

# A Study On Talent Acquisition And Its Impact Of Competitive Advantage On Banking Professionals In Thanjavur District

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**Abstract-** Talent acquisition is one of the key strategies used by organizations to have a competitive edge in relation to their competitors. This study sought to determine the effect of strategic talent acquisition on competitive advantage in banking sector within Thanjavur town. The specific objective was to determine the effect of strategic talent acquisition on competitive advantage. Data was collected by use of prepared questionnaire which was controller through direct that means face-to-face interview and it was analyzed using descriptive analysis. The findings showed that the level of talent acquisition was high and it significantly influenced the level of competitive advantage within banks. The study recommended that banks should invest more on acquiring the right talents and supporting them with the overall goals since they are key supplier to achieving competitive advantage.

## I. INTRODUCTION

“Talent Acquisition.”The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring. In some organizations this extends to the early stages of on boarding, which then becomes a shared responsibility between HR and the hiring manager, with support from the learning organization (Erickson, 2012). Talent acquisition, as defined by Deloitte, is —a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs. With Talent at a premium these days, articles including titles such as —Recruit or die(caufield 2000), The tug of war for Asia’s best brains (Chanda 2002), —Its 2012, do you know where the Talent is? (Heid 2007)are becoming increasingly common in the various HR Professional Journals. But when it comes to India, Talent Acquisition is still need to gain its momentum and there is long way to go. As a craft, talent acquisition is of course not new; but as a profession, however, talent

acquisition is quickly evolving into a unique and important job function.

## II. OBJECTIVES OF THE STUDY

1. To identify the best source of talent acquisition
2. To determine the most important procedures of talent acquisition

## III. TALENT ACQUISITION STRATEGY

1. Plan and prepare
2. Identify and evaluate
3. Acquire and engage

## IV. TALENT ACQUISITION PROCESS

This multi-step screening process includes initial resume-based screening followed by a thorough vetting in person. In cases where we do not have a local office, we may conduct this vetting by video conferencing or by phone.

## V. LITERATURE REVIEW

(Erickson, 2012)The term Talent Acquisition (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring. In some organizations this extends to the early stages of on boarding, which then becomes a shared responsibility between HR and the hiring manager, with support from the learning organization .

Srivastava and Bhatnagar(2007) in their case study of Motorola in India, highlighted the impact of due diligence in talent acquisition which is the most crucial problem faced by the organizations in the present times.

The practices which are used innovatively by one company become “tablestakes” soon as they are followed by more or less every organization in the industry. But this is important for the organizations to keep their own goals and culture in mind, based upon which they should design their recruitment strategies.

**DK Ribfia Jain(2007)**, attracting qualified talent is the critical first step in the talent management cycle. Jobs are plenty, finding the right candidate is the challenge. The need is to “sell a job”. Having sold the job well, retaining good employees is the next challenge that arises. And the company’s brand image makes these tasks easier. Hence the marriage of compulsion arises between HR and marketing principles-employer branding.

**VI. SAMPLE SIZE**

This study is carried out with the sample size of 120 employees of the bank employees in Thanjavur.

**VII. DATA COLLECTION**

Data collection was carried out with the help of questionnaire from the employees of Bank employees.

**VIII. DATA ANALYSIS AND INTERPRETATION**

**Pearson Correlation Coefficient between factors of adoption of Talent acquisition strategy of Bank employees**

| Factors of adoption of Talent acquisition strategy of bank employees | Performance | Readiness | Willingness | Criticalness | Potential |
|--|-------------|-----------|-------------|--------------|-----------|
| Performance  | 1.000       | 0.535**   | 0.540**     | 0.595**      | 0.419**   |
| Readiness  | -           | 1.000     | 0.647**     | 0.702**      | 0.427**   |
| Willingness  | -           | -         | 1.000       | 0.732**      | 0.404**   |
| Criticalness   | -           | -         | -           | 1.000        | 0.524**   |
| Potential  | -           | -         | -           | -            | 1.000     |

Note:\*\* Denotes significant at 1% level

The correlation coefficient between adoption of Performance and Readiness is 0.535, which indicate 53.5 percentage positive relationships between adoption on performance and adoption of readiness and is significant at 1% level. The correlation coefficient between performance and willingness is 0.540, which indicate 54.0 percentage positive relationships between performance and willingness and is significant at 1% level. The correlation coefficient between performance and criticalness is 0.595, which indicate 59.5

percentage positive relationships between performance and criticalness and is significant at 1% level. The correlation coefficient between performance and potential is 0.419, which indicate 41.9 percentage positive relationships between performance and potential and is significant at 1% level.

The correlation coefficient between adoption of readiness and willingness is 0.647, which indicate 64.7percentage positive relationships between adoption on readiness and adoption of willingness and is significant at 1% level. The correlation coefficient between readiness and criticalness is 0.702, which indicate 70.2 percentage positive relationships between readiness and criticalness and is significant at 1% level. The correlation coefficient between readiness and potential is 0.427, which indicate 42.7 percentage positive relationships between readiness and potential and is significant at 1% level.

The correlation coefficient between adoption of willingness and criticalness is 0.732, which indicate 73.2 percentage positive relationships between adoption on willingness and adoption of criticalness and is significant at 1% level. The correlation coefficient between willingness and potential is 0.404, which indicate 40.4 percentage positive relationships between willingness and potential and is significant at 1% level.

The correlation coefficient between adoption of criticalness and potential is 0.524, which indicate 52.4 percentage positive relationships between adoption on criticalness and adoption of potential and is significant at 1% level.

**IX. HYPOTHESIS**

**Null Hypothesis:** There is no association between marital status and level of adoption of Talent acquisition strategy of bank employees

**Chi-square test for association between marital status and level of adoption of Talent acquisition strategy of bank employees.**

| Marital Status | Level of Adoption of Talent acquisition strategy |                           |                           | Total | Chi-Square value | P value  |
|----------------|--|---------------------------|---------------------------|-------|------------------|----------|
|                | Low  | Moderate                  | High                      |       |                  |          |
| Unmarried      | 269<br>(26.5%)<br>[81.5%]                        | 477<br>(46.9%)<br>[82.5%] | 271<br>(26.6%)<br>[92.8%] | 1017  | 19.555           | <0.001** |
| Married        | 61<br>(33.3%)<br>[18.5%]                         | 101<br>(55.2%)<br>[17.5%] | 21<br>(11.5%)<br>[7.2%]   | 183   |                  |          |
| Total          | 330  | 578                       | 292                       | 1200  |                  |          |

Note: 1. The value within ( ) refers to Row Percentage  
 2. The value within [ ] refers to Column Percentage  
 3. \*\* Denotes significant at 1% level

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence concluded that there is association between marital status and level of adoption of Talent acquisition strategy of bank employees. Based on row percentage, for unmarried marital status, 26.5% employees have low level of adoption of Talent acquisition strategy, 46.9% employees have moderate level of adoption of Talent acquisition strategy, and 26.6% employees have high level of adoption of Talent acquisition strategy. For married marital status, 33.3% employees have low level of adoption of Talent acquisition strategy, 55.2% employees have moderate level of adoption of Talent acquisition strategy, and 11.5% employees have high level of adoption of Talent acquisition strategy. Hence married marital status has low level of adoption of Talent acquisition strategy and unmarried marital status has high level of adoption of Talent acquisition strategy. This is due to time available for the unmarried people are high and therefore the Individuals can adopt talent management faster and better.

**X. SUGGESTIONS**

Time management is a type feature in project management. Setting timelines and deadline will significantly decrease the time you spend waiting, emailing, and calling back – and - forth to find out answers. A real time social media presence is incredibly important to talent acquisition Updating talent acquisition practices is essential

**XI. CONCLUSION**

Banks have much to learn from other industries and professions and an injection of new leadership blood and capability from other industries will help embed the right behaviors and skills. This study reveals that success of talent acquisition is evident in customer satisfaction and also the best source of talent acquisition is press advertisements. The present research work is study on the “talent acquisition strategies and its impact on the employees with reference to bank employees in Thanjavur”. Most of the unmarried employees are working in their bank when will compare with the married workers. So encourage those unmarried workers to work in the banking sectors.

**REFERNCES**

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