDIAN PUBLIC SECTOR AIM FOR A BETTER TALENT ACQUISITION PRACTICES: A STUDY BASED ON PUBLIC SECTOR EXPERIENCES IN INDIA

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ABSTRACT

This paper addresses the Talent Management challenges in Public Sector of India. Initially, the paper will discuss both the public and private sectors to identify the ongoing challenges and limitations taking place currently. The paper will then address how these challenges are interconnected with the problems occurring in different states of India on a regional level. Measures of recruiter competency and organization's position in having a say on the recruitment of the individuals both directly and indirectly will be observed. The methodology used is both quantitative and qualitative as it will help in getting a better information on the hiring policies and practices in both private and public sector and thus, be able to give a better overview of the deficiencies in the public sector over private sector along with looking at the drawbacks in their policies and procedures. Finally, our research will provide a better understanding on talent retention, management and acquisition practices with the needed methods required to make the best selection of the right candidates for the right position; along with suggesting the scope of further revision of the talent acquisition practices among public sectors to meet the challenges and demands from the private sectors.

KEYWORDS: *Talent Management, Talent Retention and Talent Acquisition*

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INTRODUCTION

Talent Acquisition has become a major concern in the global strategic HR management practices. Most of the public and the private sector organizations are indulging into the utilization of the best talent acquisitions and management practices to obtain potentially suitable candidates for the job position. Usually, workforce planning is treated as a dependent process to talent acquisition, while little emphasis is provided to training, employee deployment functions etc. Currently, every organization is entitled to utilize the human capital activities in any manner they need; even though it is the requirement of the organizations to implement the policies for such talent search and management. Each key process in the Strategic HR practices is aimed to contribute to arriving at the best outcome based on the organization's goals, for example, a 10% increase in product promotion or a 15% discount in the cost of production. At the same time talent outcomes aimed for a 5-point increase in better manpower utilization or a 2-point increase in retaining the employees in

organizations. In usual practice, most of the talent results explain that the major outcomes expected are on par with an increase in profit earned through the volume of sales or economy in production operations. In some HR events, the performance results are reviewed as a secondary step/stage towards the achievement of the top-level goals. As part of the talent management and retention process, almost 100 characters are identified as part of the talent acquisition measures. The measurement factors are grouped across six subsystems under the three major criteria namely efficiency, effectiveness and outcome. In the present SHRM practices, institutions need to design their own measures that best fits into their goals and objectives and suits it to manage the human capital. This includes Recruiting, talent assessment, Talent selection (hiring) and on boarding.

Talent Acquisition is always a measure for organizations to achieve major organizational goals, mainly talent management oriented goals. In the global industrial scenario, the talent management practices have been categorized into few subsections, which is as follows:

Talent Requisitions: From a recruiter's perspective, the talent requisitions examine the number of requests for hires that are usually received. This can be explained as employment need, employment offer, talent management process, requisition Rate, total requisitions per recruiter, Average Filled Requisitions per Recruiter, Job-Posting Factor etc.

Applicants and Interviews: Explains the need to quantify the searching for and conduct of the interview among suitable potential candidates. This is usually expressed or quantified in terms of Average Interviews per Hire, Interview Rate, Referral Rate, Hire Rate, and Percentage of No-Shows

Hiring Activity: Explains the means and methods to analyze the hiring activities, explored in terms of rate of recruitment, Percent of Hires Referred, Rehiring process, Net Hire Ratio, Recruiting Source Distribution etc.

Hiring Cost: Is the cost of investment incurred in bringing a person on board. This is explained in terms of Cost-per-Hire, Recruiting Cost Ratio, Sign-on Bonus Factor, Source Cost per Hire and other related activities.

Hiring Process: The activity involved in measuring the hiring process efficiency and effectiveness. The various measures include Recruiter Response Time, Time-to-Fill, Time to Start, 90-Day Separation Rate etc.

Quality of Hire: Various Measurement Scales Like: Hire Index, New Hire High-Performer Rate, First Year Separation Rate, and Hiring Manager Quality of Hire Satisfaction etc. are utilized to examine the standard measure to assess the quality of hires made referred.

The talent management and outcome measures were also grouped on divergent levels, based on the character of the activity namely Level 1, Level 2 and Level 3 which is explained as follows:

- **Level 1:** Usually categories for Key Performance Indicators (KPIs) of a given Talent Process. These indicators usually vary from organizations to organizations. The usual measure that is considered are: Quality of Hire Index, Offer Acceptance Rate, Cost-per-Hire, Time-to-Fill, 90-Day Separation Rate
- **Level 2:** These values or measure is typical to be utilized as supporting metrics for a given Talent Process. This is the measure, which one might look to in order to determine the noticeable changes or trends if any in KPIs that might be occurring. The measures to be considered are Recruitment Rate, Rehires Percent of Total Hires, Recruiter Response Time, Average Interviews per Hire, Referral Rate, Recruiting Source Distribution, Average Filled Requisitions per Recruiter

- **Level 3:** Usually the raw data is used when both the Tier 1 “KPIs” and Tier 2 “metrics” are used in combination with one another. Usual, measure that is considered are Total Number of Requisitions Opened, Total Number of Positions Filled, Total Open Requisitions, Total Applicants, Total Qualified Applicants, Total Offers Accepted

Quite often, the Talent Management (TM) practices were defined in different ways by the researchers. Though the definitions differ in the phrases, the core contents of the definition remained the same. For the purpose of the present study, we will have a look at the following definitions related to the study. Collins and Mellahi, (2009) defined TM as the standard human resource department practices and functions; and in the international context the term global talent management is used interchangeably with international human resource management. In this definition, it can be seen that the researcher viewed the same as a part of the standard HR practices at the industrial as well as the international context. When we analyze the definition provided by Tariq and Schuler, (2013), it can be seen that the researcher views TM as a tool to focus on high performing individuals’ also known as high potentials. Therefore, the value of people’s performance seemed to be an important factor for the researcher as observed through his study. Michael et al., (2011) were the other group who performed some research observations in this area of HR and Talent Management. This study brought emphasis to the fact that the “capability-based approach” to strategic HRM is the basic interest in obtaining the best workforce to industries. Thus, it can be seen that talent management is treated as a subject of strategic HRM.

Lewis and Heckman, 2011 explained talent management (as it is more future-oriented) defined in terms of human resource planning and projecting employee / staffing needs. Here the focus is on the types of individual-level capabilities needed in the future. Staffing can be divided into recruitment and selection according to Dowling et al., (1994). The study gave emphasis to recruitment and defined it as a search for and obtaining of potential candidates for specific jobs in sufficient “quantity and of quality”. This study emphasized that this will help an organization to search for most appropriate people to fill the job vacancies. In this context, a selection was referred to as a process of gathering information for the purposes of evaluating and deciding who should be employed in a particular job

Erickson et al.,(2013) conceptualized Talent Acquisition (TA) as a process of finding and acquiring skilled human labor for organizational needs and to meet labor demand. When used in the context of the recruiting and HR profession, TA refers to the department or the team within the HR Department.

In the present day, TA is not only considered as a strategic function of an organization, encompassing talent procurement, but also for workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development. (Schuler, 2011) TA professionals are usually skilled in not only sourcing talents, candidate assessment, and compliance and hiring standards, but in employment branding practices and corporate hiring initiatives. TA as a function has become closely aligned with marketing and public relation as well as Human Resources. (Koopmans, et al., 2011). As global organizations need to recruit globally with desperate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Thus, the study helps us to understand that TA professionals often create 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 also the approach to corporate employee development. The unique needs of large companies are especially to recruit and hire as well as attract top talent to the development of a unique TA practice and career.

Hence, a lot of trust and belief is developed in the system and its efficiency. The best of the public sector undertakings have copied the work systems from the most developed nations like US, UK, Germany etc. These sectors really work for the purpose they are established with strict monitoring and control for providing better services.

The public sector undertakings in India have the rules, policies, and procedures to well complete a job without compromising on the quality of services. To keep providing excellent services and to keep customers happy, the government is always expecting a higher standard of performance from its labor. The government through its mechanism is keeping its talent pool updated to hire expert persons to better execute the program (Zenger, 2013). The public sector undertakings have the facilities and procedures in providing excellent on - the - job training to its employees to update themselves and with their jobs and services. There is an absolute need to develop a research framework to study TA framework.

The research rationale is to investigate the existing TA framework in public sectors and suggest means of improvement or build an alternative plan for TA in public sector organizations in the country. Customer Satisfaction surveys have proved that the service quality of the Indian public sector and its employees are yet to reach the standards of excellence. The governments at various levels are doing multidisciplinary activities to ensure that best of the talents are acquired to provide much better customer care with technical expertise.

Researchers have conducted different studies on the TA in China, Russia, and Thailand, India, and US and many other countries. As on date, no specific, systematic research-oriented studies on TA practices in India have been conducted. The focus is on the public sector as it provides all government services with a focus on e-governance. This needs expert talent to deliver effective services to people in the state. Right from investment to immigration to the payment of the utility bills, bank transfers, and the public service provides space for organizational performance for employees to exhibit their talent and skills in serving the public. Even though public sector employees are committed to the profession, thanks to the government efforts to train and develop their skills and knowledge with effective training and development efforts. Now a time has come when the public sector needs to provide more attention to employee retention and engagement. The variables of TA depend upon qualification and experience in the relevant category of service and there is a dearth need to develop human resources strategies catering to the acquisition and retention of talent in public sector organizations in the state. The present study attempt to address the following areas through research based on the conceptual framework as explained in the later part of the study.

- Does the new generation of SHRM practice bring any substantial benefit in performance effectiveness and efficiency of employees in the Public Sector Undertakings for delivering quality tasks?
- Do organizations take care of employee feedback as a positive effort towards employee retention policies and thereby in organizational performance?
- The HR strategies need to benefit in better workforce management in the present organizational practices and in better employee retentions.

LITERATURE REVIEW

Talent acquisition and management have been in the conversation among industrial establishments over the last many decades. From the grassroots level of the Personnel Management departments, simply maintain the employee admission and retirement records, the department has emerged into a department of global dimensions of people

management including training, development, task and responsibility allocation, performance evaluation and likewise adding much better and brighter commitment to the organization, with the availability of talented people. The Industrial concept has changed over a period. It changed from mere production centers to the level of industrial training, design and development centers. Strategic Management in HR practices revealed that the tasks, work culture, work ethics, employment practices changed, inviting dynamic changes in human resources area making the same talent acquisition practices more and more challenging. The talent management practices involving employment sourcing, recruitment, selection, training, and development and retention practices emerged with dynamic core human values and concepts. From the last few decades, whole practices are discussed as Talent acquisition and management with the introduction of latest job practices. Available literature in this regard was reviewed in reference to the study, which is explained in context to this research.

Recruitment and Selection Practices in Public Sector

To contain or to curtail this system Darrget., al (2010) while explaining as part of his research in HR emphasized that government could establish specialized agencies with specialized knowledge and expertise at low costs to run recruitment activities for organizations and introduce adjustments to study educational curriculum to enhance candidates' soft skills and communication skills. In continuation to the details Darrg et., al (2010) expressed that the process of forecasting organization's workforce demand and supply to identify the gaps, develop an action plan in order to bridge the gap and attain strategic and organizational objectives and goals. Further, the organizations were found to select specific sources for recruitment to resort to internal or external recruitment methods.

Human Resources Management Policies and Practices

Yu-Ru Hsu et al., (2000) noticed that in smaller firms, due to its limited organizational activities, there was not much of a formalized and explicit HRM policies put in place. Shen et al.,(2004) further in the study explained that other host country nationals (HCN) employees were employed on subsidiary contracts. There were a few concerns related to this kind of staffing policy. The concerns led to high turnover rates w.r.t qualified local persons, which in another way brought less motivation and morale among both expatriates and local employees. The few concerns addressed include getting the promotion opportunities limited for local employees as well as re-entry problems for foreign nationals. While the Western MNEs, adopt a one recruitment policy for its employees, Chinese MNEs usually try to discriminate different nationalities and employees in different positions. For example, Kim and Slocum (2008) explain that though fluency in English fluency is a specific concern for expatriates to obtain a job in the USA, Chinese people prefer talent and expertise. In addition, Chinese people prefer to provide a job for Koreans, even without experience due to cultural similarity and close geographical distance. While this is always the best practices in the HR management, based on the experiences in Indian Subcontinent by Govindarajulu and Daily (2004) makes it clear the necessity of performance assessment point to guarantee effective environmental management activities over a period of time. This is because permits to make continuous adjustments of an employee's performance based on his expected performance.

Employee Selection Processes

Yu-Ru Hsu et al., (2000) points out that in case of the absence of trained professionals implementing psychological or psychometric tests in organizations, which always have a positive effect (e.g. reduce employee turnover rates), are becoming costlier. Further during the research Yu-Ru Hsu et al., (2000) recognized that while making the final hiring or selection decisions, HR managers/specialists in Taiwan looked for potential candidates for their qualification,

characteristics, work-related values as well as attitudes. This observation is made based on the job openings and available job positions, which seems to fit in well with the organization's needs and culture.

Employer and Employee Branding

Employer Branding (EB) describes the organization's market with their offerings to potential and existing employees. In addition, it will try to communicate with potential employees, and to maintain loyalty, both in the internal and external environment with a clear understanding of what makes a firm different for an employer (Backhaus and Tikoo 2004). According to the TM studies conducted by Jenner and Taylor (2009), the contemporary power of branding products, markets or companies makes EB a most prominent tool for HR in talent management. HR's repeated search for unmatched talents, its credibility in increasing the interest in engaging appropriate employee, along with the scarcity of qualified labor market conditions, is leading to a situation of "War of Talent." This situation is leading towards the growing interest in TM. (Iles P.A 2007). Based on the references quoted by Wilden et.al (2006) the study mainly attributes that the effectiveness of brand awareness to competent and prospective employees, depends on their credibility, willingness, understanding, expertise, consistency, credibility and associated investments in employer brand building exercises. Thus, it can be seen that the employer branding (EB) activities are mainly designed to improve and develop both Employer Brand Equity (EBE) and Employee Based Brand Equity (EBBE).

Human Resources Practices

In a previous recruiting meta-analysis, the relationships between the four indices of applicant attraction and recruiting predictor categories displayed four indicators for the job. That includes Job pursuit intentions, Acceptance intentions, Job/organizational attraction, and Job choice decisions. (Chapman et al., 2005) The structural model was examined along with outcome variables. It was found that there exists a support for the intentions-mediated model in relation to reasoned action and planned behavior theories. The studies by Collings et al., (2009) mentioned that investment in TM practices would support to achieve results such as employee engagement, satisfaction, commitment, motivation, as well as perceived organizational support (POS). It is understood that the HR management influences talent growth in five ways. These include training system, compensation management, performance valuation, and team orientation as well as promotion systems.

While researching through the studies in the area of HR practices in Russia, it was observed by Fey et al., (2000) that, the role of HRM outcomes were found out to be motivation, retention, and development as a mediating variable in talent management practices. Fey and Bjorkman (2001) however, argued that the development of the employee might be of much better significance in Russia than in Western Countries. Newell et al., (2005) conducted a detailed exploration in this area of human resources management i.e. talent management. The study was aimed at human resources management on a broader scale including the dimensions of human resources planning. Newell opined that human resources planning (HRP) is considered as an unavoidable area of the corporate business plan. It is explained that the reciprocal linkages between both HRM and HRP are very much reasonable. Further during the study Newell et al., (2005) gave emphasis to the talent search in organizations to be done either by internal studies or through external sources. Both methods require analysis to be carried out by searching for talented people for job requirements to be spotted from the organization or to make an external search for skilled manpower.

From the research done by Weng, (2008) it was discussed, as compensation is the best guarantee towards an employee's performance as it is linked to employees' all-round and development. Earlier studies on employee performance

always bring in a distinction between maximum and systematic job performance, as explained in his studies by Sackett et al., (1988). Supporting to the observations made by Pallavi, et.al (2008) in her study felt that much better will be the employee engagement and lesser the attrition if better is the recruitment-culture-need fit. There were studies conducted by organizations with regard to TA. HR Focus (2006) while conducting studies in HR area came to understand that employee engagement is driving employer brand equity. Further, the research study emphasized that employer brand interventions indicate TM as the important factor in this strategy. Later when Bhatnagar (2008) further conducted the study, it turned out that with research information, that talent is now considered as the main differentiator for Human capital requirement analysis and for bringing much better competitive advantage. While elaborating on the key areas of the study, he emphasized that to be successful in future, each person must be able to explain the talent in a skillful manner. Mensah(2015), explained further that to bring in an everlasting performance in the industry, it is necessary to concentrate on the unique talents of each individual employee in the company. This observation was totally supporting to the studies in the area done earlier by Michael's et.al (2001) that talent is the totality of an employee's attributes, which include intelligence, skills, abilities, knowledge, intrinsic gifts, behaviors, judgment, attitude, character and drive. Again the observation seemed more relevant since the study had its research evidence from the earlier studies conducted by Barney and Wright (1998), where it was mentioned that talent is rare, valuable, difficult and hard to substitute in any organizations. It was found that organizations better attract, select and retain talents that outperform the companies that do not revise the talent practices. These evidence were quite informative to make Weng (2008) comment that talent is a key intermediate variable to generate profits through its best utilization in high-technology industries. Jyotsna (2007) also made the same observation that talent acquisition is the "war for talent" that is focused on acquiring and assimilating "the best". In today's highly competitive environment, maximizing team efforts, employee motivation, as well as employee retention through due diligence in talent management practices have become vital. (Ronn, 2007).

According to the observations made by Lucas (2008), the productivity gains associated with the clustering of talented people or human capital are considered as the driving force behind the growth and development of cities and regions. This was evenly supported by Jyotsna (2008), stating that employees' engagement has a systematic impact on employees' talent retention as well as employee productivity gains. Further Jyotsna (2008) from her studies that the organizations need to put in efforts to build specific and practical as well as holistic talent strategies, which can attract talent and can address employee engagement and the retention as the key success factors enabling the increase in productivity and business performance. These studies were supported by Florida (2002) explaining that talent is the major and specific variable to invite high-technology industries as well to generate much better regional income.

Talent Acquisition and Talent Management

Studies in TA and TM were further reviewed with earlier researchers in this regard by Schneider, (1998), Rowley & Benson, (2002), Gerhart & Fang, (2005) as well as Black (2005). According to these studies and the observations, it was their common view that the culture of the nation has a prominent role in international HRM. From many studies in this area, it is clear that the influence of a nation's culture impacts the plan and process in designing and development of the rules, policies, and practices for working together. This influence then helps employee performance and employee behavior at the individual and organizational levels (Gerhart & Fang (2005), Hassi, (2012), Lertxundi & Landeta(2011), Miah & Bird (2007), Schneider, (1998)). Thus, it can be experienced that on a global scenario the TM perspective was addressed as per the nation's culture and binding.

Many studies were conducted in talent management and employee performance across the world. Still, lot more needs to be carried out in this area. However, specific to India, there has been no in-depth studies conducted as on date particularly focusing on the public sector industries in the sector. With the development of the most advanced selection and recruitment practices in the emerging industrial scenario, the employment changes in the industrial scenario and the need for trained manpower are very evident. Based on the present industrial scenario, cultural and present organizational considerations, the present practices in talent pool management needs exploration.

Conceptual Framework

Over the last century and in the present decade, relatively it is very evident that no specific study has been carried out so far in a scientific and systematic manner on the TM and TA practices with regard to the industries in India and most specifically to the Public Sector Undertakings in the country.

There were many studies conducted in this regard on Talent Management. While referring to recruitment and selection studies as explain by Yu-Ru Hsu et al.,(2000) explains the need for integrate between HRM policies and corporate strategy as well the need of HRM in decision making at a much wider level. Furthermore, having the right person at the correct position at the adequate time is considered as the major factor towards any organization's international growth (Duerr, 1986). Shen et al., (2004) conceptualized that the selection and recruitment of multi-national enterprises is considered as an outcome of industrial policies and practices as well a range of firm-specific and host country factors. This always includes the factors such as stage of internationalization, international strategy, and degree of dependence to international markets, host countries political, legal, economic and socio-cultural conditions and so on. The conceptual framework is explained based on the literature review and the gaps in the public sector in India. In India, most of the public sector workforce is selected with the support of practices, such as psychometric test, workforce planning, and employee feedback are being currently practiced. Workforce planning is used to align the requirements and preferences for the organization with the specific workforce talents to ensure that the organizations can achieve its regulatory, legislative, production and service requirements and industrial objectives.

The Talent Acquisition Framework consists of core dimensions: workforce planning, recruitment & selection, top management commitment, employee feedback and organizational characteristics as independent variables. The major dependent variables utilized for this study include outcomes of employee sourcing attraction outcomes, employee retention programs and organizational improvement through employee performance. The competency of the recruiter and organizational reputation is considered as the link or the framework to mediate between dependent variables (attraction outcomes, employee retention) and independent variables.

Workforce Planning

The human resources or talent identification cannot be seen as one just aimed from the job market. The public sector undertakings must give importance to internal performers along with the external candidates with skill and talent. The work force planning is not just about external labor markets. The theory on internal labor market was studied to explain and examine the growth and maturity of the organization and its performance. The internal labor market refers to staff movements between positions within departments and organizations – often referred to as career or succession assessment. Succession planning is a deliberate attempt of all large private and public sector organizations to understand and explain the employment market complexities. (Smith and Mackintosh. 2006). Thus, it can be seen that the workforce planning has to be addressed from internal sources, while considering experienced and fresh potential candidates. There are

usually four types of employment for which the qualified professionals are needed, which are Full-time employment, part-time employment temporary employment, and employment under a special contract.

Recruitment and Selection

Dickman M et al (2008) has elaborated in their study in HR practices that recruitment is carried out as a systematic potential candidate searching process, to have a list of prospective candidates exhibited desirable knowledge, skills and experience to permit any organizations to search for the most suitable candidates to fill job vacancies as and when it emerges. The process of selection is conducted differently by different organizations. This is usually conducted through job-related interviews and screening tests. The method of employee selection becomes very simple / complex based on the hiring firm requirement. The objective of the recruitment and selection processes is to equalize the job requirements with job specifications with the job characteristics against the employee skill and capabilities. (Herriot (2006), Montgomery, (2006); Plumbey (2007)). Thus the employee selection practices must be of great importance both at the public and private sector organizations. Due to this importance in the recruitment process, it is essential to develop a policy in recruitment practices. Thus it is very evident that in the government sector, there recruitment policies and practices have prime importance. Recruitment and selection remain as the main concern with the industries, as it is aimed to maintain a sustainable competitive advantage over rivals. (Akar 1989; Jackson et al., 1989; Pettogrew et al., 1988; Raghuram and Arvey 1996; Walker 1992). Thus both at the public and private initiatives, best selection and recruitment process remains as a matter of prime importance. Anderson and Shackleton (2007) indicate that the relative effectiveness of the selection phase is inherently dependent upon the caliber of the candidates attracted.

Cost of Hiring

Cost of hiring involves plenty of dimensions explained and expressed in terms of time effort and time value. According to Dowling and Welch (1988) and Tung (1984), the hiring costs for employees are increasing leading to high expenses. Direct expenses consist of relocation expenses, freight and transport, training, travel and related expenses. The indirect expenses are at time considerable or unquantifiable, which at times reaches to the level of estranged relations between the host-country government and other local organizations and customers. Further, this affected the market share, damage to corporate reputation and lost business opportunities. Every nation has their own hiring policies to the government departments or at the public sector. As per the law of the land, there is policies in place to recruit employees to various levels of the employment. The time and effort from the companies explain the cost involved in hiring in addition to the potential time needed for the candidate to join and the possible time of the existence of the vacancy.

Recruitment policy and Practices

In the rapidly changing business models, it needs the existence of a perfectly developed recruitment policy for the adequate deployment of human resource requirements on time. This establishes the need for a clear and complete recruitment plan, which will be beneficial for the execution of the recruitment plan in the best way with the right candidate for the right job. Preparing an acceptable employee engagement plan is the initial step towards a better hiring process. A perfectly planned and prepared hiring policy and practice ensure sound employ recruitment practice. The employee recruitment plan provides a better framework for implementation of recruitment program (Sargsyan (2008)). The research studies in this regard explain that the recruitment policy needs a perfect organizational system that needs to be developed for implementation of the recruitment programs as well as needs a better procedure for filling up vacancies in organizations.

There has been a load of studies in this area for a much applicable recruitment policy to govern the recruitment activities. On a detailed review, it was felt that a well-knit recruitment policy of an organization should consider the details as

- The existence of a competent authority to approve each employee selection.
- Establish a match between employee skills along with the organizational needs.
- Always focused on recruiting the best suitable candidates.
- The experienced and expert selection panel for the best conduct of the selection process.
- To support as well motivate employees to meet / exhibit their better employment potential.
- Ensures the credibility and value of all potential employees and prospective employees with dignity and respect.
- Transparent as well as the genuine selection process.

Based on the policies framed and established, it was found that few concerns emerged that were affecting the recruitment policies of some of the companies. This policies which created some concern to the organization can be listed as follows:

- Always aimed and developed as per organizational needs.
- Developed based on the organizational objectives
- The HR policies and practices of the organization and its competitors.
- Better recruitment sources.
- A cost involved in the recruitment process and its financial implications

Thus, it is very important to have a policy for the recruitment of employees at all levels of employment say from the top position to the lower positions of the administrative functions whether it is in the private sector or in the public sector initiatives.

A job offer is always an invitation for potential candidates to be the part of any organization based on the job match. As the practice, the initial offer is discussed, later to be executed as an employment contract. Job Offer is a commitment to the department to provide the job to the candidate who is chosen indicating the: job specifications, task, rank and scale, salary, allowances and benefits, holiday entitlement and tickets, working hours etc as well a reference to the rest of the employment terms and conditions. Human resources management must conduct employee orientation, providing an outline of the organizational objectives, structure, function as well as activities of various departments, divisions and subdivisions, and will provide an online or print copy of all manuals, handbook and other official references detailing the rights and responsibilities of the employee as a general employment information. It oversees human resources management in coordination with the concerned department to develop a detailed definition of a structured program for jobs that require it.

Organizations follow different practices to obtain the best of the talents in the market. Sometimes through advertising, networking, friends on board, from campuses, internet, jobs sight, etc. The best and the most economical method designed by the company based on its products and markets to obtain the best person to make the product available

to the right customer at the appropriate time is termed as acquisition practices. These practices vary from industry to industry and from organization to organization. Thus, it is very evident that the major outcome of the efficient employee recruitment process is aimed to reduce employee turnover and to build employee morale as a part of effective employee engagement. (Farnham and Pimlott., 1995)

Employee Feedback

Employee feedback is considered in two dimensions in any work situation. Feedbacks are aimed to gather information directly from employees aimed at developing a better work situation. Usually, the feedbacks are gathered either directly or indirectly based on various research propositions like interviews, discussions, observations, questionnaires etc. The employee responses to questions related to workplace matters will help the organization to improve the workplace situation. Even the employee opinion survey can focus on any specific concern faced by the employment situation, which needs answers. In the present day practices, the work supervisors, other officials engaged in employee engagement provides feedback as a regular activity helping employees to be knowledgeable of their job duties, responsibilities, as well as their work skills. The feedback needs to be complete and consistent with the organizational requirement for the supervising officials to arrive at correct decisions. Ruth Mayhew (2007). As a general practice in industries, the process of feedback starts on completion of the training and even on completion of the annual year of services. Nowadays, the industries are changing the schedule.

Usually, it is expressed that there is two categories of feedback. The first category can be explained as self-evident feedback-information where employees are informed / well aware of their performance in work situations. Automatic feedback gained better acceptance over the period and kept on growing with a much better and wider scope of work. Much broader the work scope an employee has, much better it will be for an employee to determine the quality of the tasks to be completed. The category of feedback is a planned feedback aimed to be provided as and when the need arises as well it involves a measurement system. With effective feedback processes, employees will be performing realistically to reach the destinations successfully.

Talent Acquisition Budgets

A load of time of an employer or HR professional is being spent on finding the best of the talent. Organizations need to plan the hiring process with a specific task and the job characteristics needed to complete each task. At present, talent acquisition budgets best serve the organization in such a way as:

- A benchmark for evaluating performance against expectations and actuals already expended in terms of person-hour spend on any specific task and labor put in for acquiring the best potential to the industry.
- Prepare resource base for meeting immediate or intermediate financial requirements in case of talent search and identification.

Over a period, talent acquisition has developed as the most critical HR activity. Organizations regularly search for fresh recruitments with advanced job qualifications, job skills, and abilities that align with their organization's overall strategic plans. The studies have clearly explained the industrial/organizational benefits of promoting or promising better talents in organizations. The best policies in organizations will bring in the best of the employees who can fix themselves into the values and traditions of the organization. (Hocking JB., et al 2004).

Talent acquisition involves cost and it needs a hiring budget to hire and recruit new employees. Usually, the budget includes different expenses namely cost for advertisements, travel cost involved in the process, the cost for relocation costs and recruiter pay etc. and not limited this. Explained as cost-per-hire, these calculations are made based on hiring needed and hiring carried out. In addition to this, the time value an actual expense to the organizations is not estimated as part of the budget. For example, the positions if not filled on time, it will lead to work disturbances, which in other way cause financial challenges to the organizations. The workplace may lay idle for lack of employees; low morale and less productive employees. Cost-per-hire brings a special attention to recruitment executives. (HuoYP., et al., 2002).Hugo feels that it is difficult to quantify the value of the cost of hiring and further cost-per-hire is easy to calculate as it might be easy to estimate the outbound search / sourcing costs including online job postings, agency fees, and relocation costs are easy to track. Cost-per-hire is considered as accost outside HR as it is explained and accepted by management authorities as part of recruiter effectiveness. The cost of hire is influenced by the industry, the size of the staff, business values and location.

All these and many other factors influence-recruiting costs, standardization in the hiring process as effective when costs-per-hire is evaluated against similar organizations.

It was widely observed by many researchers in the area and explained by Janssen set al., (2006) that overall business strategy of companies will affect cost-per-hire. By cost cutting in diversified areas of activities, including cost-per-hire, an organization makes sure to bring high profitability. The recruiting expenses also are high when the organization seeks to before productive with innovative talents. This needs to increase its sourcing strategies and costs to explore the country for best talent. Thus it can be seen that the talent acquisition budget depends on various factors which includes time, money and effort spent in a vacancy from the time it emerged. Further to this, the confirmation to the job is another important aspect pertaining to the budget. If any point of time the hired employee has to leave the job, the organization will have to conduct the same exercise another time bringing in double the expenses to the industry for no benefit.

Tools for Talent Acquisition and Management

The systematically developed talent acquisition tool helps the organizations to save money and time by effectively utilizing the resources in a professional manner. (Morley et al., 2004). Talent acquisition tools are developed to source the best talents from the global scenario. This varies between the company, product, and market. With the latest talent acquisition tools, employee selection and training process can be carried out with ease and dynamism, bringing a good amount of savings in time and effort.

Morley (2004) explained this by stating that the ability to attract, motivate, develop and retain engaged employees who are productive would help organizations to achieve strategic objectives and operational goals is known as talent management. An inclusion of effective talent management processes and its essential tools will help to create a highly successful team in your business or organizational procedures. The tools required include workforce planning, recruiting, strategic plan and goal alignment, executive coaching, leadership development, recognition programs, diversity and inclusion, and engagement, as well as retention. (Madison Jones: 2013).

Madison Jones in her writings placed further explanations to her points on reference to the various tools on talent acquisition and management. Few of the observations can be detailed as follows as Talent Management begins with Workforce Planning, Recruiting Effectively Strategic Plan & Goal Alignment, Executive Coaching, Leadership

Development, Recognition Programs, Diversity/ Inclusion, Engagement, and Retention.

Top Management Commitment

The emergence and the existence of organizations always depend on the level of support and co-operation exhibited by the people at the top of the activities. Shen et al., (2004), in her studies, states that in the public sector, the top management is usually placed under great pressure in the expatriation selection process. Usually, the management is forced to recruit employees who place better relationship with senior management rather than being qualified for the process in the overseas assignment. Thus top management commitment refers to the direct participation by the executives at the top in a specific and important aspect or activity of the organization.

Organizational Characteristics

The main characteristics of an organization need to be explained through the following:

- **Outlining the Objectives:** were organizations are established with long-life objectives of profitable business and growth. Other objectives get added to the organizations as it grows thus supporting the main objective.
- **Identifying and Enumerating the Activities: With the selection of the main objective,** management needs to identify the various tasks involved and the relative sub-tasks that are to be performed individually or in-group.
- **Assigning the Duties:** While tasks are grouped, it needs to allocate based on the similarities and purposes, based on departments. Inside the department, various functional duties are allotted to individuals.
- **Defining and Granting the Authority:** There needs to define the authority and responsibility of individuals and departments. A close relationship between authority and responsibility needs to be established.

The conceptual framework is framed through key variables such as talent acquisition dimensions and attraction outcomes, which leads to increased organizational performance. The independent variables of talent acquisition framework are workforce planning, recruitment & selection, top management commitment, organizational characteristics, and employee feedback. The recruiter competency and organization reputation are considered as mediators in the relation between TA predictors (attraction outcomes, employee retention).

DISCUSSIONS

In most of the BRICs and other nations, the PSUs follow a similar pattern for talent acquisition and management practices. In the economic scenario, no country can survive without industrialization. May it is developed or developing, industrialization has always been the prospects of development and commitment.

Over a period of evolving SHRM scenario, talent management has gained importance in almost all the organizations or industries in the recent past. Since the advent of modernization of the industries, with the addition of new organizational policies, almost all of the new generation as well as old companies started to revamp their HR process to make the same more economical, dearer and nearer for the industries by addressing the information received from the happenings in the strategic HRM practices.

SHRM practices are on a constant change. Based on the changes in the scenario, organizations started re-defining hiring policies. The Strategic HR department in consultation with the top management finalizes various job positions and the recruitment plan. These hiring practices make the recruitment easy and more effective. These observations helped to

develop strategic policies for hiring in organizations.

Present Talent Acquisition in Public Sector

The public-sector initiatives across the globe have become more realistic and futuristic. The government sector units started steps to search for and recruit better resources and labor. This made the organizations grow globally. The expansion plans based on the competition and consent of the emerging marketplace started implementing a recruitment plan to obtain the right person at the right job in the right time. In spite of the cultural and social differences, the recruitment and selection of people in the public sector almost remain the same across the companies, across nations. Hiring happens as requirement props-up. In the public sector, the vacancy arises due to retirement, retrenchment, transfer or even promotions. As a usual practice, it can be seen that the vacancies are sometimes left unfilled for a long period. When in case of urgent requirement to hire someone, the efficiency, and expertise, sometimes are compromised. This process of filling gaps out of the vacuum leads to a situation of providing the wrong position to wrong persons, leading to a dismay figure to the HR policies and practices.

From the recent decades, public sector undertakings too started realizing the importance of trained professionals as the part of any organization's success. The realization of this importance to qualified and trained labor made public sector undertakings even to go on a lookout for best talents to take-up job positions. Thus, the public sector too started considering outsourcing talent search activities in order to obtain the best talents in the field, with not much of a waste of time and effort.

Industries started engaging professionally qualified, technically competent labor from the freshman to the experienced personnel in the talent pool. The innovative trends in hiring practices have brought importance in government sector organizations to re-invent the TA practices. This has helped to accommodate the best available talent in the global employment market. Thus over a period, the PSUs has can set its own global benchmark to provide quality work standards in talent management practices.

CONCLUDING COMMENTS

This paper in strategic human resource management in talent management is developed with the interest to explore into the talent management activities among public and private sector institutions. The main emphasis is to explore the talent management practices among public sector organizations with the focus to improve the talent management practices, which in other way have a direct and indirect impact on attraction outcomes and institutional performance. The key factors contributing to talent acquisition predictors are attraction outcomes and organizational performance. Talent management has emerged as one of the major areas of Strategic HRM during the last decade. Taking lead from the private sector organizations, public sector too started being competent and competitive in obtaining the best labor resources to manage the business/services. This started setting up a governing standard even in the public sector with regard to the talent acquisition practices, aimed to develop the public sector infrastructure, thereby improving the national infrastructure.

The study was carried out to explore the talent acquisition practices in the government sector initiatives specifically related to Indian Sub-continent. The paper looked into in detail the circumstances and the situations, which make the PSUs to hire the best talent from the employment market. The areas of exploration in this study included workforce planning, attraction, selection, recruitment and retaining process. The study also concentrated on top management commitment in delivering the better output through experienced professionals. The employee engagement in the public

sector institutions was explored through talent acquisition methods, feedback mechanism, and organizational characteristics. The major focus was on organizational need in public sector undertakings in the Indian Sub-continent. The study tried to gain the idea on the best practices for selecting employees' specifically local people in general and expert population particular from the international job pool. The present industrial culture, recruitment practices, hiring process etc.were looked upon while collecting the data. The study was concentrated to identify the existing practices in the PSUs in Indian Sub-continent and to implement best practices in the sector for further development.

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