

A Study of Talent Acquisition Practices at University Affiliated Private Engineering Colleges in Tamilnadu

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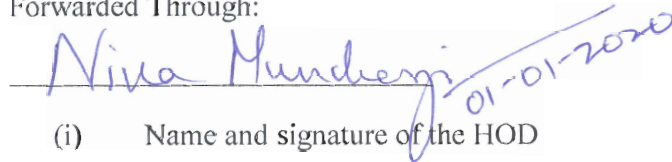
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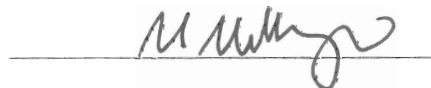


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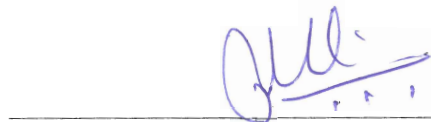
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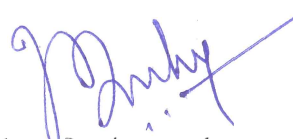
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Abbreviations and Acronyms

Abbreviations & Acronyms	Description
VUCA	Volatility, Uncertainty, Complexity and Ambiguity
TA	Talent Acquisition
AICTE	All India Council for Technical Education
UGC	University Grants Commission
NAAC	National Assessment and Accreditation Council
MHRD	Ministry of Human Resource Development
NBA	National Board of Accreditation
CIPD	Chartered Institute of Personnel and Development
HROA	Human Resource Outsourcing Association
TPI	Team power International
ROI	Return of Investment
MNC	Multinational companies
HBR	Harvard Business Review
PCA	Principal Component Analysis
KMO	Kaiser-Meyer-Olkin

CHAPTER: 1

INTRODUCTION

We are in a country which is power packed with prodigious minds who are considered to be Talent as per corporate jargon. There are different delineations for Talent at different levels and at different situations and conditions. But to simplify our understanding, Human Resources who are considered to be an asset to any organisation can be grouped categorically as “Talent”. Talent is defined as those candidates who actually bring in their unique skills which actually creates value and contributes significantly towards organisation performance in a long term. (Bhatnagar 2007, Menon S, 2015). Talent is also defined as individuals who are educated, technologically savvy, shrewd and are highly responsive towards any critical operations (Beechler and Woodward, 2009). A more inclusive delineation of talent is that Talents are those Organisational members who can enhance Organisation performance through their knowledge, skills, attitude, being a self-starter, committed, possessing the ability to decide quickly and having the willingness to learn and grow with optimal availability of resources (Terhune, McKinley A, Fitzgerald 2014). When we equate Talent with Asset, then it is understood that Talent should be acquired just like any asset and I think that the word “Talent Acquisition” would have been coined by Human Resource Specialists keeping this in mind. Talent Acquisition has become a buzzing word in corporate houses for past few decades.

Most of the time we feel that the top talent are actually gifted and they have an innate quality which cannot be taught to them by any schools or colleges. But there are research to understand whether the Innate Talent is just a myth. Florida State University psychologist Anders Ericsson and science writer Robert Pool state that actually innate talent is just a malicious myth. They feel that an extraordinary performance is actually a result of continuous practice and years of

hard, focussed work (Ericsson, 2012). So when Talent is not innate but developed in a period of years, then it is the professional education which essentially becomes very critical and influential experience in one's life as they spend 4 years completely dedicated towards the learning. It is the professional education which truly grooms the individual with not only laborious theoretical knowledge but also helps in improving critical thinking, problem-solving skills, and develop an individual to face the VUCA corporate world.

In today's Volatile, uncertain, complex and ambiguous (VUCA) world, acquiring Talent is a greatest challenge for any Corporate. Without Talent, an organisation cannot be complete. There are researches which says that Success of any organisation depends on the quality of Talent they possess. Organisations are essentially recognised by the Talent they house in. Talent are considered to be the brand ambassador for any organisation they are associated with. Thus there is a "Talent war" every moment among the competitors in this corporate world. The amalgamation of all the developments which we observe in this VUCA world, which may be in regard to the future workforce requirements, its demographical need, Shortage of required skillsets and the much said fact of Technology advancement leading to Change management, creates it more and more challenging for Corporate to identify and acquire right talent for them (Udaykumar and Narayana, 2017).

Thus at this juncture, it becomes necessary for us to understand what Talent Acquisition is all about in a deeper sense. We can define Talent acquisition as a process which is commendably established from the stage of planning, identifying, sourcing, selecting and on boarding the potential Talent who not only fit for the job vacancy but can be seen as an asset that adopts to the existing Organisation culture and contribute considerably towards accomplishing

Organisational objectives. Thus Recruitment can be seen as a subset of Talent Acquisition as the later contributes effectively towards Organisational performance when compare to the former. The definition of talent acquisition doesn't restricts only to the above mentioned functions but also extents to employer branding, recruitment marketing, relationship management, succession planning, strategic alignment with Organisational Objectives.(Venkatesh, J., *et al* , 2014)

Every Organisation has their own ways and methods of acquiring Talents. It is not necessary that the organisations will have similar Talent Acquisition practices for the reason that it varies depends on their business needs and Organisational objectives. It is must for Employers to choose upon the kind of people they want to attract and how to reach targeted individuals. This actually begins from Talent Planning, which is considered to the first and foremost step of Talent acquisition. It is highly essential for us to understand what is actually required and will fit for the organisation. Hence the planning is always clearly mapped not only with the requirements but also with the Business outcome and Organisational objective.

Thus Talent planning in any organisation, plays a pivoting role in gaining competitive advantage by maximising the organisational performance effectively. As a first step in Talent planning, it becomes essential to understand the organisational requirements and the present available potential talent. Once we are able to conceptualise it, then the same can once again be mapped to the organisational objectives and can come up with a roadmap in identifying suitable talent. There is a need of very close coordination between business team and Talent acquisition specialists not only to understand the forecasting based on the business volume, but

also to pool the required talent as and when required through various sourcing techniques. Thus Talent planning contributes significantly towards further functions of identifying and attracting key talent towards the organisation which creates competitive advantage and support organisation to achieve their objectives. (Ruse, Donald and Jansen, 2008)

Likewise Sourcing of Candidates through different means is also a very significant function which contributes greatly towards the effectiveness of Talent Acquisition practices. Even though there are different sourcing techniques available, Organisations at VUCA world, greatly depends on online support. It can be through different job portals or through social media like Facebook and LinkedIn (Sharma A and Singh R, 2018). Mobile recruitments are also becoming common among Technology driven industries (Doherty, Richard, 2010). Employee referrals is considered to be one of the best source for identifying potential Talent as the advantage in this sourcing method is that the potential Talent is already been briefed about our organisation by the existing employee and he/ she gains confidence and continue to be with the organisation on a longer run which actually leads to competitive edge and greatly contributes towards Organisational performance.

Selection of candidates is the next crucial step in Talent Acquisition process cycle. Candidates are selected through different processes as desired and found suitable by the Organisation and which meets the organisational requirements. For instance, if a candidate is hired for Technical skills, the organisation would prefer to conduct a written test for evaluating the technical skills of the individual who has been shortlisted for the process. If the candidate is being hired for managerial positions, organisation may prefer a panel interview or even conduct psychological tests to evaluate his managerial skills. But in any case, the selection process will be revolving

around the organisational requirements which indirectly contributes towards organisational performance (Karin, Vaiman, 2019)

Bersin have researched and given different level of Maturity model of Talent acquisition in which, the highest level of maturity can be incalculably effective in achieving Organisational success by instigating corporate strategy leading to superior Organisation performance. (Bersin and Josh, 2013). Talent, before being attracted, today don't see whether the organisation is structured or they are practicing effective approaches to Management but look for Organisational capabilities like ability to innovate and respond to the changing dynamic environment. These kind of organisational capabilities are intangible assets which cannot be felt without quality talent placed at right place who make all the difference and create a competitive advantage for the organisation (Tuan and Yoshi, 2010). When we wanted to explore more about Talent Acquisition practices across various sectors, we recognised that the term is quite common among Business houses but seems to be new for Educational sector. There is a strong belief that talent is actually groomed and developed initially at Schools, colleges, Universities and Research Institutes. Even though there were private educational institutions which were significantly contributing towards technical space, it was in 1980's when there were new liberal policies got introduced which actually opened the market and allowed free market economy.

This was the time when lot of private higher educational institutions started springing up across country. Higher Education means education imparted to students beyond the level of secondary education. The higher education system in India has grown in a significant way, particularly in the post-independence period, to become one of the largest in the world. India is the world's third largest higher education system in terms of students, next to China and the USA. India

has the advantage of English being the major language of higher education and research in all domains. Regional language is accompanied with English in all the states in India. The pattern of higher education exists in the form of Universities, affiliated colleges and institutions established by special acts. (Balachandran & Sendilvelan, 2017). Also, it was in early 90's, we could see a great boost in Indian Economy and a need for Engineering Graduates in the new-fangled technological domain like Computer Science and Information Technology space were recognised. This gave up a chance for many private players to start engineering colleges at various locations in India. Government of India also took steps in boosting up Engineering Education as they found to have huge demand for qualified talent in the global market. This is the reason why we have considered higher education especially university affiliated private engineering colleges in our study.

When we speak about Talent in Higher Educational Institutions, we can broadly classify it into following categories; Viz. Student Community, Teaching and Non-teaching faculties, Management Members. Students are the future talents for corporate world. They are been moulded and groomed by imparting Knowledge, skills and abilities at Institutions. Faculties are the medium through which the grooming happens thus leading to an understanding that Students can be considered as future talent and Professors / Teaching faculties are considered to be the actual talent to contribute significantly in developing future talent. Thus there is always increasing demand for highly quality academicians. (Dora and Varahala, 2014).

Academicians who can contribute significantly in the area of knowledge sharing, curriculum design, research and innovation are considered to be the Talent in education sector and has become a need of the day. Educational institutions in western countries adopt innovative strategies for hiring professor whereas leaving beside top notch institutions in India, Most of

the Educational institutions adopt the traditional way of hiring whether being hiring through advertisement or through known sources. In depth researches on recruitment studies have been carried out in numerous sectors but very limited with respect to higher education. But when we speak of Talent acquisition, there are hardly any literature with respect to educational institutions. Employees are considered to be the driving energy behind every business of the organisation. Hence, finding and retaining the best Talent is a remarkably dire factor which have to be considered. Today most of the organisations uses Talent Acquisition strategies for recognising potential candidates fitting to the organisational culture and to assess passive candidates who may fit into the futuristic roles. Also, Talent acquisition is required for positioning the organisation in the minds of job seekers so that pipeline of talent is always available for the organisation to look into whenever required.

The Higher Education system all over the world in general has over the years been evolving and changing to meet the essentialities of its citizens. In order to improve and sustain, standard efforts are put in to create better atmosphere for reaching higher echelons. Education systems that are introduced enhances the social, environmental and quality of the country in general. The type of education and access to education has a direct relationship to the economical development and the country's progress. Though we could see progress happening but we have to ensure that quality education is provided. With specific reference to India, we have at present 6,415 engineering/technology institutions with an intake capacity of 1,844,642 students at the under-graduate level. As per AICTE data for the year 2018-19, there are totally 3857 Private unaided Engineering Colleges affiliated to various Technical universities in India (which is more than 50% of total existing institutions without considering Diploma colleges) with a total intake of 1287985 students at the undergraduate level. Developing nations like India should start to explore and exploit its excellent potential and move forward, to attain a higher level of

quality in engineering education, by strengthening its talent. (Balachandran & Sendilvelan, 2017).

The structure of higher education in Tamilnadu consists of Universities, research centres, deemed to be Universities which are at the apex level of higher education. It is followed by affiliated institutions such as arts and science, medical, nursing, dental, management, agriculture, law and engineering colleges. With 55 Universities in the state, Tamilnadu has the maximum number of Universities in the country. Students' enrolment in Universities and colleges comes to 10.6 lakhs per year and the share of women comes to 5.19 lakhs which occupies 49% of total enrolment as per the census 2011. Policy Guidelines Higher education is documented as one of the significant elements of the national development effort. It is of vital importance for the country, as it is a powerful tool to build knowledge based economy. This sector is monitored by AICTE and UGC, and governed by issuing policy guidelines on infrastructure requirements, student faculty ratio, eligibility and other aspects of higher education. The policy is amended as per the changing standards periodically. Monitoring and Accreditation Authorities Department of Higher Education of the MHRD is the uppermost authority in Indian government which is accountable for secondary and tertiary education system.

The governing body at the tertiary level is the University Grants Commission (UGC), which puts into effect its standards, advises the government, and helps coordination between the Centre and State. UGC, established by the Indian government by an act of Parliament in 1956 for the coordination and maintenance of standards of University education, recognized colleges and other institution for providing funds under section 2(f) and 12-B. UGC monitors non-technical Universities and colleges in terms of setting necessary infrastructures, faculty

appointment, and other policy guidelines in this regard. UGC established National Assessment and Accreditation Council (NAAC) in 1994, which lay special emphasis on evaluating the quality of higher education in India. In India, the governing body for technical education is the All India Council for Technical Education (AICTE), which was set-up in 1945 and granted statutory status in 1987. It has been granted certain powers to decide on norms and standards for courses, curricula, facilities, faculty and staff, assessment and examination. These norms and standards are the minimum requirements to gain recognition under its framework. The National Board of Accreditation of AICTE also uses these norms and standards in the accreditation process. All Universities come under the jurisdiction of the UGC; all technical institutions are regulated by AICTE. It is mandatory for all institutions to be recognized by the appropriate national level statutory bodies established by the government of India for compliance to quality standards. All India Council for Technical Education, New Delhi had issued notification for the policy related to qualifications for teachers and other academic staff in Technical institutions (Degree) Regulations in the year 2010 which is being followed even now. As per the norms, The ratio of Professors to Associate Professors to Assistant Professors in a UG college shall be in the ratio, ordinarily of 1:2:6. The ratio of Professors to Associate Professors and or Assistant Professors in a PG college shall be in the ratio, ordinarily of 1:2. (Barani and Rajesh,2013)

It is essential that the universities/institutions adopt transparent and better methods in modernizing higher education through studying the challenges and priorities for better transfer of knowledge to the students (Chhokar, 2010). In order to play this part effectively in this fast changing world our present technical education scenario in India requires to be, studied and analysed (Balachandran & Sendilvelan, 2017). As the number of engineering colleges increases the quality of technical education is also a matter of concern. According to many

surveys it's shown that the professors or lecturers are not involved in their work which leads to deterioration of the engineering education(Carter, 1966). When the students are asked what is the reason for the decline tendency in engineering education 49% of students opined that lack of practical teaching 37% stated that less involvement of teachers are reason for the decrease in the quality of education.

Educational systems are now perceived like organizations, and by exploring the similarities and differences with others in other environments new paths are being explored in order to achieve efficiency, accountability and quality. But in education perhaps more than in other sectors, what is most important is that the accessibility to education has to be accompanied from a parallel accessibility to an environment of quality. The policies framed should achieve the utility value; there should be a systematic approach. (Balachandran & Sendilvelan, 2017) Thus the objective of this study is to understand the various Talent Acquisition practices followed by Educational institutions and how it is relevant to Organisation performance and its capabilities. This is very much essential at present scenario because as the nature and scope of quality education in engineering colleges has become very important in recent days (Prados, John W., George D. Peterson, and Lisa R. Lattuca, 2005). The need for curricular changes that foster sustainable thinking and review should be taken into account when it comes to education quality of Engineering colleges (Fiedler, 2000). Every engineering and polytechnic colleges must define their quality policy in each and every activities and implement the policies energetically. The application of problem based and project based learning of engineering education should be implemented in all the colleges.

According to many surveys the colleges setup in between 1951 and 1961 have established a great reputation for Undergraduate engineering education and have established a quality

education for the students. As the number of engineering colleges increases the quality of technical education is also a matter of concern. According to many surveys it's shown that the professors or lecturers are not involved in their work which leads to deterioration of the engineering education (Carter, 1993) especially in higher education system. Thus, this research becomes highly significant for the owners of Private engineering colleges as they will understand the existing practices in better way and may take concrete steps to improve organisational performance by hiring the right talent at right time.

CHAPTER: 2

LITERATURE REVIEW

2.1 Understanding Talent

The term talent is used everywhere. We can find this terminology very common in newspapers, journals, and magazines, and a Google search with this term Talent reveals nearly six hundred million hits. Moreover, there is a growing number of shows on television that showcase talent, such as “Britain's Got Talent” and its international counterparts (Pruis, 2011). In everyday parlance, talent is typically associated with athletes (e.g. Olympians, exceptional coaches, extraordinary teams), musicians of extraordinary ability, singers with incredible voices, and gifted children. Asking for a clear definition, however, is like “opening a can of worms” (Honey, 2004, p. 11). As for talent in the work context, the situation is quite the same.

One possible explanation for this conceptual ambiguity is the history of the word talent—considering the different meanings it has had throughout its over one thousand years of existence. The term talent in Old English (used up until 1149) was *talente*, which originated from the Latin term *talentum* (Knowles, 2005; Stevenson, 2010). The Latin term, in turn, originated from the Greek word *tálanon*, which means “balance, weight, sum of money” (Hoad, 1996). Originally, a talent denoted a unit of weight used by the Babylonians, Assyrians, Greeks and Romans (Cresswell, 2009). In Ancient Greece, one talent was the equivalent of 25.86 kg (Darwill, 2008; Howatson, 2011). According to Howatson (2011), before proper coinage, Greek units of money carried the same name as units of weight since the weights of

precious metals (mostly silver, occasionally gold) were used to represent a sum of money (Howatson, 2011; Knowles, 2005). This is how, ultimately, a ‘talent’ became a coin. One talent corresponded to 60 minas or 6000 drachmas (Howatson, 2011). This was an enormous amount of money at that time as 3.5 drachmas was the normal wage for a week's work (Darwill, 2008), and 50 minas (i.e., less than one talent) was seen as the amount one would pay for a very large house—an ordinary dwelling could be bought for three minas (Howatson, 2011).

Hence, talents were exclusive; only rich people had them. The Parable of the Talents in the Gospel of Matthew in the New Testament (25: 14–30) attests to the value attributed to talent. The parable talks about a wealthy man who, before going on a long journey, gives his three servants one, two, and five talents respectively—based on his perception of each of their abilities—for safekeeping. The servants who received five and two talents both use their coins well, doubling their value through hard work and trading. The servant who was given only one talent, however—afraid to lose his coin and anger his master—buries his coin in the ground.

After an extended absence, the master returns, commending the two servants who doubled their talents as good and faithful (and rewarding them by letting them keep their profits), whilst calling the servant who had buried his coin wicked and slothful, and ordering him to hand over his one talent to the servant who has most. According to Tansley (2011), since the New English Bible translates the Greek word talent into the word capital, this parable can be seen as one of the causes for HRM scholars using the term human capital as synonymous to talent. In the thirteenth century, talent was seen either as the feeling that makes a person want to do something (i.e., an inclination), or the natural qualities of a person's character (i.e., a

disposition). Similarly, in Old French talent was seen as will or desire. Although Hoad (1996) considers this latter definition of talent obsolete, this type of operationalization highlights the behavioral aspect of talent, which is becoming increasingly important again in today's business environment—as we will discuss in more detail later. In contrast, in the Late Middle Ages (i.e., the fifteenth and sixteenth century), talent came to mean a person's mental ability or particular abilities, divinely entrusted to them for their personal use and improvement (Hoad, 1996; Knowles, 2005). This meaning of talent was strongly influenced by Christian interpretations of the Parable of the Talents, which did not only stress the innate nature of talent, but also the fact that it is a person's duty to use and improve the talents gifted to them by God.

As Michaels et al. (2001) assert, “talent is a gift that must be cultivated, not left to languish” (p. xiii). Since only few people were believed to be divinely entrusted with specific talents, the Parable, as well, contributed to exclusive interpretations of the term talent. In this interpretation lies the origin of talent being conceptualized as an inborn gift or natural aptitude (e.g., Gagné, 2000). A similar view of talent was held throughout the seventeenth century—i.e., talent as inborn aptitudes and skills possessed by special people—but without referring to divinity (Knowles, 2005). By the nineteenth century, according to Tansley (2011), talent “was viewed as embodied in the talented—hence, a person of talent and ability” (p. 267). Here, we encounter for the first time a ‘subject’ approach to talent (i.e., talent as people), rather than an ‘object’ approach, which conceptualizes talent as characteristics of people.

In late 2000’s Talent was defined as the inherent ability of an individual to do a particular task in a particular way. Talent was seen as the sum of an individual’s abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character,

and drive. It also incorporates the individual's ability to learn and grow (Nafei, 2015). Talent refers to unique characteristics, qualities, traits or abilities of people who utilize this to reach the objectives of organizations (El Nakhla, 2013). On the other hand, Wikstrom and Martin (2012) noted that talent represents greater mastery of developed abilities and knowledge systematically in the field of human endeavor. (Mervat E. A. El Dahshan, Lamiaa Ismail Keshk & Laila Shehata Dorgham, 2018).

Thus, Talent consists of individuals who can add value to the organizational performance, through either their immediate contribution or in the longer term by demonstrating the highest levels of potential and performance. Talent is the combination of abilities, skills and knowledge. Talented employees possess knowledge, innovative skills, creative and positive aptitude. They are brave in taking risks with the potential to assume leadership positions.

2.2 Talent Management

Schweyer (2004) characterized talent management as the joining of all human asset forms, beginning from following (discovering ability), choosing (classification of qualified and unfit candidates), gathering, on-boarding, maintenance (measures to keep the talent that pays to the accomplishment of the organisation), improvement (preparing, advance assignments, and so forth.), arrangement (ideal task, headways, and so on.) and recovery of the workforce with examination and booking as the cement, transcendent fixing (Lewis, R. E., & Heckman, R. J. 2006.) As per Stockley (2007), talent management can be characterized as a careful, mindful methodology initiated with pulling in, creating and holding individuals with the inclination and capacities to meet present and future authoritative requirements. Fitz-enz (2005) expressed that talent management includes six human asset offices: enrolment, initiative improvement,

progression arranging, execution the board, preparing and coaching, maintenance. Iles et al., (2010) found that talent management can be accepted as the recognizable proof, development, commitment and plan of those faculty who are mostly significant to the organisation - either in perspective on their 'high potential' for the future or in light of the fact that they are fulfilling business/task unstable jobs.

Collins et al., (2009) said that talent management is the methods for perceiving, creating and utilizing high potential/uncommon execution individuals for strategic advantage. As Talent Management contains every Human Resource Management exercises and henceforth it very well may be said that talent management is a rebranding term of Human Resource Management. This new tag of Human Resource Management has inspired on the most proficient method to oversee abilities deliberately. Talent management in organisations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organisation's requirements simultaneously (Management Study Guide, 2019). Talent management is described as the processes used by employers to attract applicants, identify them, develop them, engage them and retain those that add value to their firm (Personal Today, 2019). Meanwhile, Personal Today (2019) opined that successful talent management leads to an increased ability to attract people that are performers, reduce recruitment costs. Supporting the above argument, CIPD (2018) added that one of the aims of talent management is to attract talented individuals, identify them, develop them, engage them, retain them and deploy them to their respective job areas. (Rajeev Ranjan Mishra* and Dilip Kumar, 2019).

2.3 Understanding Talent Acquisition

Talent Acquisition is the practice of obtaining and discovering the skilled work force for the company's requirement and to accomplish and experience company's intention and purpose. It is an exclusive process of attracting, systematic developing, nurturing and onboarding the Talent and retaining them as their knowledge and skills can be used to achieve organizational objectives. Thus finding and retaining talent has progressed far beyond Traditional recruiting to embrace the comprehensive scope of Talent Acquisition (Deshpande, 2018). From the literature and research in the area of Talent Acquisition, we could categorize Talent Acquisition basically in three fields: aggressive talent sourcing, human resource management reputation, and talent planning and deployment (Sharma, Singh, 2018).

For the past 2 decades, there are a lot of research works that speak on what Talent acquisition is all about and the challenges faced by different industries. There are dramatic shifts in the supply, demand and the quality of talent available around the world. In the Western countries, workforce skills and skilled workers were in increasingly short supply. Contrariwise, in Asian countries, there is a massive and mounting supply of human resources with complex jobs that demand high skill sets pushing towards the need for skilled resources. Some organizations have started thinking upon Five- and 10-year strategic plans which take into account not only where the talent is now, but where it will be in the future. “Which countries have the strongest pipeline of talent? What will change? And what impact will it have on strategic planning for the medium term?” was the questions raised by a Financial Executive article (Heid, Michele and Murphy, 2007).

Talent management is aimed at attracting, motivating, engaging, and retaining employees to make them perform better. This is why talent management is important. When it is done right, companies can build a sustainable competitive advantage and outperform their competition through an integrated system of talent management practices which are hard to copy and/or imitate. An organization's persistent efforts are guided towards acquiring and retaining a capable and qualified workforce to enhance its effectiveness and performance. Bugg (2015) suggests that talent acquisition is a multidimensional strategic process of identifying, attracting, and getting on-board the top talents to meet the needs of the business.

Given the competitive business environment in India today, acquisition and retention of key talent have gained an increasing degree of importance not only for growth but also for survival. The shift in the global business orientation from product to process requires the organizations to synchronize their internal working to be focused on the talents. (Farha Deeba, 2019)

Talent acquisition is the besieged recruitment/acquisition of high performing groups. Organizations needing external recruitment or head-stalking companies are now employing "talent acquisition" specialists whose job it is to find approach and recruit high performing groups from competitors. This role is a highly particular role similar to that of a traditional recruiter/head-hunter specialist then carrying greater prominence and strategic significance to a business. Your organization has to grow mixed talent acquisition strategies to appeal and employ top candidates, developing sourcing plans that contains social media and employer branding. You also have to identify recruitment technology not only to reach candidates but also to evaluate and specify analytics on those candidates. Identify the right individuals who will change the company, and build widespread talent recruitment plans that join business goals and talent objectives. Organizations face quick changes and unknown changing aspects in

present difficult recruiting market. They obtain huge numbers of applications for some positions and an absence of skilled candidates for others. The influence of employing the incorrect candidate cannot be overstated.

At the same time, organizations are under rising pressure to minimize costs and increase productivity. At this similar point, it may be valuable to determine how talent acquisition is watched as different from recruitment. Recruitment is essentially filling an available position when a person leaves or is vaunted to another function. Recruitment pursuit ends when you find a candidate who is skilled for the job in question and involved in the job. Talent acquisition is yet a more difficult process. It is concerned as a more practical approach and a complete way to search for talent that will provide to the whole business success of your organization. Talent acquisition compels good networking ability to go out after the right talent, which would have beating 'top performers' who are not dynamically looking for a change of job. Therefore, talent acquisition is the corporate employing chant for high level hires today. Talent is the ancient power that facilitates the success of any organization. Lacking extraordinary talent, a business can't, a) Utility market chance, b) Increase in capital, c) Make iconic products, d) Recruit special talent, e) Transfer great customer service. Present shortage of extraordinary talent is difficult observe to all businesses anyway of industry, size, geography, or financial position. In present environment, businesses wants to hire, develop, and maintain extraordinary talent to endure competitive. This is applicable for educational institutions as well.

2.4 Talent Acquisition process and practices

Talent Acquisition starts with planning as we know that planning becomes the first step of any management process. Talent planning is actually to find and understand the future talent needs

and is important at all levels of the organization (Cheese, Peter, Craig and Robert 2007). At the time of drafting out a plan, it is most necessary to understand the basic kind of capabilities like skills, knowledge, personality, abilities and experience that are very much required at all ranges by the company at different instances. Existing attenuation and retirement records of the existing employees are also needful in the planning arena in order to plan in coincidence with the business strategies of the company. The target of talent planning is to produce a unique range of talent positioning. Talent positioning refers to “having the right talent at the right place at the right time with the needed competencies and motivation at all levels and all locations of the firms” (Guthridge et al., 2008). Besides, organizations are also concerned about the candidates who are in leadership roles as they become very vital for organizational growth. The issue of building up a worldwide ability sending methodology, to situate the pioneers over the associations in different areas and nations is additionally a point of discourse (Collings and Scullion, 2009).

Generally Talent Acquisition process contains the components of talent strategy like planning, sourcing and recruiting, performance management, learning and development, succession planning, leadership development, and compensation (Bersin, 2014). Talent acquisition also includes some other strategic elements of planning and strategy like workforce segmentation, employment branding, candidate audiences, candidate relationship management, and metrics and analytics (Erickson, 2014). Barry, Bohdal-Spiegelhoff, Erickson, and Lamoureux (2014) view acquiring and accessing talent is a company’s most critical goals. Without critical talent and skills, companies cannot grow their businesses. The areas where an organisation has to put efforts to bring in the best talents are social media, treat recruiting like marketing, innovation, and sourcing. Thus Talent acquisition process involves Talent Planning, Talent sourcing and Recruitment of right candidate. As there are lot of studies being carried out on Recruitment,

this research focuses on remaining 2 important variables i.e. Talent Planning and Talent Sourcing.

There is a general suspicion for all Talent Acquisition specialists that most capable people are generally employed and will remain passive. Hence reaching this talent pool is always a challenging task and the customary sourcing methodologies may not work. Another test for worldwide associations is to confront the risk of nearby ability being more pulled in to a neighbourhood association instead of migrating themselves to other demography. (Schmidt and Klaus M, 2011). Naturally, people would always love to work in their home town rather than relocating themselves to other location which may cause them to shed out extra money and time.

Organizations have started focusing themselves and on their characteristics so that they can be more attractive to a pool of potential applicants. Most of the organizations are converging on improving their human resource reputations to attract talent (Wayne and Casper, 2012). Human resource reputation refers to the perception that an applicant has towards the organization's image as an employer, which can be either positive or negative. Some applicants are generally neutral as well. Thus Human Resource Reputation and employer branding go hand in hand. Now organizations have started looking at Employer branding just like any marketing strategy (Jiang and Iles, 2011) also, treat potential candidates as clients, recognize and inspect contender bosses, and spotlight on hierarchical culture which is generally perceived by the potential recruits (Hieronimus et al., 2005). This makes Talent acquisition as a function to become closely aligned with marketing and PR concepts (Kumudha, Priyadarshini, 2016).

Today, Talent acquisition professionals need to be skilled not only in sourcing tactics or in assessing the candidate performance in the interview or with the hiring compliances and standards but also need to have an idea on employment branding practices that significantly contribute to effective Talent Acquisition practices. It is comprehended that pulling in qualified ability is the basic initial phase in the ability the executive's cycle. In the present aggressive condition, Jobs are bounty yet finding the correct contender for the correct activity is the test. Ability procurement authorities are expected to "sell an occupation". Having sold the activity well, creating and holding such ability turns into the following significant assignment for TA Managers and the organization's image picture makes these undertakings simpler for any TA Managers. Subsequently it turns out to be exceptionally fundamental to work together among HR and advertising standards - boss marking. (Jain D K R, 2007).

Also, organizations have started using modern hiring techniques like e-recruitment, social media recruitment, mobile recruitment, etc. but at the same time, integration of traditional and modern hiring techniques can ensure quality talent getting hired (Pandita and Deepika 2019). The use of social media as a sourcing tool throws up some opportunities and challenges for employers. Speed, efficiency and the ability to attract potential candidates are possible when you source candidates through social media (Sharma, Singh, 2018). LinkedIn and Facebook are being used increasingly these days for sourcing potential candidates. Interviewers keep tracking social media to understand the candidates and their preferences. The likes and dislikes that they have are been freely expressed in social media which is been noted to a great extent by recruiters. When speaking about modern hiring, Artificial Intelligence is also another area that is being explored. Even though AI is not widely used for talent acquisition today, but usage is expected to jump dramatically over the next two years (HR.com, 2019).

E-Recruitment and recruiting through web technologies had become a collaborative and common approach for acquiring and managing talent. The online experience, intelligent interfaces that are very intuitive, long range interpersonal communication, coordinated effort, and network associations are getting acquainted with competitors. Today, we have Internet clients who are old just as youthful with no sex separation and with differed ranges of abilities. The utilization of the web for enrolling is never again bound distinctly to customary and full-time positions but being used for part-time and hourly jobs as well. Similarly, job portals like Freshersworld.com, Naukri.com and monster.com also play a significant role in Talent Acquisition. Candidates even who are passive and don't look for jobs right now, keep them active in these portals as they think that the same can be used whenever they feel like hopping up the job.

Consulting and recruiting organizations such as HROA, TPI and Pinstripe negotiated that most companies don't contain any existing recruitment process and don't even hire any professionals who engage in recruiting like a marketing operation. There are many organizations today which lack even the most basic recruiting strategy and rely upon simply posting the job vacancy and wait for the candidates to apply which is not going to work out henceforth. There is also the organization that has embraced proactive ability obtaining systems and the most usually utilized are web arrangements which incorporate informal communities, work sheets, continue banks and online application location tracking systems using Artificial intelligence. With all these, it becomes quite vibrant that Social Recruiting is becoming a future trend in Talent Acquisition.

The book on “Talent Management Essentials” edited by Steven Rogelberg and “Online Recruiting and Selection: Innovations in Talent Acquisition” written by Douglas H. Reynolds and John A A.Weiner talks a ton about the patterns and advancements in Talent Acquisition. There is additionally nitty gritty research on the changing elements of Talent Acquisition by Webster Buchanan Research which gives knowledge into enlistment patterns, marketing strategies, and rising programming and administrations for HR Analytics. Based on the research, it is underlined that the HR Metrics are also equivalently evolving just like how the recruitment strategies and tactics are being modernized as per today’s market demand. Even though the existing key operational metrics don't undergo much change, HR will continue to report on new metrics along with the routine statutory requirements such as workforce diversity, and efficiency metrics.

At present the aim of computing had swapped from assessing HR’s internal capability in terms of business-concentrated attitude, where the usefulness is being calculated as a significant parameter over efficiency. If the season-to-recruit is an HR’s efficiency strategy, for instance, hiring success might be calculated in the aspect of the excellence of the candidate who is recruited. Likewise, the season-to-recruit averages may be obstructed due the business effect, for instance, if the normal average recruitment is 80 days but it consumes more time that is 180 days to recruit a senior level officer in sales department recommends that recruitment areas should be concentrated more than before.

There is an interesting case study of Motorola which highlights the most crucial problem faced by the organization in the present times that is on the impact of due diligence in Talent

Acquisition. The practices are used innovatively by one company become quite common and are being followed soon by their competitors or by pretty much every association in the business. In any case, it gets significant for the associations to remember their very own objectives and culture, before implementing others' strategy as the same might not fit them right always. (Srivatsava, Bhatnagar, 2007). It's not necessary that the strategy which suits one organization would suit every organization. Innovative ideas, strong implementation, and a foundation of clear metrics can facilitate to create a talent mindset that will help their organizations to face the challenges ahead which were concluded by the group of analysts from Hewitt Associates who in relationship with Human Capital Institute directed Talent Practices Impact Survey in 2008.

It is always understood that Talent comes with a cost but at the same time there is a calculation on ROI for every talent that showed that Talent Acquisition is turning into a sizzling point for research and exchange. One among the talent research section of Taleo is the Taleo research, it had dispensed a survey regarding the cost associated to the TA and the possibilities of minimizing the cost and the developed corporate operation. A detailed evaluation of TA Return On Investment (ROI) displayed that the wide economy influences and the hidden costs, which retuned back in opening new openings for development and better outcomes from the management's labour force by this research.

Ippoliti (2010) focused on some important concerns and conveyed that from 2009, firms are carefully recruiting the talents and most of the companies are been operating a full time employment plan versus a conditional workforce plan, as the economy gets its turn to gradually rise from fall. Prior to making a decision and introducing a rent plan versus a buy plan, the

possibility costs and the allied genuine costs must be evaluated, even though the interim work is said to be an idea of maximizing the workforce flexibility and enable the innovative talents. Therefore, selecting a qualified employee and also being cost-effective has become an exceptionally basic HRM work. (Rao P, 2010)

In this manner, Ms.Pramila Rao, in her paper titled "A resource-based analysis of recruitment and selection practices of Indian Software companies" led a subjective investigation of five leading software firms of India and reasoned that organizations should be aware of their current management practices in the changing economies and need to recognize how to make their advances smoother. Evaluating leadership ability, accurate candidate to job-coordinating aptitudes, assessing work aptitudes are the three top most difficulties of Talent procurement in 2011 according to Marcom HR say 7-Second Survey on "Talent Acquisition Challenges for 2011." Earlier salary negotiations use to be a great challenge but now negotiating focused offers is not that difficult as the greater part of the organizations are prepared to offer an alluring bundle in the event that they locate the correct ability.

From 2011, the researcher's center moved from the difficulties to the systems and strategies of Talent Acquisition. The beginning stage for a talent acquisition strategy is the organization's larger business procedure. On the off chance that the organization's objectives incorporate reducing expenses, at that point ability obtaining system should look for approaches to cut office spend, change or renegotiate terms with merchants, increment spotter profitability, lessen steady loss or others apply other cost-sparing methodologies.

In the event that the Organization wishes to get crisp thoughts, their technique should look for approaches to lighten the cerebrum channel of resigning representatives, fortify on-campus enrolment, and start organizing inside the universe of new ability t through different means. Likewise while adding new product lines, the Organisation should have a talent acquisition strategy that incorporates a workforce plan that baits from aggressive knowledge identified with ability accessibility. Recognizing reasonable sourcing abilities in particular useful zones that line up with the new item is very much essential along with pipelining candidates which may reduce the time to hire. By doing so, the organization aligns talent acquisition strategy to corporate strategy (Hoffmaster G, 2011).

Multiple strategies are required to be used today for achieving many of the objectives that we deem important for Talent Acquisition. Taking the right decision while adopting Talent acquisition strategy is very essential and by the way decision- making itself is a strategic concept, based on the foundations of operational excellence and its alignment towards the system. In Many organizations, Departments that take care of Talent acquisition have little involvement with actualizing key activities, and henceforth it gets fundamental for them to initially focus on adjusting their inward procedures to the general hierarchical technique which would result in success. (Shaheen, 2011).

A lot of research on Talent Acquisition had been conducted by Aberdeen Group, A Harte – Hanks Company. Talent Acquisition is an introduction pad for new energy, performance process and intuitions to the core value, being not only on stuffing a post in the firm was realized by the researcher Mollie Lombardi. A significant distinct change can be produced in

a company's capability to involve, develop and retain a candidate who is newly recruited in the company being a correct person for the role, the culture and for the team.

Lombardi (2011) says that it becomes casual and smart for the business development, hiring manager and candidate when there is a powerful plan operation in Talent Acquisition which can evidently determine the necessity and capability to making a candidate to have and keep up the good feedback and right tools at right position, even though the TA is recognized as a troublesome. Adding to that Lombardi recommended a detailed Talent Acquisition Lifecycle from finding out to integration of employee after experimenting a complete study between months i.e., from January 2011 to August 2011. It is handled that acquisition of talent has not exclusively been a back-office process however turned into a vital undertaking that legitimately impacts authoritative development. A few associations battle to distinguish and pull in ability. They should reconsider their present procedures and innovation alternatives so that to adjust Talent obtaining rehearses with their corporate goals. At the same time, successful organizations build results-driven talent acquisition programs that are generally aligned with a business goal and leverages world-class technology to achieve their results (Lauren, 2013).

The survey of career builder with talent acquisition professionals from organizations in North America which led to an understanding of the relationship between workforce planning and innovative talent acquisition practices. An interaction with number of executives in Talent Acquisition who are working in big enterprises like CME, Chipotle, Dow Chemical, Arrow Electronics, etc., was experimented, which exposed that there is a long pending war fare betwixt workforce planning and choosing right candidate which donates to long-time business

plan in innovative ways. Yet, this new dynamic is forcing welcome innovation in talent acquisition. (Career Builder, 2011)

The survey results also reported numerous crucial drifts which include:

1. Alignment of Business Strategy through Workforce Planning with Talent Acquisition.
2. Converting from conventional sourcing plan to social media plan.
3. Insufficient skilled labour: Warfare to quest capable talent

They had supplied a framework and suggestions for focusing most concerns that are elevated in their style segments.

1. Promoting a strict workforce planning operation.
2. Determining the employer identification.
3. Financing in systems that maintain retention.
4. Performance. Scaling and monitoring effectiveness/ performance.

At Dow Corning, Kevin Small, a director of Talent Acquisition and one among the researchers, realized that warfare has never ended in the quest of talent but the battle ground never transformed from its originality. Firms that collaborate their workforce planning into their trade tactics will improve considerable growth in employer advertising that echoes with target talents and creates innovative frameworks for scaling the triumph and are mostly considered to be succeeding in the warfare for talent. Assessing, onboarding, planning, hiring and sourcing of capable talent are actual process cycle of Talent Acquisition. Automating this cycle will help

organizations and will lead them towards the best practices of recruitment and hiring which will again, in turn, attract and retain talent with them (Tyagi, 2012). Such like automation is social media recruitment which requires much knowledge and experimentations.

A research paper interestingly exhibits the Talent Acquisition practices of companies of Sweden that are running in India which is value introducing which speaks on – Social media recruitment as one of their plans implemented by Swedish companies that are in India was analysed by (Jungegard N, Wilkorsz P, Gupta A, 2012) of Indian Institute of Management, Bangalore. Social media is not an advertising platform but a communication platform in where the social media recruitment also go smooth. With the aid of Talent Acquisition channel it is easy to sort out the capable candidates through social media recruiting, although the conventional method of recruiting styles are intensive. Social media gives an upper hand for passive candidates and links them with the organization which may hire them at a later stage.

There are researchers who indicates that even though advertisement is the primary sourcing technique followed by most of the organisations, recruitment through word of mouth, through existing employees are also becoming common. These employees who are enlisted through referrals remain longer with the association as they have a superior thought of what the activity truly includes as they were better and more sensibly educated by the alluded representative than the individuals who applied through papers and offices who don't get such chances of understanding the job in a whole. This leads to their self-assessment towards the job suitability. Once they find that the job really suits them, then they stick to the job, culture of the organisation and tend to grow with the organisation.

Terpstra (1996), in his examination found that sourcing is distinctly connected to contrasts in representative execution, turnover, fulfilment and hierarchical duty. In his study, he requested that the respondents rate the viability of the sourcing strategy pursued during their enlisting procedure and the three top positioned sources were worker referrals, Campus Recruitment and Recruitment through consulting firms. Be that as it may, Terpstra told that further research is required to comprehend the nature of volunteers yielded by this diverse sourcing strategy.

It is most essential to have a collaborated digital plan on social media which consists of all ranks of means like LinkedIn, YouTube, Twitter, Facebook and blogs webpages. Social media recruiting is getting its pace and it is very important as capable candidates are always visible and can get connected with the candidate by mobile easily.

There are only 8% of fortune 100 firm's job opportunities sites sustain social media recruitment process, though there are nearly 88% of the job seeking candidates quest the jobs through their mobile phones and in addition to this, even the job application tracking operation is also not user-friendly. Oracle (2013) says employee referral would become the prime point of view by all top organizations in the years to come and it is also the one among the best acquisition practice.

In the following years, organizations may go handy in efficiently using the social media recruiting to increase the flow of referrals, which in return will wholly influence the

employee's social media communications, and also permit them to journey through the practice of referral even at their hand. Improving the efficiency of live referral strategies and developing referral clarity will minimize the cost and time to hire.

Oslin (2013) suggests new changes to be made. The present-day styles in Talent Acquisition are channelling, employer advertising, recruiting through mobile phones and benefitting the social networking websites though, management should develop themselves in advertising and necessary to reach out to the candidates as much needed. It is required to determine a process to have a touch with the unselected candidates, through mobile phone and/or e-mail, hence, concentrating on the experience of the candidate. The unselected candidates may casually withdraw from place with disheartened face, but they will be influenced by the professional way of procedure followed and that they were considered with respect.

The present day experiment of Bersin of Deloitte forecasted the 2014 style concerning the Talent Acquisition practices which realized that developing a powerful talent channel for the world economy revival is the very essential thing of today. Based on the research, 2014 will be one of the most thrilling years presenting a lot of challenges in the global economy with increasing competition and new opportunities. Hence from talent pipelining to retaining talent becomes the top priority for any organization to have inclusive growth. It becomes more essential to creative way thinking, systematic monitoring and innovative ideas at the MNC's talent technique.

Recently Deloitte came up with a roadmap for optimized Talent Acquisition and derived a maturity model. In view of their investigation of 297 organizations, they found that the dominant part (35 percent) of associations were at Level 1 TA development, 29 percent at Level 2, 23 percent at Level 3, and 13 percent at Level 4. Key qualities for each level are characterized beneath:

Level 1: Reactive Tactical Recruiting. At this level, competitors are sourced on an as-required premise crosswise over specialty units. Level 1 spotters work principally as request takers for contracting directors and positions are posted on an as-required premise. Procuring forms are not all around characterized, negligible enlisting gauges are clung to, and there is no key spotlight on applicant experience.

Level 2: Standardized Operational Recruiting. At this level, procedures and innovation are institutionalized over the association. Scouts are starting to create solid associations with contracting administrators and normally have a successful appraisal structure to gauge up-and-comers against work necessities. Associations are starting to deal with their work image and to characterize a representative incentive.

Level 3: Integrated Talent Acquisition. Here the TA work is completely coordinated with the HR and ability the board capacities. Level 3 associations will in general have compelling web based life crusades and incredible work brands, just as vigorous TA programs set up, including graduated class arranges and formalized worker referral programs.

Level 4: Optimized Talent Acquisition. At this level, the TA work is viewed as a vital empowering influence and accomplice inside the business. The vital focal point of Level 4 associations focuses on determining outer powers and staying coordinated. These associations are likewise dedicated to putting resources into new TA items and administrations to remain focused (Erickson, 2014).

LinkedIn, a social networking webpage has organized a comprehensive research on Talent Acquisition methods and made public the research on their webpage. In the 3rd Annual Global Recruiting Trends survey of LinkedIn, which has been conducted in 19 countries including India, has taken views of more than 3000 Talent acquisition specialists who are in the leadership role to apprehend their thoughts on hiring trends and on quality of hire. They have refined all this and have categorically stated five important trends that are going to shape the future of Talent Acquisition in India.

- ☐ The quality of hire is impacted greatly by social networks.
- ☐ Employer branding is considered to be an advantage but also has an equivalent threat.
- ☐ Better hiring and branding decisions are increasingly driven by Data.
- ☐ To retain top talent, organizations give preferences to identify talent internally.
- ☐ Mobile recruiting platforms are explored by Organisations for effective Talent Acquisition.

2.5. Talent Acquisition practices in Higher Education

Likewise, when we try to study the kinds of literature related to Educational Institutions, we understand that there is tremendous growth in several technical educational institutions that are

mushrooming with an increased intake of students leading to an imperative need to understand the process of management of these institutions. In recent past regulating agencies and stakeholders in the society have been expressing their anguish on the way these institutions were administered. The paper also discusses the characteristics and skillsets required for hiring a suitable talent. (Chinthala and Rao, 2017).

The procedure of conventional human resource planning for the most part utilized by higher instructive establishments just shows a little delineation of the ability prerequisite. The arrangement of HR led is just restricted to the spending prerequisite, for example, the measure of the current spending plan and numerous individuals taking an interest in asset advancement. Interestingly, current human asset arranging is utilized to foresee the requirements of ability of higher instructive establishments later on for long haul accomplishment. This arrangement is led to anticipate any ability decay and to ensure the solidarity to invigorate the ability competency (Ruse and Jansen, 2008).

In abroad, Education technology has moved how instructors and students associate in the classroom, and now similar advancements are changing how organizations look for possibility for their roles of leaderships. Recruiting top talent in limited time has been made possible with the use of Technology and it has also helped to streamline the existing Talent Acquisition practices across various sectors. Based on the "2018 Global Recruiting Trends" report published by LinkedIn, 69 percent of talent professionals have confidence in using data analytics and other technology in their decision-making processes and can broaden the scope with the reduction in hiring cost.

Talent Acquisition practices in higher education is also experiencing huge changes just like any other sector. Educational Institutions have started using online candidate review portal, conference calls and videoconferencing which enable search committees to complete their evaluation of candidates effectively in less time and meager cost. Not only videoconferencing hardware but universities now have started using new software options to help in enhancing the hiring and applicant review process.

When understanding the literature concerning higher education, we understand that very few pieces of research have been there concerning their TA practices. A country is considered to be built strong if they have a good educational system in place. With expanding aggressiveness among instructive foundations, leaders in campus and HR offices need to deliberately confront employing deficiencies and ability to face the executives' challenges.

It is been anticipated that the turnover pace of resources will be over half among senior advanced education managers inside the following five to ten years, This shows unmistakably that our emphasis on pulling in and holding ability is getting fundamentally significant - especially with key chiefs and chairmen in advanced education moving toward retirement. (Drew and Glenys, 2010) Instructive organizations not just create exceptionally able and dynamic labour required for the improvement of our nation yet in addition bear the obligation of loaning essentialness, imaginativeness, and intelligence to it. The educators are the foundation of the instructive framework, the producer of humanity and the engineer of society. It is viewed as that the nation sustains with the educators and with the training conferred to its

residents. Thus the role of a teacher becomes significant in determining and shaping the society by bringing radical changes in the development of the country. Thus acquiring this talent community inside the educational system is very much essential and also the need of the day. As per Daley, Recruitment, and educators retention is the significant factor where there is a need to make a pipeline and furthermore to build up an idea of progression arranging as it becomes vital if any employee leaves the foundation in the mid-session. In a large portion of the organizations, the new instructors can't stay aware of the accomplished and profoundly qualified old employees. In Western nations, where adequate quantities of instructors are readied, numerous recently arranged educators either decide not to instruct at all or leave instructing inside a couple of years. A large number of the analysts found that in the United States around 60% of understudies that are keen on instructing decide to go into educating after graduation. Roughly 40% of educators leave the showing calling in the United States inside the initial three years (Daley et al., 2006).

India faces a colossal test as far as talented human asset limit, which debilitating affects its capacity to gain ground in the territories of financial and political improvement. While different endeavours have been made to address the issue, there is by all accounts little progress, because of an assortment of reasons, especially, the lacking interest in instruction and other preparing programs. To exacerbate the situation, even the tight high ability base that exists is being disintegrated at a quick rate by the outpouring of experts to progressively created nations of the world (Ndulu and Benno J, 2004).

We also understand that there is tremendous growth in the number of technical educational institutions that are mushrooming with an increased intake of students leading to an imperative need to understand the process of management of these institutions. In recent past regulating agencies and stakeholders in the society have been expressing their anguish on the way these institutions were administered. The paper also discusses the characteristics and skillsets required for hiring a suitable talent. (Chinthala and Rao, 2017).

Prof. Jadal in his article on “Talent Management in faculty working in Non-grant” referred to that Talents in Educational Institutions are arranged into four levels: first Management of the Institution, second – Head of the Institutions (Principals and Directors), third – Faculties of the Institutions (Teaching and Non-Teaching) and fourth – Students of the Institutions. Overseeing of Talent at level 3 and level 4 is profoundly trying for the level 1 and level 2 gifts. In contrast to corporate, here the ability pool is of various levels and restricting them towards a similar association's vision and strategic exceptionally troublesome. This research actually gives a clear lead to us to introspect various Talent Acquisition practices which contributes towards Organisational performance.

There is a lot of research been done in the USA concerning the challenges faced by universities regarding Talent Acquisition. Fracture lines can be seen wherever in America's higher education framework, from soaring educational cost expenses and mounting understudy obligation to a critical jumble between the abilities bosses look for and those understudies have upon graduation. To close the aptitudes hole, organizations must move their contracting

practices to acknowledge both traditional and alternative credentials to expand the pool of talent (Sledge, Lindsey and Fishman 2014).

The manner by which new educators are selected has expansive significances as far as the exploration did and very less attention is been given with respect to Talent acquisition in educational sector. There are researches which enumerates the fact that selection and recruitment processes of academics are gendered, from planning the profile , candidate assessment based on academic qualification of the applicants, to the Interviewing of candidates by the recruiting and selection committees. Most of the panel members are male peers with like-mindedness and furthermore, verifiably overseeing discussions (Benschop and Brouns, 2003; Fogelberg et al., 1999). Hence it becomes essential to understand the Gender equations while understanding their Talent Acquisition practices.

The most common and typical issue in Private Colleges is optimal retention. There are institutions which are minority based and have linguistic preferences. They attract and retain faculties of their communities and candidates who go up with their values may be personal or professional. If the candidates do not reverberate with these qualities either look for another school or not look for a situation in the first place. Thus by clarifying institutional mission and values, they have better chance to attract and retain talent.

It is also important to understand the factors which do influence the supply and demand of best quality educators. These elements can be the quantity of enrolments of candidates, teacher-student proportion and the rate of turnover. In spite of the fact that the understudy instructor

proportion has declined in a large portion of the nations in quite a long while, equivalently the intake of students are also in a declination mode. The students who are graduating seek challenging corporate jobs and very less feel to enter teaching profession. Again the proportion of such understudies who decide to enter educating are the person who don't get put in any of the corporate parts. Some more factors affecting the stockpile of educators are remunerations and advantages, trouble in seeking after research, working condition Incentives (based on performance), and sometimes even the perception of the society about Teaching as a profession.

Remuneration is the most basic persuasive elements for the center workers with regards to private organizations. Lot of private universities have understood this and have started giving packages exactly like how corporates designs it. Along these lines, it very well may be said that the compensation package has a solid influence on attracting and retaining employees. Person organization fit means a perfect fit between the Individual's values, norms and ethics with that of the organisation which is very essential to attract and keep the talent stick with the organisation on a longer run. There are evidences which says that Person Organisation fit leads to a lot of positive outcomes in term of attraction, performance and retention.

Any candidates prefer to have a challenging opportunity in their jobs so that they get a chance to prove themselves. Today, the skilled candidates look ahead and question it at the time of interview itself about their prospective career growth path and the challenging opportunity which they would get if they join the organisation. This actually helps them to achieve their personal goals and also career objectives along with the growth of the organisation. Since the

organisations don't own their employees, as they do their capital assets, is why approaches for appreciating "human capital" on balance sheets have become complex in nature (Barber, Felix and Strack, 2005).

There are different variables which actually contribute towards job satisfaction and retention of Talent. These variables are generally grouped into demographic factors, Institutional factors, Personal factors and Productivity factors. Demographic variables like location, gender, marital status etc. do has an impact on Job satisfaction. Candidates do prefer to work near their home location. Such candidates, when get a job are more satisfied with the organisation irrespective of their pay package.

Similarly, married employees with their mate working in similar organizations additionally have more noteworthy degree of occupation fulfilment. We see many of the candidates when apply for the job, speaks about this in their interview. They do request for job to their spouse as well. If the institution is obliged with their request, they become more comfortable to join and also they are retained on a longer run.

Teaching along with research is what the professor's life is all about. They both go hand in hand. Professors prefer to get space for their research work to be carried out along with their regular academic routines. Hence at the time of recruitment, employees are quite keen to understand the possibilities of Research contribution. Olsen in his research contemplated that employee who has higher fulfilment level as for showing increase less help, participation and

gratefulness from their companions in their separate offices as the peers think them as competitors. (Olsen et al., 1995)

Numerous studies both for better education and challenges in recruiting a scientifically competent workforce are being carried out and the same has been registered in a book called “The globalisation of higher education”. A professor from Delhi University expressed his concerns on the quality of Faculties being hired. He felt that there is an interference of Politics and favouritism which influences acquiring talents in higher education system. Also, the state regulations and policies which are highly micromanaged, also influences the talent acquisition practices. In private institutions, they recruit fresh graduates who join for the sake of getting a job and not much passionate about teaching. (Ennew, Greenaway, 2012).

Competitive pay package, Quality of peers, Student quality, Performance management systems, congenial atmosphere to work, reasonable teaching load with timely completion of work without any time extension, research support, recognition for work, contributions and ideas, effective organisational policies and adhering to government policies are some factors which contributes to Employee satisfaction and retention. The majority of the investigation studies that have examined the Talent Acquisition practices within a human capital theoretical framework assumed that the market of job treats all possible ability similarly based on their skills. Thus, it is assumed that all Talent Acquisition specialists involved within the TA process adopt a human capital perspective during all phases of Talent acquisition. But at the same time they are influenced by organisational-based characteristics as well. Organisational type, ethnicity of client and style of management (customary white male monocultures at the level of management) can influence the TA Specialists to hire the candidates who are best suiting to

the organisation irrespective of the quality they possess. It becomes essential that they should fit in with the organisation values and principles rather than looking only into their educational credits. Therefore, the employer selection, impost and recruitment of novel employees might be one-sided by the overwhelming force the businesses have over the different enrollment stages.

Bowles and Gintis (1975) take a comparative view requesting that the theory of human capital disregards the intensity of bosses over the person's capacity to pick up employment. . Even though the candidate is skilled, productive and suits the budget, it is the sole discretion of the employer to select the candidate based on various influential factors which he / she alone knows. In terms of this research context, it needs to be understood who are empowered to acquire talent? Employers sometimes participate directly in the process and acquire power through distinct organisation-ownness, which are in turn used to determine how they tactically operate in selecting the candidate of their choice. There are employers who permit and involve their Departmental heads in the various recruitment phases. Employer's behaviour at diverse level of recruitment processes may be better implicated with reference to place and specificity. There are significant implications of the recruitment practices over the actual theory. There are researches which speaks on the influencing factors of the organisational characteristics on the recruitment process. These characteristics actually reflect organisational culture, and the integration level of Talent acquisition practices and the corporate strategies.

The opportunity in today's challenging talent market is reaching across the generations and capturing those non-traditional candidates in a way that allows their skills and capabilities to stand out. The technology enabling today's talent sourcing is incredibly advanced. Long gone

are the days of simply posting a job to a generic job board and waiting for candidates to roll in. Actually, long gone might be an overstatement. Talent sourcing today can often resemble a Rube Goldberg machine. While there are a host of features, events and complications that may amaze and dazzle, you ultimately only get out of it what you put into it. Despite the amazing sourcing technology that enables outreach to a broad and diverse audience, and tools to ensure that engagement is maintained and tracked over time, many organizations use this technology to simply track their LinkedIn or Twitter job postings. Worse, organizations may purchase this advanced technology with the best of intentions but quickly relegate it to shelfware, leaving uninspired recruiters to focus their energies on filtering candidates through LinkedIn Recruiter and blasting job postings to Twitter, in an effort to broaden their “social sourcing.” Today’s dynamic and competitive marketplace demands a critical revision over existing talent management practices, something akin to just-in-time alias talent-on-demand. This holistic approach may include such aspects as forecasting talent needs, cost effective methods to developing talent, outside hiring, timely delivery, internal talent management pipeline and so forth (Michael P. Nnamseh, 2012).

Tolerating modern recruitment systems would imply that the associations would need to build up a key enrolment strategies and procedures alongside their conventional practices. For example, if an association's recruitment forms involves a traditional sourcing technique of giving advertisements in newspapers, the same need to study with respect to the cost incurred in the process of selecting a candidate through the same. In parallel, organisation can receive a progressively comprehensive recruitment procedures to suit the diversity of the talented expert competitors in a specific job market where technology had taken away the huge space. Today Online job portals have become so common among today’s job aspirants which

cannot be denied. Thus the organisation should create and develop such a culture that mirrors its capacity to adjust to the profoundly aggressive and quickly changing globalized condition.

When speaking about the Talent acquisition practices of an organization and the policies governing to it, is actually determined by the nature of work and industry in which it operates. There are innumerable factors that affect the recruitment policy of an organisation. Few such factors to list here can be competitor's recruitment policy, Demand and supply ratio, work nature, pay affordability, location, and leadership style of the organization. The primary purpose of formulating a recruitment policy is to make recruitment process more effective and transparent so that the right candidate is being selected with ease. Even though Size of the organization certainly is an important aspect from organization perspective, we need to consider it as a growing organisation so that the policy can actually satisfy the demands on longer run.

Service conditions, working environment and the organisation's location have a greater impact on recruiting efforts of the organization. Job market today is highly volatile in nature. Talents are greatly attracted towards pay package but at the same time, when it comes to job location, there are equal number of candidates who give preference to it over and above their pay package. Hence it becomes essential for organisation to remember these points while framing their recruitment policy. Also, government policies are need to be followed while having our own institutional policies. Thus, along with the fluctuating job market, the policies should be flexible enough to accommodate the right candidate and need to be updated whenever required job market changes.

Economics, regulatory swaps, trading trends and talent availability are the parameters which compel the organisation to keep changing their Talent acquisition strategy and for this, there is a need of a leader who can foster the culture and agility that would actually necessitates transformation. These leaders are pushed today to handle talent shortages as there is huge shortage in Talent especially in education sector. The necessity of the day is the quick-moving operation on the basis of tactical planning and business intelligence. Transforming talent acquisition with innovative methods is a huge attempt and should be accelerated from top level management. It is essential to have a greater communication between hiring managers and functional leaders so that the hiring happens effectively without delay and we are able to acquire right talent in right time.

Today Employer branding has become one of the most important aspects for successful acquisition practices. It has become indispensable even with low-volume hiring. For instance, suppose there is a shortfall of few vacancies in an organisation in faraway local area, however, an attempt is made to allure the talents who understand the local area language and customs could have much involvement in the big community which they would generally work with. There are many online survey organisations in which applicants give ratings to the organisations they work for or even for the organisation they have given their interview. Applicants and job aspirers have started looking at these feedbacks before going for any interview process. So it becomes essential for the Organisation today for branding themselves as a better employer in the job market so that they can attract better candidates.

As indicated earlier, Talent acquisition strategy need to be formulised every time when there is a change in job market but it is always understood that the jobseekers are the main stakeholders in any such transformation. Thus candidate experience is one of the factors which influence the Talent acquisition practices. There are recent surveys which highlights on the need of improving candidate's experience which in turn improves employer brand image and contributing significantly in attracting right talent. At present, huge sections of capable job seekers are benefitting the mobile phone technology in their quest operation, but to the fate, out of cent per cent fortune 500 firms only 10 per cent normally contribute mobile-friendly alternatives to put in application for a role which also is a serious thing to be considered.

Talent planning serves the greater organizational needs. It helps in knowing the present supply of talent and matching it up with the future demand of Talent. It gives a quantitative idea about the talent required to form an effective and efficient workforce, thus leading to be the foremost and important step in Talent Acquisition (Panda & Sahoo, 2013). It has been defined variously in many ways one of which says it is a practice in which an organization tries to assess the demand for labour and calculate the various dimensions of supply which will be required to meet that demand (Reilly, 1996). It is a systematic analysis of the gap present in order to ensure the availability of the right number of employees with the essential skills in the organization in order to fulfil the needs when required. Both the internal as well as the external factors are responsible for the success of a workforce plan (James, 2006). It helps in shaping the future workforce requirement of an organization (James, 2006; Keel, 2006). It can be also used to craft out the strategic planning framework so that organizations are prepared to face any kind of shortage arising due to a shrinking labour pool (Cotten, 2007).

It is always presumed that the quality of leadership that an organisation has, reflects on its ability to attract and retain great people. *The McQuaig Global Talent Recruitment Survey* included few questions regarding leadership to find whether it has any impact on the ability to attract and retain talent. Also the research tried to find out “Does having an effective recruiting process lead to better leadership? Or does having better leadership equal more effective recruiting?” Even though they couldn’t conclude either way, but their professional experience made them to conclude that there is a cyclical relationship.

Leadership philosophy needs to be embedded in the strategic agenda of the institution, which should be followed with building practices that deliver talent results. Segmentation of the Talent becomes the foremost step in developing talent. Institutional heads or the identified leaders assesses, calibrates, and decides about the talent who may bring in the values and contribute in achieving strategic objectives ultimately leading to leadership pipeline and indirectly contributing to succession planning. Appropriate investment need to be done for developing the identified resources.

In Educational institutions, high potential talent could be well-thought-out outstanding faculty members who are proficient and desire to become head of the departments or deans. In any educational institutions, Management should start thinking proactively and should have conviction that having right Talent Acquisition practices will deliver excellence not only to students, but also to all the stake holders, the institution, the university, and the broader community in large. To move from thinking to action, the Institutional heads or the Management members must build a case for change that communicates a sense of earnestness

and generates a call for action from the college' management team, time to time and start acting towards the same. Like top companies developing leaders and talent, Educational institutions should also have targeted development practices within the organization.

Ohio University's Robert D. Walter Center for Strategic Leadership feels that Talent development is a strategic imperative and the institutions should start looking into it in that direction. Talent development should be the integral part of the practices of any organisation which manages Talent effectively. In educational institutions, we can classify the talent into two groups; Administrative employees and Teaching employees. It is absolute necessary to have the same talent management practices for both the groups whether it is setting developmental objectives or with respect to selection procedure. Leaders are been developed at both levels, it is up to the employee to take up the role. With reference to the academic faculty positions, should have intentional development plans focused on their domain knowledge which would greatly help them in teaching and research. Once the talent are on-boarded it becomes essential to assist them in achieving academic and professional qualification which are required to achieve the objective of the organisation. The departmental heads should be in a position to coach and mentor their team members through the development process which will prove beneficial for the organisation.

There are some studies which clarify that Deans and division heads ought to get legitimately engaged with employing and situation choices to guarantee the ability desires are being standardized. It is getting so critical to sell the establishment and settle on it as a favoured

decision among the ability in the commercial center. There are researches which exhibit how much association notoriety influences its capacity to draw in right ability.

Corporate brand, work environment experience, and level of social obligation advances Organization notoriety. A large portion of the top volunteers pick where they wish to work, and having gained notoriety for ability obtaining that is bolstered by joined practices empowers a foundation to draw in and hold them. Thus it gets fundamental for applying Talent Acquisition cycle foundation wide. Departmental heads can design their Talent technique, talk about explicit advancement plans for pulling in potential ability and furthermore plan for the necessary spending plan. Every institution must consider its very own key adventure which can add value and long term sustainability.

Anderson and Shackleton (1986) featured that the nature of newcomers relies on an association's Talent Acquisition rehearses, and that the overall adequacy of the determination stage is characteristically dependent on upon the aptitudes and capacity of up-and-comers who are pulled in towards the association. In reality the initial stages of Talent acquisition needs to be more effective and if so, then the actual selection of right talent becomes easier. It means that comprehensive job analysis through a systematic HR Planning is very much essential for organisations for which TA is a frequent occurring process. Job analysis always helps the organisation to understand the particular requirements of the job and its fit into the structure which can then lead to further process of acquiring potential talent for the particular available vacancy.

2.6. Organisational Performance and Capabilities

There are research papers which dealt with the relationship between talent acquisition and employee engagement which in turn lead to employee retention. The researchers found that with better talent acquisition, employee engagement improves and so does the productivity. This means that the organizational performance has a direct association with the Talent Acquisition practices. (Srivastava, Bhatnagar 2008). Generally, organizational performance is referred to the success of the organisation through achieving its objectives which may be profit or increased share value or better financial results by delivering high quality solutions. This is possibly can be achieved only when the organisation care for better practices with reference to Talent acquisition, development and engagement. Hence it is, essential for the organisations to achieve their goals in competitive world, which in turn can lead to higher performance. (Agarwal, 2016).

Every organisation would like to augment the efficiency and effectiveness of the operation which will lead to its success. McDonnell and Antony acknowledged three key phases of analyzing the effectiveness of talent management practices. A first phase refers to an investigative technique to related talent management to financial performance; a second phase Optimisation of Talent Management process and the third phase is to set up metrics for evaluating the performance. (McDonnell and Antony, 2006) Bearing in mind a financial perspective, researchers measure the association between capabilities in talent management and organization's financial performance and the need to demonstrate why talent management is an essential significant investment. Organizations that have better practices of Talent management establish considerably higher financial performance compared to their competitors.

There are researches which explored that Organisational performance can also be influenced by managing Talents effectively. (Carlucci et al. 2004). Dynamic capabilities are used by the Organisations to achieve high performance especially when markets evolve or in a verge of downfall. Dynamics capabilities are more required to improve Organisation performance (Teece et al., 1997). It has been cleared from the research that Talent acquisition practices has a greater role to play in the market and definitely contributes towards organisational performance over other functions. It is also noted that organization can have short term gain with the help of innovations and new technologies. It is only Talent acquisition practices which can improve organisation performance in the market (Heinen and Neill C, 2004).

Like a machine, a business will fail if vital rudiments such as processes, systems, and structure are skewed or hindered by friction. These functions are performed by the talent and hence they become single biggest force in thriving continuous improvements in Organisational performance. The combined skills of the talent employed in an organization largely contributes towards organization's core capabilities. An organization's talent inoculates competences that are very challenging for competitors to benchmark and replicate. (Lawler, 2008).

Thus with all these literatures, we could comprehend that there is a huge scope for studying the relationship between Talent acquisition practices and organisational performance. When we speak about Talent acquisition practices, the literature allows us to focus more on Human resource planning and the different sourcing techniques which leads towards different practices. Most of the studies are based out of Corporate set ups and we can try to understand the same with respect to Educational Institutions.

2.1 Literature Review Table

Author	Title of the Paper	Year of Study	Source	Objective of Study	Research Findings
Deshpande	Talent Acquisition through Technology	2018	IOSR Journal of Business and Management, ADMIFMS International Management Research Conference	The study is more relevant towards using Technology for acquiring Talent	Helped to have different sourcing techniques which uses technology.
Jim Stewart Vanessa Knowles	Graduate recruitment and selection practices in small businesses	2000	Career Development International Journal, Vol. 5 Iss 1 pp. 21 - 38	To understand the graduate recruitment and selection practices adopted by SMEs, and the skills being sought by employers in that sector.	There is a significant commonality between larger organisations and SME's in terms of Recruitment practices and selections.
Kavita Rani and Prof. Sanjiv Kumar	Impact of Talent Management Practices on Employee Effectiveness.	2018	Pacific Business Review International	This paper explains the impact of TM Practices on employee effectiveness.	There is a high level of correlation between Talent Acquisition & Performance
Erickson	The Evolution of TA	2012	Bersin by Delloite research	The paper studied about the evolution of Talent Acquisition and its practices at corporate level.	Similar practices were compared at Institutional level.
Pruis E	The Five key principles of Talent Development	2011	Industrial and commercial training, 2011 - emerald.com	The paper studied principles of Talent Development as	Definition for Talent

				one of the components of Talent Management	
Nafei W	The effects of talent management on service quality: a study on commercial banks in Egypt.	2015	International Business Research Magazine	Effects of Talent Management on service quality was studied	Definition for Talent
El Nakhla, M. O.	The Availability of Talent Management Components From Employees Perspectives	2013	Doctoral Disseratation, Islamic University of Gaza	Studied different components of Talent Management	Definition for Talent
Dahshan, M., Keshk, L., & Dorgham, L. S.	Talent management and its effect on organization performance among nurses at shebin el-kom hospitals.	2018	International Journal of Nursing	Analysis on Talent Management and its effect of Organisation performance	Definition for Talent
Pankhurst, A., & Collins, D	Talent identification and development: The need for coherence between research, system, and process	2013	Quest Journal	Underlies the need of link between research, system and process of Talent Identification and Development	Definition for Talent Management
Mishra, R. R., & Kumar, D.	Talent Management: A Bird's-Eye Perspective	2019	MANTHAN: Journal of Commerce and Management	Describes the different perspective of Talent Management	Definition for Talent Management

Sharma, Singh	Talent Acquisition via social media sites: A critical review	2018	Journal of Emerging Technologies and Innovative Research	This paper deals with Social Media as one of the sourcing technique for acquiring Talents	Definition for Talent Acquisition
Heid, M. C., & Murphy	It's 2012: do you know where the talent is?	2012	Financial Executive,	The paper explains the concept of Talent Acquisition and how to find them right?	Definition for Talent Acquisition
Bugg K	Best practices for talent acquisition in 21st-century	2015	academicworks.cuny.edu	This paper elaborates on the best practices of Talent Acquisition	Definition for Talent Acquisition & to understand TA Practices
Deeba, F	The Role of Data Analytics in Talent Acquisition and Retention with Special Reference to SMEs in India: A Conceptual Study	2019	IUP Journal of Knowledge Management	This paper elaborates on the role of Data analytics in TA & methods to retain employees	Definition for Talent Acquisition & to understand TA Practices
Barry, L., Bohdal-Spiegelhoff, U., Erickson, R., & Lamoureux, K	Talent Acquisition revisited	2014	Deloitte University Press	The paper focuses on the new approaches towards TA	To understand the Talent acquisition processes and practices
Wayne, J. H., & Casper, W. J.	Why does firm reputation in human resource policies influence college students?	2012	Wiley Online Library	This paper focuses on HR Policies which actually attracts Talent	To understand the Talent acquisition processes and practices
Jiang, TingTing, and Paul Iles.	Employer-brand equity, organizational attractiveness	2011	Journal of Technology	This paper focuses on Employer branding as one	To understand the Talent acquisition

	and talent management in the Zhejiang private sector, China		Management in China	factor which attracts today's Talent	processes and practices
Jiang, TingTing, and Paul Iles.	Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China	2011	Journal of Technology Management in China	This paper focuses on Employer branding as one factor which attracts today's Talent	To understand the Talent acquisition processes and practices
Bersin J	The Predictions of 2014 / Becoming Irresistible	2014/ 2015	Deloitte Review	These 2 review papers gives insight on how TA have become more relevant in today's context and how organisations are investing towards implementing TA	To understand the Talent acquisition processes and practices & TA Maturity Model
Kumudha, A., & Priyadarshini	Conceptual study on challenges and Innovations in Talent Acquisition Process.	2016	International Journal of Advance Research in computer science and management studies,	This paper explains the challenges and recent innovations in TA Process	Stresses upon Employer branding as one of the new TA Technique
Pandita D	Drivers of employee engagement and engagement value proposition	2019	IGI Global	Gives insight on Employee Engagement & TA Techniques	Understood the Modern Sourcing techniques contributing to Employee attraction
Jose S	Innovation in Recruitment and Talent Acquisition: A Study on	2019	International Journal of Marketing and Human Resource Management	Explains new strategies being adopted for TA	Understood the Modern Sourcing techniques contributing to

	Technologies and Strategies Adopted for Talent Management in IT Sector.				Employee attraction
Hoffmaster G	Looking Beyond Reactive Fixes: How Do you Make Talent Acquisition Truly Better?	2011	Journal of Corporate Recruiting Leadership	Explains recent trends in Talent Acquisition practices	Clearly explains the relevance of TA Planning and TA Sourcing in today's competitive scenario.
Shaheen J	Improving the Decision-making Processes of the Talent Acquisition Lifecycle	2011	Journal of Corporate Recruiting Leadership	Explain the need of decision making while implementing TA in an organisation	Relates TA Practices with Operational excellence i.e. leading towards Organisational performance
Lombardi M	The Talent Acquisition Lifecycle	2011	www.aberdeen.com	Explains vividly on the complete life cycle of Talent acquisition	Highlights the relationship between Organisational Performance, Organisational capabilities with Talent Planning
Lauren M	Talent Acquisition 2013: Adapt your strategy or fail	2011	www.aberdeen.com	This review paper reveals the strategies of TA	Highlights the relationship between Organisational Performance, Organisational capabilities with TA Practices
Tyagi	Effective talent acquisition through e recruitment	2012	International Journal of Multidisciplinary Management Studies	The paper explains the effectiveness of TA through e-recruitment	Explains E-Recruitment as one of the sourcing technique

Jungegard, N., Wilkorsz, P., & Gupta, A.	A study of recruitment and retention strategies of Swedish firms in India	2012	IIM Bangalore Research Paper	This paper explains TA process being followed by Swedish firms in India	We could understand Social Media as one of the upcoming Sourcing techniques
Oslin M	Talent acquisition: How the process of attracting and hiring employees has changed	2013	www.aberdeen.com	Explains the changes in Talent Acquisition processes	Able to understand different TA Sourcing methods which are recently being used including Mobile recruiting.
Olsen, Deborah, Sue A. Maple, and Frances K. Stage.	Women and minority faculty job satisfaction: Professional role interests, professional satisfactions, and institutional fit	1995	The Journal of Higher Education	This paper actually explains the Job satisfaction levels of Women Professors leading towards Organisational performance	Gives a link between Organisational Performance and TA process.
Ennew, C., & Greenaway, D	The globalization of higher education	2012	Book published by Springer	This book explains the recent trends of Higher education after globalisation	Can understand TA practices and its impact on Organisational Performance and capabilities
Nnamseh, M. P	HR Planning and Corporate Performance in the Nigerian Banking Sector.	2012	Review of Management	Explains the significance of TA Planning in improving Organisational Performance in Nigerian banking sector	Helped us to understand that there is a relationship between TA Planning and Organisational Performance

Panda, S., & Sahoo, C. K	Workforce Planning and Talent Acquisition: An Exploration	2013	Productivity	Explains the effective role of Talent Planning in Talent Acquisition process	Understood that Talent planning is an important function of TA
Heinen, J. S., & O'Neill, C.	Managing talent to maximize performance	2004	Employment Relations Today Magazine	The article gives insight on the role of TA Practices on Organisational Performance and Capabilities	Thus we are able to correlate the relationship between TA Practices and Organisational Performance and Capabilities
Srivastava, P., & Bhatnagar, J.	Employer brand for talent acquisition	2010	journals.sagepub.com	The paper highlights on Employer branding as one of the upcoming TA Practices being followed in Industries	Helped to study various TA Practices and processes
Srivastava, P., & Bhatnagar, J.	Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB	2008	Industrial and Commercial Training	Case study on Motorola where Talent Acquisition practice led to Employee Engagement	Able to understand the link between TA Practices and Organisational Performance
Agarwal, R., Green, R., Agarwal, N., & Randhawa, K	Benchmarking management practices in Australian public healthcare	2016	Journal of health organization and management	Enumerated on the best Management Practices in Australian healthcare department	Relationship between best TA practices and Organisational Performance and capabilities
Dora, RS Varahala	Higher Education System in India	2014	International Journal of Multidisciplinary Advance Research Trends	Explains the overall Higher Education system of India	Able to understand the existing Higher Education system which

					led to the importance of studying TA practices in Higher Education
Balachandran, T. G., & Sendilvelan, S	Higher Education in Engineering and Technology–the Present Scenario.	2017	Central and Eastern European Online Library	This paper vividly explains about the Higher Education in Engineering and Technology globally.	Able to relate the existing Educational system globally.
Prados, J. W., Peterson, G. D., & Lattuca, L. R	Quality assurance of engineering education through accreditation: The impact of Engineering Criteria 2000 and its global influence	2005	Journal of Engineering Education	The paper explains how accreditation process improves the quality of Engineering Education	Able to shift the focus towards Engineering colleges as there was a need for quality improvement
Ulrich, D., & Smallwood, N	Capitalizing on capabilities	2004	Harvard Business Review	Explains on Organisational Capabilities and its functions	Was able to connect between Talent Acquisition practices and Organisational Capabilities and led to study further in Indian context
Fahy, J., Hurley, S., Hooley, G., & DeLuca, L	Resources, capabilities and competition in higher education	2009	Australian and New Zealand Marketing Academy (ANZMAC) Conference.	Explains the relevance of Organisational Capabilities in Higher Education system	Understood the relevance of Organisational Capabilities in Higher Education

Wikstrom, C. and Martin, H.	Employee Development and Performance Culture in Organization	2012	Journal of Management Research	Elaborates on Talent Development and Organisational Performance	Definition of Talent
Schweyer A	Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning	2004	Book published by Wiley Publishers	Speaks elaborately about the existing Talent Management Practices	Definition of Talent Management
Cheese, P., Thomas, R. J., & Craig, E	The talent powered organization: Strategies for globalization, talent management and high performance.	2007	Book published by Kogan Page Publishers	Explains the concept of Talent Management and its relationship with Organisational Performance	Definition of Talent Management
Ruse, D., & Jansen, K	Using Human Capital Planning to Predict Future Talent Needs	2008	CUPA-HR Journal	Briefs on TA Planning as per futuristic needs	Helped in understanding Talent Management practices.
Daley, B. J.	Concept maps: Practice applications in adult education and human resource development.	2010	New Horizons in Adult Education and Human Resource Development	The paper explains the concept of continuing Higher education which contributes towards Talent Development	Highlighted the concept of Talent Pipelining in Education space.

Chinthala. G, Rao. H	Job Characteristics of Teachers in Technical Educational Institutions in Telangana Region	2017	Journal of IMS Group	The paper explains the nature of job in Technical Educational Institutions with reference to Telangana state.	This paper identifies that Talent Planning and Talent sourcing are two challenges which are being faced by Technical Education Industry
Jadal	Talent Management in Faculty working at Non Grant	2011	Indian Stream Research Journal	This paper explains the concept of Managing Talent who are working in Non Grant Institutions (i.e. Private Institutions)	Concluded 4 type of Talent available in Educational Institutions.
Heinen, J. S., & O'Neill, C	Managing Talent to maximise performance	2004	Employment Relations Today Journal	This paper elucidates on how effective managing of Talent leads to maximise the performance and contributes towards organisational growth.	We could conclude that Talent acquisition practices can improve organisation performance & its capabilities in the market.

CHAPTER 3

RESEARCH GAP AND OBJECTIVES

Based on the review of literature on Talent Acquisition practices, four important gaps appear as mentioned below:

- a) From the Literature, it is understood that lot of research has been carried out to understand the Talent Acquisition practices of different corporate sectors. But there is no substantial literature on Talent acquisition practices of Higher education sector. Whatever literature was found, it was on recruitment practices and still Talent acquisition seems to be a new terminology in educational space.
- b) Secondly, there are very few studies have been done to understand the relationship between Talent Acquisition practices and Organisational Performance. Most of the studies are in generic and studies Talent Management in whole with respect to Organisational Performance.
- c) Thirdly, the linkage between Talent Acquisition practices and Organisational capabilities with reference to educational institutions in the Indian context is missing. Scanty attention has been given on few constructs of Talent Acquisition which leads to Organisation capabilities but not explored to the maximum extent.
- d) Finally the impact of Organisational Capabilities on the performance of the Educational institutions is also neglected.

There are researches which speaks about Educational Institutions in U.S. that taking steps for improving their Talent acquisition practices. It is explained that the process of Talent acquisition sometimes becomes so cumbersome in nature that the talents don't wish to take up the opportunities which prevail even after applying for the said position. Hence there is an absolute need to relook the existing practices and improvise as per today's Talent expectations. Thus this proposed research is intended to fill the research gap by understanding the existing talent acquisition practices and to examine the relationship between Talent Acquisition practices and Organisational Capabilities which in turn leads to Organisational Performance especially in the area of Higher Education. The novelty of the study lies in finding out these factors especially in Private Engineering colleges at Tamilnadu as Tamilnadu is a first state to have more number of Private Engineering colleges at initial years of Institutional growth itself.

There are South African researchers who have contributed significantly towards Talent Management strategies in Higher education. Their research was mainly on the aspect to understand what actually attracts Talent to join educational institutions (Rudhumbu N, 2014). Also, the research speaks more on the existing practices of Talent Management in whole. The research also speaks about the drivers of Talent Acquisition like Salary, Career Growth and Advancement, Job security and Opportunities to learn (Rudhumbu N, Maphosa C, 2015). The researchers have studied Talent Acquisition drivers from the perspective of Talent and hence left out with the scope of studying the same from Organisation perspective.

Higher education also can be seen equivalent to any industries these days. Even though the educational system always prefer to be unique and different in compare to corporate houses, Institutions have realised to understand the need for Talent especially in this VUCA world. There are researches which enumerates and acknowledges that Institutions and Universities have started exploring ways to attract and develop Talent through several cost effective processes. The mission and Vision statements of most of the Institutions of Higher education have included Human resources as one of their pillars and have started seeing them as organisational assets. But even after all these, still the Management of the institutions don't give priority to Talent Management. Financial planning gets more priority over Talent Planning (Rao A.G.S., 2017). Thus we have a scope to evaluate whether the Institutions of higher education really believes the existing relationship between Talent Acquisition practices and Organisational Performance or it is just a myth.

Organizational capabilities are actually observed when an organisation brings in value to the Talent who has contributed his knowledge, skills, abilities and competencies leading towards superior organisation performance. He or she can be technically sound or can possess extraordinary skills which actually sums up to the Organisation's ability to deliver (Smallwood N, Ulrich D, 2004). This actually shows a connect between Talent Acquisition practices and Organisational Capabilities which need to be studied at Indian context as well.

There are researches which actually connects organisational performance with Organisation capabilities. The research which was actually done by Professor John Fahy with his colleagues have classified Organisation capabilities in Higher education into multiple levels: Marketing

Capabilities, Networking Capabilities, Managerial Capabilities, Fund Raising Capabilities, Innovation Capabilities and found that all these levels have association with superior performance of the Organisation. (Fahy J, Hurley S, Hooley G, DeLuca L, 2009) This has actually motivated the researcher to understand similar connect with respect to Educational institutions.

Thus, the proposed research work has following research objectives with special reference to private engineering colleges in Tamilnadu:

- a) To understand the major practices of Talent Acquisition.
- b) To understand the impact of Talent acquisition practices on Organisational Performance.
- c) To understand the impact of Talent Acquisition practices on Organisational Capabilities
- d) To understand the impact of Organisational Capabilities on Organisation Performance.

CHAPTER 4

THEORITICAL & CONCEPTUAL FRAMEWORK

4.1 Theoretical Framework:

This study is based on the Talent based theory and Human Capital Theory. Talent based theory states that the talent is the only resource which may help in gaining and maintain the competitive advantage, and, therefore organizations must put a focus on attracting and maintaining the talented work force. The role of firms is neither the creation of talent nor the acquisition of talent rather; the firm is considered a as talent integration institute, as the talent resides in the head of individuals and firms only integrates and provides system and structural arrangements for coordination and co-operation between the talented workers. (Faria Rabbi, 2015). Accordingly, human capital theory (HCT) in terms of financial view, emphasized talent management as an investment that gained high returns for shareholders (Axelrod, 2001). In other words, the researchers explained that, HCT focused on the organization's investment in a talent employees' development and training. Becker (1964) considers that this kind of investment is as equally considerable as investing in equipment and technology. This perspective reveal that organizations may improve productivity if they invest in talent through education, training and reward management system. The strategic goal of talent management is supported by expert knowledge which is the most important measure of capital that leads to organisational performance. (Wilson, 2015).

4.2 Talent Planning

Talent is vital for any organisation to perform well. Talent planning becomes one of the important factor to attract quality manpower for critical job roles and provides advance support in fulfilling key positions when the organisation actually needs at the time of growth. Excellent talent planning leads to excellent Organisational Performance. The ultimate responsibility for talent planning rests with the Management Members in about half of middle market companies. There are researches which feel that only 22% of the organisations have written rules and guidelines for talent planning internally. Most of the other organisations have informal or adhoc way of planning (Inks L, 2016).

When it comes to Educational institutions, then Government norms also comes into consideration while planning as in most of the countries the educational policies are controlled by central government (Shikha, 2012). With the existing Literature, we understand that Employer branding also acts as a crucial contributor in acquiring right talent. According to HBR (Harvard Business Review), employer branding has become more strategically vital and crucial and the business houses have already started planning to build it globally by 2020 keeping their long term talent needs in mind.

Also, there are research which feels that Budgeting needs to be a part of Talent planning. If there is vacancy in a crucial role, it leads to cost and organisation need to have a strategy to prevent such costing. Talent planning actually helps to control costs which can be incurred because of loss of talent on specific job roles which may lead to reduction in organisational productivity. Thus budgeting becomes a significant part of Talent Planning. (Louch P, 2014)

4.3 Talent Sourcing

Terpstra and Rozell (1993) recommend that effectiveness of Talent sourcing is related to Organisational overall performance. Thus Talent sourcing becomes a major function of Talent acquisition which actually supports the organisation in identifying right candidate at the lowest cost in shortest span of time. (Ram A and Cascio, 1998). Even though Institutions prefers technology upgradation in Teaching, they are yet to adopt technology or new methods in Talent Management. They still reply on old traditional way of sourcing the Talent (csod.com, 2019) Still, Advertisements and Walk-ins are major sources of attracting talent. Likewise, LinkedIn recent research report says that 48% of employee hiring happens through Employee referrals and it has become a most popular way of sourcing the right talent . Job portals is also another way of sourcing which is considered to be quite effective. One step ahead, even University Grant Commission (UGC) have come up with a new initiative of Academic job portal to actually connect qualified Talent with Institutions. The job portal actually facilitates the Educational institutions to find the right talent based on the existing vacancies (source: UGC Website <https://www.ugc.ac.in/jobportal/>).

Also, with the craze of Information technology, there is a transformation in the sourcing technique as well. Social Media has also become a powerful tool for an organisation to attract talent (Russell and Stutz, 2014). Organisations have started using social media like linked in, facebook, whatsapp etc to attract desired talent. Even job portals like Naukri.com have started connecting themselves with social media for attracting and engaging the talent pool. (Sharma, Singh, 2018). With all these sourcing techniques available, there are institutions which still go with Consultancies for hiring experienced talent who are generally considered to be passive.

This was revealed at the time of one to one discussion which the researcher had with few management members of the institution.

4.4 Organisational Performance

Similarly when spoken with the Management members of the Institutions, they clearly indicated three factors which they consider for evaluating the performance of their organisation. It was University results, Accreditations and the Research initiatives what the professors are taking up which actually brings laurels to their Institution. When we were finding literature which supports the views of the Management members, we found that the student's success rate is one of the key Performance indicator for Institution's performance (Ahmed, Hefny, Badawy, 2018).

Thus it is directly linked with the examination results which the management members' actually indicated. Similarly National Board of Accreditation clearly says that it is the board's vision to increase the quality of the education and make the Institutions to realise their objective by producing quality professional and thereby increasing organisational performance (www.nbaind.org). With respect to research initiatives, there are higher educational institutions who have formulated means and methods to increase research productivity which in turn increase Institutional performance. (Aithal, Sreeramana, 2016).

4.5 Organisational Capabilities

Also the Organisational capabilities majorly contains four factors which are Institutional Arrangements, Leadership, Knowledge and skills and Accountability. Streamlined processes with clear vision, roles and responsibilities are the basis of Institutional arrangements. Likewise

proper usage of skilled leaders and having a participative method of hiring practices contributes towards Organisational capability. Knowledge gain through various programmes and proper knowledge transfer among the team members is also essential factor while measuring organisational capability. It is essential to be accountable and every process need to be audited and accounted. Every employees in the organisation should be held accountable for the task assigned. Keeping all the above in mind, the researcher has come up with a model which is developed below.

4.6 Research Model

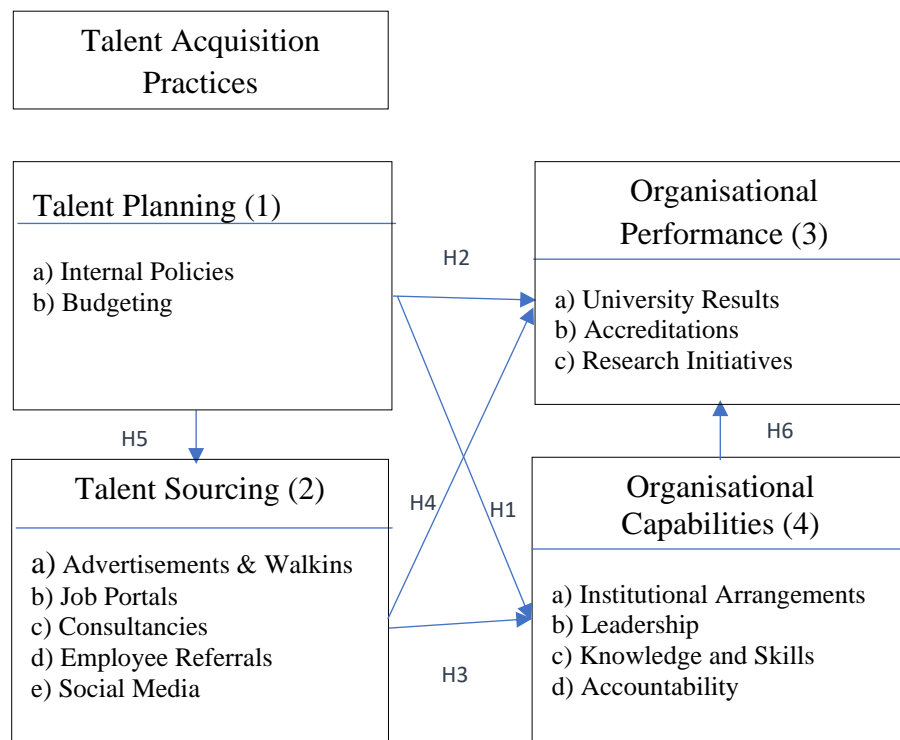


Fig (4.1) – Theoretical Framework – Research Model

The above model has been derived along with the direction for subsequent data analysis. The variables in the model are drawn from an extensive review of literature and also after having focussed discussions with the Management Members and decision making authorities who are

actually responsible for carrying out Talent acquisition practices in their respective institutions. The model actually suggests seven variables which actually contributes significantly towards Talent Acquisition practices. These seven variables are again broadly classified into two dimensions i.e. Talent Planning and Talent Sourcing. Thus Talent Planning and Talent sourcing influences the Organisational Capabilities and Organisational Capabilities in turn affects Organisational Performance. Also Talent planning and Talent sourcing directly impacts Organisational Performance. Similarly another 7 sub variables contributed towards Organisational Capabilities and Organisation performance.

CHAPTER 5

RESEARCH HYPOTHESIS

Organisational Capabilities are considered as intangible assets as you can't touch or feel it but when it comes to market value, it gives an extraordinary results. The capabilities are gained basically by capitalising staffing, training and other functional areas of Talent Management. They actually signify how the talent are actually attracted and acquired to perform the work which need to be accomplished with effective planning for achieving organisational objective (Smallwood and Ulrich, 2016). The traditional view of talent planning as a individual skills or human capital is one of only six contributors to organizational performance; the other two at the individual level are motivation and job design. There are three additional important factors at the group level that are usually totally excluded from traditional views of the link between talent planning and business performance: organizational capability, organization design, and culture. In particular, the alignment among roles in contributing to performance often is as important if not more important than the individual role contributions. (Levenson, 2016). Hence we propose,

H1: There is a significant impact of Talent planning of University Affiliated Private Engineering Colleges and its organisational capabilities

There are researches which gives a strong correlation between Talent planning and Organisation performance. Organisations which have specific process in place for Talent planning and who keep engaging themselves and encouraging the HR specialists in Talent planning initiatives tend to be the fastest growing organisations and perform extremely well in the VUCA market (Inks L, 2016). Talent planning is defined as the process that organizations use to both define and address the critical staffing implications of their business plans and

strategies. This process usually entails defining future staffing requirements, forecasting staff availability, calculating specific staffing gaps and surpluses (both skills and staffing levels), and developing the longer-term staffing strategies (spanning planning periods) and short-term staffing plans (for each planning period) that “best” eliminate those gaps and surpluses. Talent management practices that flow from and are consistent with effective workforce planning and “talent planning” processes can allow an organization to focus on just those talent management strategies that will attract, select, develop, and retain exactly the talent needed to achieve business success. (Bechet, Thomas P, 2002). This shows that there should be an association between Talent planning and Organisational performance. Thus we propose that,

H2: There is a significant impact of Talent Planning and Organisational Performance of University Affiliated Private Engineering Colleges.

There is a belief that Organisational capability can build through Talent. Talents are sourced through different ways but again identifying and attracting right talent for the organisation is an art that leads to achieving organisational sustainability on longer run. Leadership, Knowledge and skills, accountability and the Institutional arrangements which contributes significantly towards Organisational capabilities are possible if right talent comes into the organisation and it is possible only through talent sourcing (Day V.D. and O’Connor, 2017)

For an organisation to have a competitive advantage, it should have a systematic step to implement various Talent Sourcing techniques which actually suits the organisation culture. One of the key determinants of Competitive advantage is Organisation capabilities. These

attributes are derived from the expectation of the resource-based theory of competitive advantage. The theory envisages that firms are expected to transform and organise resources into capabilities, which are selectively employed to build competitive advantage that protects their market share, their customer base, or their profit margins. The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sourcing since the employees already have the knowledge of how business processes work. Internally sourced employees can be incorporated directly into the new position and uplift the morale of the workers. However, if the organization wants to introduce radical changes or to renew the culture external sources are the best. With this we understand that there should be a significant relationship between Organisational capabilities and Talent sourcing techniques. (Charles Kireru, Kabare Karanja*, G.S Namusonge, 2017).

Thus we propose that

H3: There is a significant impact of Talent Sourcing methods of University Affiliated Private Engineering Colleges and its organisational capabilities.

Talent Sourcing is generally done by various methods including advertisements or social media. Identifying right candidate not only leads to fulfilment of new roles but also contributes significantly towards Organisation performance. (Ekwoaba J.O, Ikeije.U.U and Ufoma.M, 2015). Every organisation prefer to hire best talent through different sourcing techniques which actually gives them a competitive advantage which in turn boosts organisational performance. Organization performance is determined by measuring the actual outputs of an organization against its intended outputs. Barathi and Kamath (2007) explained that Organization performance comprises three areas of company outcomes, namely, financial performance, product market performance, and shareholder return. Many organisations measure their

performance through their financial activities while at the same time, some other organisations recognize the non-financial performance measurements, such as management quality, long-term orientation, workforce quality, sourcing right type of candidates for the job etc. Bersin's High-Impact Talent Acquisition research reveals that high-performing companies with mature Talent Acquisition functions seek out talent from internal sources in a variety of ways. This research lists out some of the most effective internal sourcing strategies and those that most differentiate high-performing organizations from their lower-performing counterparts. This means that there should be a significant relationship between Organisation performance and Talent Sourcing.

Thus we propose that,

H4: There is a significant impact of Talent Sourcing methods and Organisational Performance of University Affiliated Private Engineering Colleges

It is always better for an organisation to use multiple channels for sourcing the right candidate. However it becomes necessary to weigh and evaluate whether the different sourcing techniques are actually effective with reference to the availability of talent and is it within the budget of the organisation. (Devaguptapu V.N, 2017). The challenge for a recruiter is to create Talent planning which requires juggling a staggering number of inputs especially while including budgetary input from finance. Any sourcing techniques involves cost and usage of different sourcing technique whichever may be best for the organisation and to find the right candidate is completely dependent on Talent planning (Ian Cook, 2014)

Talent Planning had played a significant role to make HR efficient. The technology had bridged the gap in identifying the right person for the job. Seamless integration from Planning to

candidate joining has become the need for any organisation and various analytics and reports helps HR in monitoring quality of hire and at the same time keep a check on the cost to hire. Hence there should be a significant impact of Talent Planning on sourcing methods (Aruna Deshpande, 2017). Hence we propose that,

H5: There is a significant impact of Talent Planning on Talent sourcing methods.

Organisational capability has a close association with Organisational performance as it becomes one of the factor which influences it. In the space of Strategic management, it is said that capability of any organisation is to be unique and stand out with respect to its competitor in the market. The capabilities of an organisation which can be even a routine process but when done in a unique way leads to excellence in Organisational performance. (Wang X, Zeng Y, 2017).

Another study which was carried out by group of researchers at Malaysia revealed that Organizational capabilities mediate the relationship between all five elements of MCS as a package and organizational performance. The findings provide insights to top management of the textile industry to enhance organizational performance by focusing on organisational capabilities. In addition, improvements in organizational capabilities has also enhanced organizational performance (Rehman, Mohammed, Ayoup (2019).

Thus, we propose that,

H6: There is a significant relationship between Organisational Capabilities and Organisational Performance.

CHAPTER: 6

RESEARCH METHODOLOGY

6.1. Methodology

Research is basically classified into quantitative and qualitative in type. It is always considered indispensable in any decision making process that is based on facts and figures, especially in an uncertain circumstances. We have done a quantitative study to understand the Talent Acquisition practices and its correlation with organisation performance of the Institution.

6.2. Target Population, Size and Frame

The target population in this study is considered to be the decision makers who are responsible for Talent Acquisition practices. We have 529 Engineering colleges in Tamilnadu and hence the population size is 529. The sampling frame will include one responsible respondents from each institution. It can be either Principal, Head of the Department, Dean or the management member themselves. There are many ways of obtaining a sample and many decisions associated with generating a sample. Here the researcher had chosen convenience sampling which is one of the type of non-probability sampling technique. This is because of unavailability of decision makers as they were not willing to share necessary information. The number of colleges which are affiliated to Anna University is divided into 5 different zones i.e. Chennai, Trichy, Coimbatore, Madurai and Tirunelveli. The university website gives us the exact details of the institutions that are affiliated to these zones. With this data, the researcher

started approaching the target group through known sources and then through their references in each zone.

6.3. Determination of Sample Size

Determination of sample size is very important as we cannot go ahead with the data collection without finalising the sample size.

The commonly used formulae for sample size determination is mentioned below:

$$n = \frac{(NZ^2 * 0.25)}{(d^2 * (N - 1)) + (Z^2 * 0.25)}$$

Where,

- N is the population size which is considered to be the number of Institutions affiliated to Anna University which is 538.
- Z value represents the Z score from the standard normal distribution for the confidence level desired by the researcher. Here the researcher preferred 90 percent confidence level which would indicate a Z score of 1.645
- d is considered to be the precision level which is 0.05.

With the above value being substituted in the formula, the value of n is 181 and that is the sample size which is considered for the study.

6.4. Research Setting

As the study is with relevance to educational institutions, the study purposefully restricted only to private Engineering colleges leaving aside government colleges. This is actually done after having discussion with the external experts who felt that the government institutions will have a constant framework of talent acquisition practices as decided by the state or central government and there may not be much scope to study the relevance. Also we wanted to have the holistic view of the practices being followed in the technical education sector at Tamilnadu since there being continuous declining in the intake of students at Tamilnadu in recent past which is quite higher in comparison with other states.

Further the choice of single sector may limit generalizability (Han, Kim & Srivastava, 1998). Respondents for the study are key decision makers in Talent acquisition process of the Institution. They are Institution's management members, Principals, Head of Departments or Departmental deans. The researcher purposefully selected one key respondents from each institution so that more number of institutions practices can be studied. To get the list of Private engineering colleges, we took the aid of Anna University website which is an authenticated source of information regarding the college affiliation.

6.5 Pilot Study

As a pilot study, a detailed questionnaire was designed and circulated among the respondents and we could collected 61 samples. A questionnaire is considered to be fit if it measures what is set out to measure and does it in an efficient manner. Hence with the pilot data collected, reliability and validity of the questionnaire is checked and validated. Reliability is the property

by which consistent results are achieved when we repeat the measurement for something. A Questionnaire used on a similar population that produces similar results can be termed as reliable. The researcher used SPSS to measure the reliability by finding Cronbach's alpha value. The Cronbach's alpha value is 0.969 which is more than 0.7, hence the scale used is highly reliable.

Consistency of form and manner of asking questions generally ensures reliability. Validity is the property by which a questionnaire measures what it is supposed to measure. The validity of the questions on a questionnaire can be checked by comparing it with previously used items measuring the same thing, and also trying out different questions to find out which one seems to measure what we intended to measure. Here we have done content validity by getting the views of external experts.

Table 6.1: Reliability Statistics for Pilot Study

Cronbach's Alpha	N of Items
.969	32

6.6. Sampling and Data Collection

To achieve the purpose of the study, the data has been collected with the help of structured questionnaire which was actually distributed in person or by email or even by interviewing the respondents (especially Management members of the Institutions) personally. With respect to Anna University, the affiliated institutions are divided into five zones viz. Chennai, Trichy,

Madurai, Coimbatore and Tirunelveli. We circulated the questionnaire to 290 persons who were actually into the Talent acquisition process. Few were solely responsible and few were part of the acquisition team. We were able to get only 194 responses that too after several follow-ups out of which 25 responses were not completely filled and hence we didn't considered it for further study. Then we visited 13 Management members personally and interviewed them so that we could understand their views about the existing practices and also to get their inputs related to the questionnaire. Thus we could achieve more than that of the desired sample size. Respondents were asked to indicate their agreement for the statement on five point Likert scale with anchors ranging from strongly agree to strongly disagree. The data was collected on 16 construct level variables.

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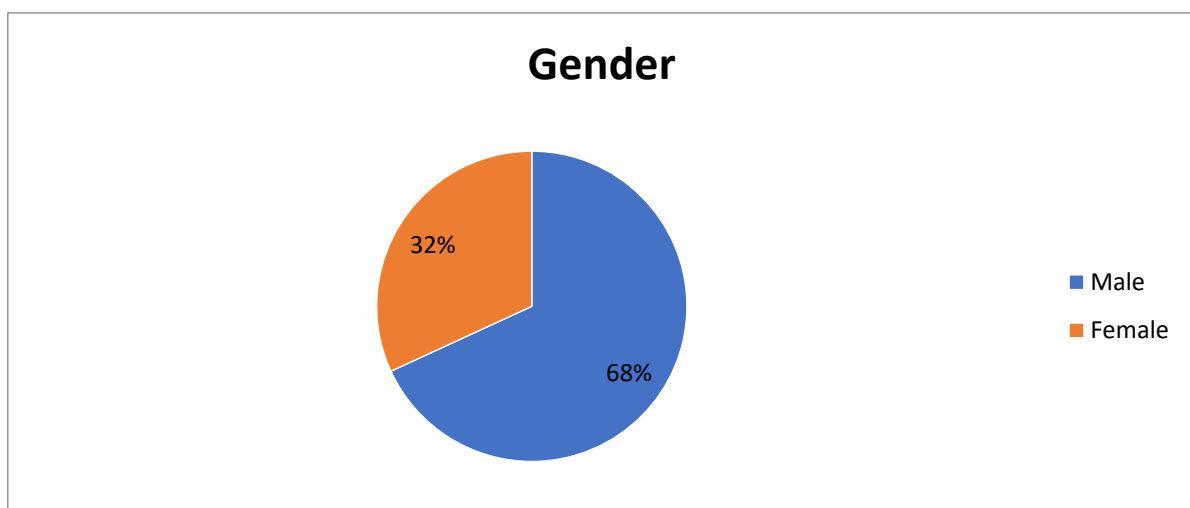
6.7. Profiling of the respondents

Table 6.2: Gender

Gender	Frequency	Percent
Male	124	68.1
Female	58	31.9
Total	182	100.0

According to the Table 6.2, the frequency statistics shows the total participants enrolled in this studies which of both genders. This represents the male gender participants amounts to 68.1% out of cent per cent, while, the female participants are 31.9%. The below picture represents the pie chart contain gender percentage

Figure 6.1: Gender



Below mentioned Table 6.3 represents the age of the male and female participants starting from the age 45 upto 70. Majority of the participants (9.3%) belong to the age group of 64 and 48 years of age, followed this, 8.2% of them belong to 59, 57, 54 years, after this, 6.6% belong to

55 years, 5.5% of people belongs to 51 and 52 years of age and least of 1.1% of participants are 70, 49 and 45 years respectively. This finding represents that the different age group of participants are actively participated in the research.

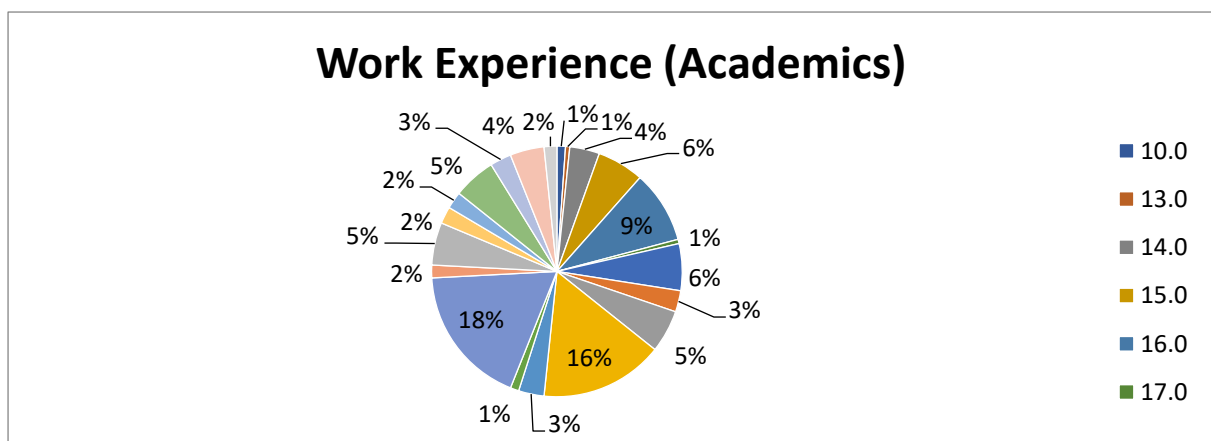
Table 6.3: Age

Age	Frequency	Percent
45.0	2	1.1
46.0	4	2.2
47.0	6	3.3
48.0	17	9.3
49.0	2	1.1
50.0	4	2.2
51.0	10	5.5
52.0	10	5.5
53.0	7	3.8
54.0	15	8.2
55.0	12	6.6
56.0	8	4.4
57.0	15	8.2
58.0	7	3.8
59.0	15	8.2
60.0	3	1.6
61.0	8	4.4

62.0	5	2.7
64.0	17	9.3
65.0	3	1.6
66.0	7	3.8
68.0	3	1.6
70.0	2	1.1
Total	182	100.0

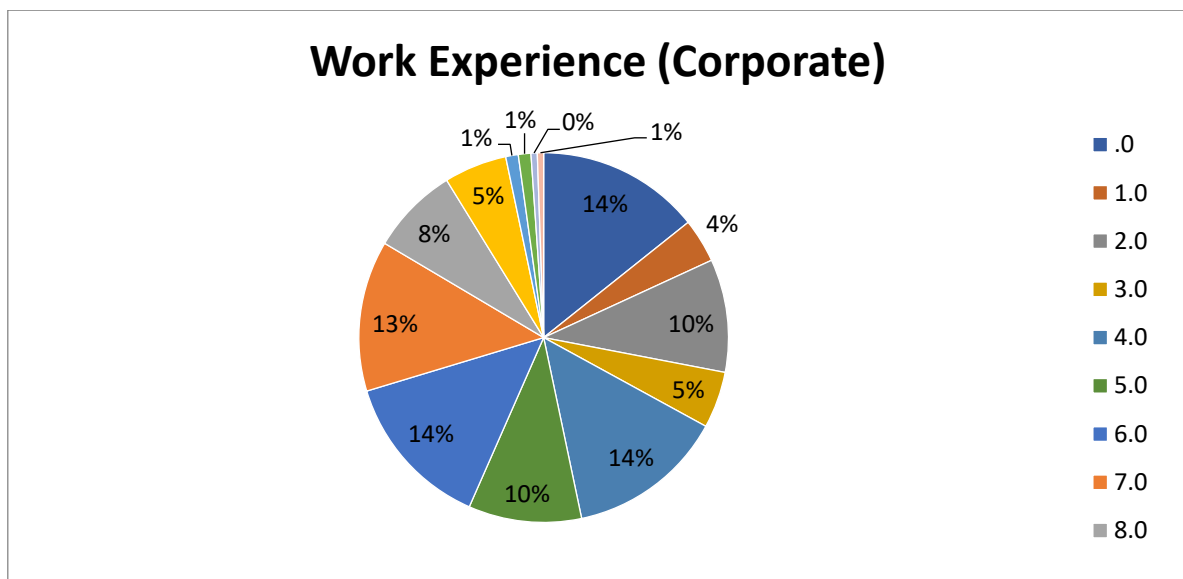
Below figure 6.2 shows the experience of the participants in academic field i.e., as scholars, educators, lecturers, professors etc., Among the participants, 18.1% of them have 24 years which is the most and 15.9% of them have 21 years of experience, 1.6% of them have 35 years of experience and 1.1% of the participants have 10 years of experience which is the least. In concern of the percentage, the least percentage is 0.5% of them who have 13 and 17 years of experience and respectively. The below pie chart represent the work experience of the participants.

Figure 6.2 Academic Work Experience



Below figure 6.3 shows, the participants which had experience in the corporate field. The maximum percentage of them is 14.3% who don't have any experience in corporate field. And next to that 13.7% of them have 4 years and 6 years of experience respectively which is the most and 0.5% of them have 12 and 14 years of experience which is the least. The below pie chart represent the work experience of the participants (in corporate).

Figure 6.3 Corporate Work Experience



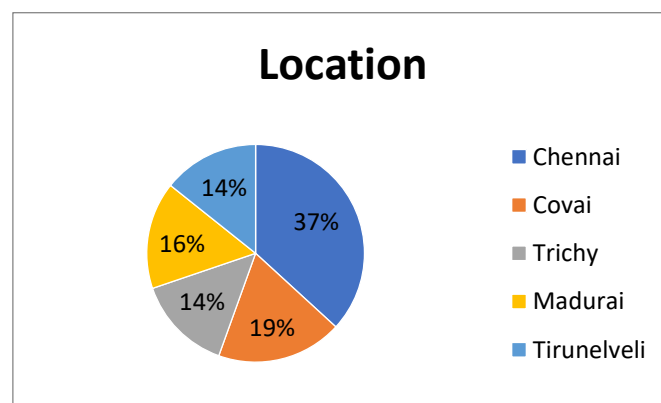
The below mentioned table 6.4 gives the information about their designation in the Anna University affiliated colleges who participated in the research. According to this table, Dean, HOD, Director, Management Members Registrar, Principal and HR are the designations of the participants. Most of the people (28.6%) working as a dean in these colleges, after this, 25.3% of them working as HOD, 18.1% working as HR and 12.6% are principals in respective colleges, only 7.7% of them are directors and least of 3.8% are Management members and Registrar of the institutions. Image representation was given below:

Table 6.4: Designation

	Frequency	Percent
Dean	52	28.6
HOD	46	25.3
Director	14	7.7
Management Members	7	3.8
Registrar	7	3.8
Principal	23	12.6
HR	33	18.1
Total	182	100.0

The work location of the participants is shown diagrammatically below Figure 6.4. The participants who work in Chennai is the highest in the table and accounts to 36.8% of all. And then, 18.7% of the participants are working in Coimbatore. Nextly, 15.9% of the participants work in Madurai. . Then, Tirunelveli and Trichy have the same percentage of participants working there (14.3%).

Figure 6.4 Demographic location



CHAPTER 7

ANALYSIS AND DISCUSSION

7.1 Analysis and Interpretation of Qualitative Research:

For conducting qualitative research, researcher spoke with the respondents who are comfortable in sharing their views on a personal note. 26 Respondents were met and interviewed. Out of this, 13 Respondents also answered to the questionnaire and was considered for quantitative analysis as well. Also the researcher conducted 4 focussed group discussions. All the 26 respondents were actually the Management members including Chairman, Vice Chairman and Secretary of the Institution which they actually owned. Hence non-directive Interview was conducted and their views were recorded. As most of the respondents disliked to record the interview, researcher opted to have assigned members to travel along for recording the responses manually. It was evident that Talent planning and Talent sourcing were considered to be very important step in the Talent acquisition practices which was followed by those institutions. One of the respondent indicated that “We are very conservative. For us planning is very important so that we can spend the budgeted amount correctly. There are lot of sourcing techniques being used but we prefer employee referrals where the cost is zero and the candidate also stick with us for long time.” Even though there were members who felt that Advertisements, walk-ins, Job portals, consultancies are various sources which they rely upon, Employee referrals were their favourite option because of cost effectiveness. They were also more specific about internal policies which they were following for Talent acquisition process as governed by Government regulatory bodies.

Likewise exploratory focus groups was used to understand the mind-set of the group on Talent acquisition practices.

The researcher conducted four focussed group discussions at four different institutions. The participants at each focus group were from different institutions of the same group institutions. Each group had 12 participants and they were allowed to discuss on factors influencing Organisation performance and capabilities. The groups' common view was that the organisation performance was gauged based on University results, accreditations which they get from government bodies and the research initiatives which they undertake during their tenure. Institutional arrangements, Leadership, Knowledge, skills and accountability were the factors governing Organisational capability.

Most of the respondents felt the importance of Talent Acquisition especially in the recent past where everything is highly volatile in nature. The respondents had a uniform thought with respect to government guidelines that the norms are highly stringent and the institution finds very difficult in getting the Talent as per the prescribed norms. Every institution is governed by their internal policy of Talent acquisition. Even though there are different ways of sourcing a right talent, Employee referrals tops the list as the respondents feel that talent who are sourced through employee referrals stick with them for longer duration and indirectly leads to organisation stability and performance. This also improves the brand in the minds of the parents who are the deciding authority in admitting their wards to the Institution. Other common sourcing techniques used are Advertisements and Walk-ins, Job portals, Consultancies and Social Media. When checked with the impact of Social Media in recruitment, respondents from Chennai alone was positive about it. This showed that the Institutions from Metro city is moving faster towards technological advancement than that of rural based Institutions.

Most of the respondents have a confusion between employer branding and branding of Institution. Again respondents from Coimbatore region and Chennai region spoke on the importance of Employer branding in today's context as the same actually promotes the brand of the Organisation as a whole. Every respondents indicated that Salary and other perks are becoming important for today's talent which actually don't fit into the budget of most of the Institutions. They feel that Private institutions cannot pay at par with government institutions but today's talent especially in the field of education have started expecting that they need to be equally paid. Also the respondents blamed the boom of IT Industries which has actually spoiled the attitude of the potential talent. The respondents view that the fresher in the job market is paid enormously today that they don't prefer teaching profession any more. According to the respondents, Teaching or Academia is not more a lucrative job which used to be and attracted by the Talent passionately.

When the researcher spoke about the Talent Acquisition process, most of the respondents were giving importance to Talent Planning and Talent Sourcing. This is because that other functions of Talent acquisition process like Talent Selection and Talent On-boarding seems to be quite common among the respondents. Most of the institutions conduct panel interviews in selecting the talent and the joining process happens automatically without any issues. Hence the respondents highlight on Talent Planning and Talent Sourcing as an important factor contributing to their practices.

According to the respondents, there are three key performance indicators for an Institution to look through. They are University Results which in turn leads to the pass percentage of the students, Accreditations by government bodies like NAAC and NBA, Research initiatives carried out by the professors which greatly contribute towards the development of Institution. Respondents highly feel that today parents who are the actual stakeholders of any institution go by the academic results as Anna University ranks the institution every semester based on the examination results. Placements were also one major criteria for measuring the Organisation performance but respondents feel that it doesn't have much connection with the Talent acquisition processes and practices.

Coming the Organisational capabilities, Institutions are said to have clear objective and vision statements which highlights on the importance of talent. The Internal framed policies and procedures supported by the government norms are laid down clearly while attracting suitable talent. Also the respondents feel that Leadership is very much essential in contributing towards organisation capabilities as only the head of the Institution guides and makes effort in developing the capabilities of the peers. Also regular training programs are being conducted internally and externally and professors are allowed to participate in such programs on regular basis. This actually enhances the knowledge and skills of the talent in turn developing the capabilities of the individual and on a longer run developing Organisation capability. With the respondent's views, we also understand the influence of few demographic variables like age of the Institution, age of the respondents, corporate experience and academic experience of the respondents. Older the institution, better the practices. The respondents from the older institutions were open to innovative ideas on Talent Acquisition. There are few respondents who have requested the researcher to provide consultation on the innovative practices which

can be followed to attract right talent. Likewise, in group discussion, we could find that participants with corporate experience were able to share lot of views on the improvisation of existing practices and have better perspective in understanding the relationship between Talent acquisition and organisational performance. Similarly institutions from cities are able to attract talent quite easily than the institutions from rural locations. The respondents feel that the talent wish to relocate to metro cities for better living and they don't wish to apply for rural based institutions. Also, the factor of mobility is a major constraint today in talent sourcing. Potential talent are not ready to move outside their home location even if they are offered with higher package. Female are more attracted towards teaching profession than male may be for different reasons. With all the above interpretation, researcher was able to draw a better conclusion and also cross validate the variables present in conceptual framework even though it was supported by the literature reviewed.

7.2 Factor Analysis

From the conceptual framework, we understand that there are many variables which contributes to the study. To reduce the complexity and to reduce the number of variables to be studied, we did factor analysis. Factor analysis includes gathering comparative factors into measurements. This procedure is utilized to distinguish inactive factors or builds (Ellis, 2017). The motivation behind factor analysis is to lessen numerous individual things into a less number of measurements. Factor analysis can be utilized to disentangle information, for example, lessening the quantity of factors in relapse models. Frequently, factors are turned after extraction. Factor analysis has a few diverse revolution techniques, and some of them guarantee that the variables are symmetrical (i.e., uncorrelated), which disposes of issues of multicollinearity in relapse examination. The determinant value here in our output is 5.172E-04 (which is 0.0005172) which is greater than the necessary value of 0.000001. Hence

multicollinearity is not a problem for this data. To sum up, all the questions in the questionnaire are correlated fairly well and none of the correlation coefficients are particularly large, therefore there is no need arises for eliminating any questions at this stage.

Principal components analysis (PCA) is a variable-decrease strategy that offers numerous likenesses to exploratory factor examination. Its point is to diminish a bigger arrangement of factors into a littler arrangement of 'artificial' factors, called 'principal components', which represent a large portion of the difference in the first factors (van der Eijk and Rose, 2015). The respective communality values of each and every variable are represented in the above mentioned table. Communality is the amount of variance whose original variable would share many different variables that includes analysis. Large communality states that many variances are having different factor solutions.

Table 7.1 Factor Analysis – KMO & Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.907
Bartlett’s Test of Sphericity	Approx Chi-sq	19330.89
	df	293
	Sig.	.000

The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity is also extracted from SPSS Output. The KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusion in the pattern of correlations (hence, factor analysis is likely to be inappropriate). A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. Kaiser (1974)

recommends accepting values greater than 0.5 as acceptable (values below this should lead you to either collect more data or rethink which variables to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (see Hutcheson and Sofroniou, 1999, pp.224-225 for more detail). For these data the value is 0.907, which falls into the range of being superb: so, we should be confident that factor analysis is appropriate for these data. Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. For factor analysis to work we need some relationships between variables and if the R- matrix were an identity matrix then all correlation coefficients would be zero. Therefore, we want this test to be significant (i.e. have a significance value less than 0.05). A significant test tells us that the R-matrix is not an identity matrix; therefore, there are some relationships between the variables we hope to include in the analysis. For these data, Bartlett's test is highly significant ($p < 0.001$), and therefore factor analysis is appropriate.

Factor Extraction:

The next output lists the eigenvalues associated with each linear component (factor) before extraction, after extraction and after rotation. Before extraction, SPSS has identified 32 linear components within the data set (we know that there should be as many eigenvectors as there are variables and so there will be as many factors as variables). The eigenvalues associated with each factor represent the variance explained by that particular linear component. In Factor Extraction SPSS also displays the eigenvalue in terms of the percentage of variance explained (so, factor 1 explains 52.653% of total variance). It should be clear that the first few factors explain relatively large amounts of variance (especially factor 1) whereas subsequent factors explain only small amounts of variance. SPSS then extracts all factors with eigenvalues greater than 1, which leaves us with four factors. The

eigenvalues associated with these factors are again displayed in the columns labelled *Extraction Sums of Squared Loadings*. The values in this part of the table are the same as the values before extraction, except that the values for the discarded factors are ignored (hence, the table is blank after the fourth factor). In the final part of the table (labelled *Rotation Sums of Squared Loadings*), the eigenvalues of the factors after rotation are displayed. Rotation has the effect of optimizing the factor structure and one consequence for these data is that the relative importance of the four factors is equalized.

7.2. Factor Extraction

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.849	52.653	52.653	16.849	52.653	52.653
2	2.760	8.624	61.277	2.760	8.624	61.277
3	2.349	7.342	68.618	2.349	7.342	68.618
4	1.451	4.535	73.153	1.451	4.535	73.153
5	.998	3.586	76.739			
6	.832	2.600	79.339			
7	.723	2.260	81.599			
8	.681	2.128	83.727			
9	.628	1.961	85.688			
10	.612	1.914	87.602			
11	.513	1.603	89.205			
12	.479	1.496	90.701			
13	.464	1.449	92.150			
14	.450	1.406	93.556			
15	.393	1.227	94.784			
16	.390	1.219	96.003			
17	.360	1.125	97.128			
18	.334	1.044	98.173			
19	.294	.917	99.090			
20	.255	.798	99.888			
21	.036	.112	100.000			
22	2.163E-15	6.759E-15	100.000			
23	2.254E-16	7.043E-16	100.000			
24	1.267E-16	3.959E-16	100.000			
25	4.799E-17	1.500E-16	100.000			

26	8.606E-19	2.689E-18	100.000			
27	-3.001E-17	-9.377E-17	100.000			
28	-3.094E-17	-9.669E-17	100.000			
29	-1.054E-16	-3.294E-16	100.000			
30	-2.296E-16	-7.174E-16	100.000			
31	-1.462E-15	-4.568E-15	100.000			
32	-4.417E-15	-1.380E-14	100.000			
Extraction Method: Principal Component Analysis.						

The next output shows the table of communalities before and after extraction. Principal component analysis works on the initial assumption that all variance is common; therefore, before extraction the communalities are all 1. The communalities in the column labelled *Extraction* reflect the common variance in the data structure. So, for example, we can say that 63.6% of the variance associated with question 1 is common, or shared, variance. Another way to look at these communalities is in terms of the proportion of variance explained by the underlying factors. After extraction some of the factors are discarded and so some information is lost. The amount of variance in each variable that can be explained by the retained factors is represented by the communalities after extraction.

7.3 Communalities

	Initial	Extraction
Q1	1.000	.636
Q2	1.000	.533
Q3	1.000	.508
Q4	1.000	.528
Q5	1.000	.557
Q6	1.000	.994
Q7	1.000	.987
Q8	1.000	.992

Q9	1.000	.374
Q10	1.000	.995
Q11	1.000	.993
Q12	1.000	.992
Q13	1.000	.512
Q14	1.000	.994
Q15	1.000	.987
Q16	1.000	.994
Q17	1.000	.993
Q18	1.000	.992
Q19	1.000	.966
Q20	1.000	.581
Q21	1.000	.594
Q22	1.000	.590
Q23	1.000	.585
Q24	1.000	.985
Q25	1.000	.993
Q26	1.000	.992
Q27	1.000	.552
Q28	1.000	.491
Q29	1.000	.560
Q30	1.000	.530
Q31	1.000	.966
Q32	1.000	.609
Extraction Method: Principal Component Analysis.		

7.4 Principal Component Analysis

	Component			
	1	2	3	4
1a. There is a talent plan in place that guides talent management in the organization	.669			
1a. is effective internal talent management policy that supports high level staff acquisition	.681			
1b. We attract talent as per university guidelines.	.691			
1b.University norms act as a guideline for internal policy formulation.	.591			
1c. We allocate necessary budget for Talent Acquisition process annually.	.702			
1c. We spend considerable amount for attracting talent through various sources.	.787			
1d. We are cautious about our branding strategies as we believe that branding helps in finding right talent.	.761			
1d. There is talent acquisition policy framework that guides management decision making in the company which gives due importance to Employer branding.	.778			
2a. Advertisement and walk-ins are cost effective way of sourcing		.570		
2a. Advertisement and walk-ins attracts better talent.		.851		
2b. We have subscriptions of Job Portals and use it effectively.		.572		
2b. Our experience with Job portals is not positive.		-.623		
2c.Consultancies is least preferred option for hiring the right candidate.		-.614		
2c.Consultancies is cost effective for acquiring talent in short span of time.		.752		
2d. Employee referrals always attract talent who stick with us for long period.		.895		
2d. Our most of the talents are acquired through Employee Referrals.		.852		
2e. We use Facebook and LinkedIn for sourcing talent.		.672		
2e. Social Media helps us to identify the right talent as we can see their preferences and choices even before meeting them.		.523		
3a. Institutional performance is highly linked with University Results.			.631	
3a. One of the KPA for professors are university Results.			.536	

3b. We believe that accreditations from different organisations is essential to maintain our quality.			.678	
3b. We have been accredited by NBA / NAAC / ISO			.826	
3c. Skills and abilities of a professor greatly contributes towards getting research funds.			.550	
3c. We regularly get funds for Research and consultancies.			.527	
4a. We have a Streamlined process of acquiring Talent.				.750
4a. We have clear Management formulated Vision to achieve our objective.				.801
4b. Skilled Leaders have capacity to manage the Organisation effectively.				.567
4b. Our Management uses our faculties and HOD's in the process of Talent Acquisition				.511
4c. We are able to transform Knowledge and skills effectively among the team members.				.621
4c. Knowledge and Skills are considered as most important factor while acquiring talent.				.748
4d. Regular Audit is carried out and inputs are considered for process improvisation.				.508
4d. Talent Acquisition specialists are held responsible for achieving the hiring target.				.568
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

With the extraction, we get 4 factors majorly for the study. Thus internal policies, Government regulations, Employer branding and Budgeting can be grouped under Talent Planning. Likewise all sourcing techniques used i.e. Advertisements and walkins, Employee Referrals, Job portals, Consultancies and Social Media can be grouped under Talent Sourcing which can be the next factor to be studied. Likewise University Results, Accreditations and Research Initiatives can be grouped into a common factor called Organisation Performance. Also, Institutional arrangements, Leadership, Knowledge and Skills and Accountability can be grouped into a factor called Organisation Capabilities. With this, now we have understood that the further analysis need to be done on the relationship of these 4 factors.

7.3 Correlation Analysis:

Correlation is a measurable method that shows how emphatically two factors are identified with one another or the level of relationship between the two. Examination is helpful when a researcher needs to build up if there are potential associations between factors. In the event that relationship is found between two factors it implies that when there is an efficient change in one variable, there is additionally a deliberate change in the other; the factors modify together over a specific timeframe. On the off chance, that there is relationship found, contingent on the numerical qualities estimated, this can be either positive or negative. Positive correlation exists on the off chance that one variable builds at the same time with the other, for example the high numerical estimations of one variable identify with the high numerical estimations of the other. Negative correlation exists on the off chance that one variable declines when different expands, for example the high numerical estimations of one variable identify with the low numerical estimations of the other (Gogtay and Thatte, 2017).

The significant relationship between two variables is indicated by p value. If the p value is 0.05 or lesser than that there is a significant relationship between two variables and if the p value is more than 0.05 than there is no relationship between two variables. Table 7.5 represents the correlation of Talent Planning and Talent sourcing with organizational capabilities and its performance. According to the Pearson correlation, the value of organizational capabilities and performance is $r=0.920$, $p<0.01$ and $r=0.848$, $p<0.01$ in relation to the Talent Planning and it reveals the significance of $p<0.01$. Similarly, the value of organizational capabilities and performance is $r=0.929$, $p<0.01$ and $r=0.823$, $p<0.01$ respectively in relation to the talent sourcing methods. The nature of the association indicates that there is a significant relation between Talent planning and Talent sourcing with Organisational capabilities and Organisational Performance.

Table 7.5 : Correlation of Talent Planning and Talent Sourcing Methods with Organisational capabilities and Organisational Performance

		Organisational capabilities	Organisational Performance
Talent Planning	Pearson Correlation	.920**	.848**
	Sig. (2-tailed)	.000	.000
Talent Sourcing methods	Pearson Correlation	.929**	.823**
	Sig. (2-tailed)	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 7.6: Correlation of Talent Planning with Talent Sourcing Methods

		Talent Sourcing methods
Talent Planning	Pearson Correlation	.912**
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		

The above shown table 7.6 represents the correlation between the talent sourcing methods and Talent planning. According to the Pearson correlation, the value of talent sourcing methods is $r=0.912$, $p<0.01$ in relation to the Human resource plans. The nature of the association indicates that there is a significant relation between Talent Sourcing Methods and Talent planning.

Table 7.7 : Correlation of Organisational capabilities with Organisational Performance

		Organisational Performance
Organisational capabilities	Pearson Correlation	.871**
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		

The above shown table 7.7 represents the correlation between the Organisational capabilities and Organisational Performance. According to the Pearson correlation, the value of the Organisational capabilities is $r=0.871$, $p<0.01$ in relation to the Organisational Performance. The nature of the association indicates that there is a significant relation between Organisational capabilities and Organisational Performance.

7.4 Regression Analysis:

Regression analysis is an incredible measurable technique that enables to inspect the connection between at least two factors of intrigue. Linear regression is the subsequent stage up after relationship. It is utilized when individuals need to foresee the estimation of a variable dependent on the estimation of another variable. The variable need to anticipate is known as the reliant variable. The variable individuals utilizing to foresee the other variable's worth is known as the free factor. Numerous relapse additionally enables researchers to decide the general fit (change clarified) of the model and the overall commitment of every one of the indicators to the all-out fluctuation clarified.

Table 7.8 : Association of Organisational Capabilities with Talent planning and Talent Sourcing methods

Model	Unstandardized Coefficients		R Square	F value	p value
	B	Std. Error			
(Constant)	.073	.055	.894	758.173	.000**
Talent Planning	.440	.061			

Talent Sourcing methods	.527	.058			
a. Dependent Variable: Organisational capabilities					

According to the table 7.8 as shown above, it shows the regression analysis of association between the organizational capabilities is dependent variable and independent variable are human resource plans and talent sourcing methods. Since p value for Human resource plans ($\beta = -.440$, $p = 0.000 < 0.01$) is positively impact on Organisational capabilities and for Talent Sourcing methods it is ($\beta = -.527$, $p = 0.000 < 0.01$) is positively impact on Organisational capabilities. The R square value and F value and P value are 0.894, 758.173 and 0.000 respectively.

Table 7.9 : Association of Organisational Performance with Talent Planning and Talent Sourcing methods

Model	Unstandardized Coefficients		R Square	F value	p value
	B	Std. Error			
(Constant)	.205	.091	.734	247.169	.000**
Talent Planning	.617	.100			
Talent Sourcing methods	.299	.096			
a. Dependent Variable: Organisational Performance					

According to the table 7.9 as shown above, it shows the regression analysis of association between the organizational performance is dependent variable and the independent variable are human resource plans and talent sourcing methods. Since p value for Human resource plans ($\beta = .617$, $p = 0.000 < 0.01$) is positively impact on organizational performance and for Talent Sourcing methods it is ($\beta = .299$, $p = 0.000 < 0.01$) is positively impact on

organizational performance. The R square value and F value and P value are 0.734, 247.169 and 0.000 respectively.

Table 7.10: Association of Talent Planning, Talent Sourcing and Organisational Capabilities with Organisational Performance

Model	Unstandardized Coefficients		R Square	F value	p value
	B	Std. Error			
(Constant)	.160	.085	.773	201.775	0.000**
Talent Planning	.341	.105			
Talent Sourcing methods	-.032	.107			
Organisational capabilities	.628	.114			
a. Dependent Variable: Organisational Performance					

According to the table 7.10 as shown above, it shows the regression analysis of association between the organizational performance is dependent variable and the independent variable are human resource plans, talent sourcing methods and Organisational Capabilities. Since p value for Human resource plans ($\beta=.341$, $p=0.000<0.01$) is positively impact on organizational performance, for Talent Sourcing methods it is ($\beta=-.032$, $p=0.000<0.01$) is positively impact on organizational performance and for Organisational Capabilities it is ($\beta=.628$, $p=0.000<0.01$) is positively impact on organizational performance. The R square value and F value and P value are 0.773, 201.775 and 0.000 respectively.

7.5 Chi-Square Test

The chi-square test of independence decides if there is a relationship between absolute factors (i.e., regardless of whether the factors are autonomous or related). It is a nonparametric test especially to check the goodness of fit. Even though we have found the existence of relationship between the variables, Chi square test actually gives how better the relationship is.

Table 7.11: Relationship between Talent Planning and Organisational Capabilities

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1751.021 ^a	784	.000
Likelihood Ratio	513.697	784	1.000
Linear-by-Linear Association	153.123	1	.000
N of Valid Cases	182		
a. 841 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.11 presents the value of Chi-square of $\chi^2 = 1751.021^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 1751.021^a$ was found to be greater than the tabled critical value of $Y = 513.697$. It can be interpreted that, statistically, there was a relationship between human resource plans and organizational capabilities at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the human resource plans and organizational capabilities. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H1: There is a significant impact of Talent planning of University Affiliated Private Engineering Colleges and its organisational capabilities.

Table 7.12: Relationship between Talent Planning and Organisational Performance

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1512.129 ^a	616	.000
Likelihood Ratio	435.980	616	1.000
Linear-by-Linear Association	130.269	1	.000
N of Valid Cases	182		
a. 667 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.12 presents the value of Chi-square of $\chi^2 = 1512.129^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 1512.129^a$ was found to be greater than the tabled critical value of $Y = 435.980$. It can be interpreted that, statistically, there was a relationship between human resource plans and organizational performance at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the human resource plans and organizational performance. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H2: There is a significant impact of Talent planning and Organisational Performance of University Affiliated Private Engineering Colleges

Table 7.13: Relationship Between Talent Sourcing methods and Organisational Capabilities

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	2070.962 ^a	868	.000
Likelihood Ratio	570.696	868	1.000
Linear-by-Linear Association	156.246	1	.000
N of Valid Cases	182		
a. 928 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.13 presents the value of Chi-square of $\chi^2 = 2070.962^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 2070.962^a$ was found to be greater than the tabled critical value of $Y = 570.696$. It can be interpreted that, statistically, there was a relationship between Talent Sourcing methods and Organisational Capabilities at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the Talent Sourcing methods and Organisational Capabilities. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H3: There is a significant impact of Talent Sourcing methods of University Affiliated Private Engineering Colleges and its organisational capabilities

Table 7.14: Relationship Between Talent Sourcing methods and Organisational Performance

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1633.158 ^a	682	.000
Likelihood Ratio	481.189	682	1.000
Linear-by-Linear Association	122.596	1	.000
N of Valid Cases	182		
a. 736 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.14 presents the value of Chi-square of $\chi^2 = 1633.158^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 1633.158^a$ was found to be greater than the tabled critical value of $Y = 481.189$. It can be interpreted that, statistically, there was a relationship between Talent Sourcing methods and Organisational Performance at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the Talent Sourcing methods and Organisational Performance. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H4: There is a significant impact of Talent Sourcing methods and Organisational Performance of University Affiliated Private Engineering Colleges.

Table 7.15 Relationship between Talent Planning and Talent Sourcing Methods

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1878.131 ^a	868	.000
Likelihood Ratio	551.794	868	1.000
Linear-by-Linear Association	150.546	1	.000
N of Valid Cases	182		
a. 928 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.15 presents the value of Chi-square of $\chi^2 = 1878.131^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 1878.131^a$ was found to be greater than the tabled critical value of $Y = 551.794$. It can be interpreted that, statistically, there was a relationship between Talent Sourcing methods and Human resource plans at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the Talent Sourcing methods and Human resource plans. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H5: There is a significant impact of Talent Planning on Talent Sourcing methods of University Affiliated Private Engineering Colleges

Table 7.16 Relationship between Organisational capabilities and Organisational Performance

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1523.523 ^a	616	.000
Likelihood Ratio	466.123	616	1.000
Linear-by-Linear Association	137.185	1	.000
N of Valid Cases	182		
a. 667 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

Table 7.16 presents the value of Chi-square of $\chi^2 = 1523.523^a$ at a significance level of 0.000 the calculated statistic $\chi^2 = 1523.523^a$ was found to be greater than the tabled critical value of $Y = 466.123$. It can be interpreted that, statistically, there was a relationship between Organisational Capabilities and Organisational Performance at $\alpha = .01$. The result thus depicts that there was found to be a relationship between the Organisational Capabilities and Organisational Performance. Hence the null hypothesis was rejected and the alternate hypothesis is accepted as:

H6: There is a significant impact of Organisational Capabilities on Organisational Performance of University Affiliated Private Engineering Colleges.

CHAPTER 8

CONCLUSION AND MANAGERIAL IMPLICATIONS

8.1. Conclusion

Thus the study had explained in detail the factors that are actually related to Talent Acquisition practices in private engineering colleges of Tamilnadu. Also, the extent of association of each variable with other is also examined in detail. All the hypothesis framed had been tested and the results are positive. From the study, it is now clear that the internal policies of the Institution, Government Regulations, Employer branding and the budgeting are the factors which can be grouped together and considered for Talent planning. Likewise, the different sourcing techniques like Advertisement and walk-ins, Employee referrals, Job portals, Consultancies and Social media are used as a mix for sourcing the right candidate.

The Institutions use Advertisement and walk-ins on larger extent to attract talent even after knowing that it's not cost effective. This traditional mind-set towards talent sourcing needs a shift towards technological era as they understand that other techniques are cost effective, Likewise, University results, Accreditations and the research initiatives are the major focus for the Institutions to measure the organisation performance which actually has a good correlation with Talent planning and Talent sourcing. Hence Institutions should realise that proper planning and sourcing techniques will enhance Institutional performance. Overall, the research had given a clear view on the importance of Talent Acquisition practices for educational sector so that their Performance and capabilities will be enhanced effectively.

8.2. Managerial Implications

From the research, it is evident that there is a significant relationship between Talent Acquisition practices and Organisational Performance. This gives a take away to Educational Institution to have better Employer branding and have proper budgeting of Talent acquisition practices supported by relevant Internal policies and keeping in the mind about Government regulations. Talent Acquisition in any organization has a direct impact on the Organisation success. Thus the quality of Talent who are attracted towards the organisation have a significant impact on the Organisation performance. (Ezeali and Esiagu, 2010).

Organisation Capability has a closer association with performance. An organisation takes up work which matches to its goal for achievement and implement it through talent. This understanding about Organisation will help us to understand the Organisation capability as a influencing factor for Organisation performance (Wang X and Zeng Y, 2017). Educational Institutions also need to build upon the capabilities by having proper vision, mission and objective with able leadership skills and being accountable to the society. This will obviously improve the Organisation performance and attract more talent and may even improve joining ratio of students.

The results signifies that there is a strong correlation between Talent Planning and Talent sourcing. The management members or the decision makers of the Institutions should remember this and also plan well in advance starting from allocation of budget for Talent Sourcing. Similarly they should start practicing innovatively in sourcing the right candidate as

most of the institutions still follow the same old traditional way of sourcing candidates through Advertisements and conducting walk-ins. Now online job portals and social media has become too effective and talent prefer to look into it quite often than reading newspaper. Even though Foreign Institutions haven't used the technological tools to the full extent, but there are researches which says that most of the institutions at abroad use some form of digital era support for better and effective Talent acquisition practices (Hanover research report, 2014). Hence it is a learning for Indian Institutions also to transform themselves into the technology based practices.