

Measuring Digitalization of Talent Acquisition Practices And identifying Critical Positions with Employee Branding and Mediating the Role of Technology Resources Strategy

Shayrine. H¹, Dr. Gomathi. S*²

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Abstract: This article examined the issues surrounding talent acquisition and how employer branding might assist in resolving some of them. In a competitive environment, organizations struggle to retain skilled and youthful employees. As a result, firms must implement training and development opportunities to retain personnel. With the continuous change of technology in human resources especially in talent acquisition, this study argues that it should not necessarily change HR orientation towards its approach to recruiting practices.

The purpose of this research is to look at the impact of talent management (TM) and identify critical positions with employee branding, as well as the role of resource strategy as a mediator. Human Resources departments will have to evaluate and develop innovative methods of working to develop individualized programs for recognizing and engaging people in a continuous learning process. This strategy should become the core of the organization's future culture. The study aims to investigate the topics of employer branding and talent acquisition, as well as the company's tactics, and the data were analyzed using smartPLS-3 software and the PLS-SEM model. Findings reveal that the employees seem to be satisfied with the Talent Acquisition Procedure. A five-component scale with a some-object measurement model has been verified inside the study. This study presents an empirical model to help readers better comprehend the link. The paper identifies recent critical issues in talent management.

Keywords: Digitalization, Talent Acquisition, Learning process, company tactics, Technology

1. Introduction

Expertise management focuses commonly on employees identified as having skills utilized by the enterprise. Skills management has come to be a nearly unavoidable control practice in recent times. Because of fierce competition in all regions of enterprise nowadays, organizations are striving for the top human beings in the employment marketplace. Attracting the pinnacle talent from the employment market, alternatively, isn't always for all and sundry.

Most of the HR department is primarily focused on talent management, concerned with recognizing, procuring, and poaching the best personnel. Human resource management does not exist without talent management. "Right, here's a top-level view of the 4 standard ideas of expertise control. One in every one of them is a human approach to expertise management. This is a class of humans. The second is the existence of essential HRM practices. The 1/3 is the identification of the rotation role. The fourth is a strategic pool technique that includes an in-residence talent pool and successor improvement. The human being approach employs a talent management technique aimed at hiring, retaining, and developing gifted and capable employees

for people with unusual talents; it is difficult to discover and difficult to update. awareness of management. Skills control can be defined as a planned method for attracting,

leasing, developing, and retaining individuals with the skills or competencies required to meet the organization's current and future goals or desires. It is the established order and assistance of a wonderful and charitable corporate way of life. Consequently, expertise control is an organizational attempt to recruit, broaden, and maintain the maximum proficiency and skills available to our personnel.

Recruitment and talent sourcing are under extreme pressure. There are several shortages of talent and skills. New careers and career models are in high demand among workers. Additionally, the workforce is changing as a result of innovations and technologies like cognitive, machine intelligence, social connection, crowds, and the digital economy. By embracing technologies and creating new business models that creatively utilize on- and off-balance-sheet talent sources, leading companies are transforming the open talent economy into an opportunity.

Technology Is Crucial For Recruiting, Increasing The Effectiveness Of Each Stage Of The Application Process. This accurately reflects the strategic importance of attracting top-tier talent. Hiring can develop into an operational bottleneck that stifles an organization's growth if technology isn't used properly. The technology sources used by companies for recruiting are social networking, online recruitment, outbound hiring, social

¹ Research Scholar (Full time), VIT Business School, Vellore Institute of Technology, Vellore, Tamil Nadu – 632 014, India.

ORCID ID : 0000-0002-1757-0080

² Professor, VIT Business School, Vellore Institute of Technology, Vellore, Tamil Nadu – 632 014, India.

ORCID ID : 0000-0003-0723-0944

Corresponding Author Email: sgomatthi@vit.ac.in

media, emails, mobile messages, telephoning, etc. These sources are frequently used to target potential employees.

2. Benefits Of Talent Management

- It helps the company achieve its vision by utilizing economical and promising qualified personnel.
- Expertise acquisition additionally assists the corporation in building a talent base that consists of a listing of qualified employees to satisfy future demands.
- It will increase the corporation's competitiveness and awareness.
- It establishes the foundation for future leadership.
- It allows the automation of simple activities in addition to the gathering of facts for better selection-making.
- specializes in automating monotonous operations including salary creation, freeing it slowly, and resources for strategy and extra essential decisions.

3. Review Of Best Practices In Talent Acquisition:

H.G. van Dijk University of Pretoria (2008), People are eager to work and enter numerous new fields, such as becoming well-known. Human resources are in short supply, and people are eager to work for organizations. Companies seek talent based on their needs, and they receive a large number of applicants from which to choose. As a result, firms face a significant issue in selecting the best person for the job. Consistent with Scullion et al. (2010), global skills management takes into consideration the differences in both companies' international strategic priorities in addition to the variations throughout countrywide contexts for how skills ought to be managed in the international locations wherein they operate, consistent with According to Wiblen (2012), this article adopts a social constructivist lens to learn more about how technology changes our knowledge of talent management, specifically the processes of talent identification. It investigates the similarities and variations in the identification of talent across a variety of business units at a big professional services organization. Karl-Heinz Oehler Another critical aspect is variety. There is growing evidence that organizations that hire workers from diverse backgrounds, such as experience, culture, age, and gender, are better positioned to become risk-aware and function proactively. The more diversified the workforce base and the more open the corporate culture is to change, the more prepared the firm is to deal with uncertainty and change effectively Neelima Kamjula (2012) In today's highly competitive world, When change is the only constant component, an enterprise needs to expand the most valuable aid of all—human resources. In today's globalized world, only human resources can offer an organization a competitive advantage, because technology can be quickly moved from one country to another under new trade agreements and there is no shortage of sources of cheap capital. Anwar (2014) has examined how organizations are formed by, for, and of the people. Managing a group of people is a difficult task. People in organizations should be proficient enough to communicate with the company's many stakeholders. To do this, the company needs a team of people who can take the company to new heights while treating it like their own. As a result, it is critical to use extreme caution when hiring the right person for the right job at the right time. Dhanabhakym and Kokilambal (2014) have analyzed the existing talent management

strategies and their advantages across industries to discover talent management strategies across India's four key sectors: finance, medicine, industry, and information and technology The three factors that comprise skills management are) a collection of traditional human resource branch operations, b) the movement of human sources throughout the company, and c) sourcing, growing, and valuable employee talent.Parthasarathy and Pingle (2014) have done the "Study of Talent." and intend to learn about various talent acquisition strategies and their global implications The study's research technique is solely qualitative, as secondary data was employed for analysis. The study's findings suggest that recruiting promising talent and correctly maintaining them is critical to the organization's ability to grow at a faster rate. Shafieian (2014) has examined "Defining talent management components," to identify, define, and develop a suitable talent management system. Predicting prospective talent based on an individual's strengths and weaknesses led to the faster conversion of potential to actual talent. Ganapavarapu and Sireesha (2014) observe that the enterprise has the proper man or woman with the right talents in the right function at the proper time to acquire strategic dreams at all degrees. Consistent with the author, a company's effectiveness is determined by how its human resources are used. As in line with Mr. Shyamasundar (2014), pretty often the skills procurement strategy is omitted or not able to adapt quickly enough, allowing the agency to fall at the back of competitors in the skills warfare.' Designing a skills acquisition approach is an essential preliminary step in the direction of reaching essential alignment among human aid specialists. Prathigadapa Sireesha, Leela Krishna Ganapavarapu (2014) "Employee productivity is boosted through strategic human aid procedures. Talent management is a broad term that refers to several human resources responsibilities centered on attracting, keeping, handling, and developing workforces. "It consists of the whole lot, from overall performance management to employment to remuneration to study management, employee improvement, and succession planning ." Aizza Anwar (2014) In the Nineteen Eighties, the idea of expert control started to take hold. The twenty-first century is the generation of globalization; businesses now do not operate in isolation, and large-scale technology transfer is routine. As a result, business executives began to emphasize human capital as a resource that could provide them with a competitive advantage over their competitors. Businesses these days have the resources and get entry to new technical traits. Golchin, Shafieian (2014). Changes in the current age are a vital aspect of future advancement. As a result, modern organizations' progress is dependent on these changes. As a result, they are attempting to develop your staff's potential to achieve ultimate achievement. Organizations today have realized that to succeed in the complicated global economy and competitive business climate, they must attract the best personnel. James Kwame Mensah (2014) The concept of talent can be defined as any type of outstanding competency of an individual, whether natural or acquired, that is impossible to reproduce and replace with any resources and is strategically important to the organization's performance. As a result, it is necessary to manage the competitive advantage of this exceptional talent. As a result, most organizations have adopted the tenets of TM to deal with ever-changing, competitive, and demanding clients. According to the author, Faria Rabbi (2015), He discovered that in this competitive and dynamic company environment, gaining knowledge and improving performance has become the backbone

of success; without continuous study, achieving and maintaining performance may be difficult. To improve organizational performance, professionals and policymakers are refocusing their efforts on the education and improvement of proficient workers. Expertise improvement is the process of improving one's competencies. Mourougan (2015) "emphasizes that talent management practices implemented with rigorous technology applications can efficaciously become aware of and expand leaders who will fine-force business overall performance from all levels of the personnel, recognize "Succeeding at succession through expertise management to retain intellectual capital for business continuity." The business may be capable of constructing a sturdy pool of skills by spotting human beings inside the enterprise who can turn out to be leaders, after which work with them to overcome any gaps in their talents. " Mr. Karanam Sekhara (2016) The goal of talent acquisition is to locate the necessary manpower and forecast it. It is critical to acquire talent to have a good workforce that can complete tasks with complete efficiency and dedication. "Conspiracy" is a term used to describe an act that is completely terrible, damaging, and has negative aims. Rectitude refers to being morally correct and doing the right thing. Companies perform every action to identify human needs and find talent. Kumudha Priyadarshini (2016) considers the distinction between recruiting and strategic skills acquisition, new approaches to finding talent, and challenges as well as improvements in the expertise acquisition method. In line with the findings, organizations ought to constantly attract new expertise while concurrently "re-recruiting" present personnel to reach the contemporary aggressive marketplace. Aloysius Sequeira et al. (2016) discover that the right individual for the right process is simply as important as it is hard. Companies are dedicating extra time, effort, and resources to growing their recruitment strategy because the employment market will become extra aggressive. The expertise acquisition unit in HR is responsible for recruiting candidates for unique activity possibilities from quite a several resources, even while working under tight timelines and monetary constraints. According to Gopa Das(2017), change is not the only constant in the world, and humans, or rather human resources, are constantly evolving concerning time. Employees are referred to as talents, and every company wants to hire the best in the world. The talent acquisition process is continually shifting as new trends arise and new tools are introduced. Personnel acquisition has evolved as a critical business necessity for organizations in terms of obtaining the proper talent to achieve long-term growth. According to Dr. Manish Kumar Srivastava (2017), talent retention management is becoming more popular and necessary as global human resource management practices become more challenging to handle. Project management experts who can cope with ambiguity and lead strategic projects that generate change in an organization are in high demand. Projects and initiatives must be led and directed, not just managed, by organizations. Ms. Swarita Sharma (2017) Most practitioners and scholars, it is also noticed, have largely ignored the need for diversity in talent acquisition. As a result, it seems that research into how to include different aspects and values, as well as the preferences and points of view of talent, is important for recruiting and keeping talent from different backgrounds. One of the peculiarities of today's workforce is that it is made up of people from different generations. Each generation has its characteristics and social history. Furthermore, today's employees seek companies that will provide them with

opportunities for professional development and progress, work-life balance, a creative outlet, and high-level responsibilities. Yong, Salmah, Nasir, and colleagues (2017) The researcher emphasized, to gain organizational fulfillment in an ultra-modern, competitive market, the employer should lease the right personnel for the process. It delivers extra benefits for a company and its employees by identifying and developing talent via an expertise management method, which affects the organization's overall performance. Dr. Shailly Dixit, Dr. Mini Arrawatia, and Amit (2018) The author suggest that career development options, training, and development opportunities offer a better degree of incentive for employees' enhanced discretionary behavior, which finally leads to employee satisfaction. When the job gets bigger and there are more chances for growth, employees do a better job. Employees who are more satisfied with their organizations' jobs are more likely to be productive and less likely to quit. Novera Ansar and Akhtar Baloch (2018) highlighted that all humans desire talent, and organizations require people with the necessary "talent." Software developers, innovators, entrepreneurs, artists, movie stars, musicians, athletes, visual artists, sculptors, instructors, presenters, and people from a variety of other fields have demonstrated outstanding abilities just under their talent. Sajin, Jose (2019) Talent acquisition is a very important process that is used by many companies and has a direct effect on how successful the company is. To increase employee satisfaction and organizational efficiency, jobs and people must be well-matched Talent acquisition is also considered one of the most critical human resource operations. The world has acknowledged that major changes in working patterns have occurred over the last 15 to 20 years as a result of the rise of the knowledge economy. Pandita, Deepika (2019) This study is based on a systematic assessment of literature that tries to investigate the modern thought process and evidence to aid our endeavor to offer some clarity and explore the trends in the domain of talent acquisition in HR. We conducted an evidence-based review of published peer-reviewed literature on the use of technology in talent acquisition, utilizing an integrated synthesis. AK. Das Mohapatra 1 and Rasmita Behera 2 (2020) The researcher discovered, having a professional group of personnel has always been crucial to any enterprise's fulfillment, and it will translate into value savings and advanced production. However, maintaining those experienced people in the modern, talent-hungry industry is a very tough mission. Younger generations have wonderful expectancies, and if those expectations aren't met via their businesses, they'll go away. Retaining and growing outstanding employees in the organization is an essential fulfillment component that depends on an expansion of factors aside from salary and rewards. K. G. Ganga (2020) Modern organizations face significant and challenging situations in locating and finding the right skills, maintaining a more flexible mindset, and looking for methods to hire the right talent—now not only in terms of recruiting the right match but also in positioning themselves in a way where the candidates or applicants also work as a strong tool to attract extra skills—that still proves to be beneficial to the groups.

Other Recommendations

4. Objectives:

To Measure the Digitalization of Talent acquisition practices.

To identify critical positions with Employee branding

To assess the mediating role of Technology resources strategy

To study the prevalent expertise management strategies used in several research.

5. Conceptual Framework



Figure 1. Conceptual framework

6. Hypothesis testing:

H1: The effect of Talent acquisition practices and identifying critical positions play an important role between employers and employees in the workplace

H2: The effect of Employee branding and identifying critical positions play an important role between employers and employees in the workplace.

H3: The effect of resources strategy and identifying critical positions play an important role between employers and employees in the workplace.

7. Research Methodology

Since talent management becoming a widespread concern in this literature, we organized an empirical study to better evaluate the effectiveness of talent acquisition in organizations for improved talent management.

This research acquires data acquired through the use of a self-administered questionnaire. The analysis tool known as partial least squares structural equation modeling (PLS-SEM) has grown in popularity in recent years. Convenience samples are becoming more common and frequently used. Because it has evaluated numerous IT sectors, the current study used the convenience sample method (NASSCOM). The sample size used in this research is 220 people. Multiple variables are created for this study.

Demographic Part: Gender, Educational Level, Age Group, Years worked in the current organization, Years worked in the position, Job Status (Manager, Employee, and Researcher), Nationality,

Technical Part (1): Questions about Talent Management and Employee Recognition, based on a Likert scale of 1 to 5 (1 Strongly Disagree– 5 Strongly Agree).

Technical Part (2): Questions about Employee Performance based on a Likert scale of 1 to 5 (1 Strongly Disagree– 5 Strongly Agree).

8. Data analysis and results

In PLS SEM there are 2 models are evaluated namely,

- a) Measurement Model (Inner models)
- b) Structural model Assessment (outer models)

8.1. Measurement model

9.1.1 Reliability and Validity:

The measurement models and the structural model are the multiple sub-models that make up the PLS-PM structural equation model. Those Connectivity allying the observed data and the latent variables are represented by the measurement models. The connections between both latent variables are represented by the structural model. Most of the outer loadings represent 80% in an exogenous variable, and the endogenous variable shows 70 % to 80%. In this indicator, EB6 and EB7 were deleted due to lower factor loadings below 0.523. β value between Employee branding, Resources strategy, is 0.379 Hence, the research tool is realistic.

Researchers must consider instrument validity. The reliability of a test result is what is meant by the term "validity" (Karakaya-Ozyer, 2018) In a model for exploratory features, composite reliabilities need to be equal to or more than 0.6 (Chin ,1998) same to or more than 0.70 for a sufficient model for confirmatory functions (Henseler 2012), and same to or greater good-sized than 0.80 is taken into consideration as suitable for confirmatory research (Daskalakis 2008). The Cronbach alpha and composite reliability values are greater as opposed to 0.7, indicating that the research apparatus is feasible.

Convergent validity explains the results from several variables used to assess the same construct. The presence of variables that are related to the latent construct being measured is ensured by convergent validity. As a result, Factors need to be strongly correlated with the latent construct. By evaluating the AVE value, convergent validity is established (Hamid, 2017; Engellant et al., 2016). Since AVE may explain how much information data is shared between concepts, it is appropriate to use AVE as a convergent validity test. 2020 (Sujati). The cost of AVE must be better than or equal to 0.5 to obtain this validity (Ahmad, 2016)

AVE Values are over 0.5 in both Exogenous Variables and Endogenous Variable, In this analysis convergent validity is Proven.

Table 1. Measurement model

NO	VARIABLE	INDICATOR	FACTOR LOADING	Cronbach's alpha	Rho_A	Composite reliability	AVE
1	Employee Strategy	EB1	0.706	0.928	0.940	0.942	0.700
		EB2	0.838				
		EB3	0.795				
		EB4	0.815				
		EB5	0.781				
2	Resource Strategy	RS1	0.798	0.936	0.941	0.948	0.725
		RS2	0.921				
		RS3	0.876				
		RS4	0.881				
		RS5	0.770				
		RS6	0.897				
		RS7	0.808				
3	Talent Acquisition	TA1	0.831	0.879	1.023	0.891	0.622
		TA2	0.866				
		TA3	0.720				
		TA4	0.829				
		TA5	0.897				
		TA6	0.887				
		TA7	0.814				

9.1.2 Discriminant validity:

Evaluating discriminant validity has come to be considered a necessary step before examining correlations between latent variables.



Figure 2. Forms of Discriminant validity

The Fornell-Larcker criterion is one of the most popular techniques for assessing the discriminant validity of measurement models. This criterion states that the correlation between a construct and any other construct must be higher than the square root of the average variance retrieved by the construct. Discriminant validity is proven when this prerequisite is accomplished. (Fornell C, Larcker DF (1981). In this first Criterion, the value of factor loading is higher than 0.788. The Fornell-Larcker Criterion values of Employee Branding are greater than the off-diagonal values of Resources strategy and Talent Acquisition. As a result, discriminant validity validates the relationship between the constructs and is acceptable for this measurement strategy.

The second criterion's average correlations among the constructions' indicators are determined by the HTML criteria. Henry and co. (2015). For standard discriminant validity bounds (0.90). The heterotrait-monotrait ratio of correlations, which Henseler et.al (2015) created, is a new method for assessing discriminant validity (HTML). The HTML explores how similar latent variables manifest spontaneously. If the HTML is less than one, discriminant validity is deemed to have been established.

If the HTML is lower than one, discriminant validity is deemed to have been established. The discriminant validity between the two reflective constructs has been proven in this study, where the HTML value is less than 0.90.

In this third Criterion, Cross loading determines whether the outer loadings of the indicators for the particular construct are Stronger than the item loadings for other constructs. The cross-loadings of other constructs are smaller than the outer loadings of those other constructs, so discriminant validity is not a problem. Although each construct shows stronger indicator loadings than outer loadings for other constructs, the investigation supports the discriminant validity of the constructs.

Table 2. Discriminant validity:

Fornel-Lacker Criterion			HTMT			Cross outer loadings				
	EB1	RS1	TA1	EB1	RS1	TA1	EB1	RS1	TA1	
EB1	0.788						EB1	0.706	0.701	0.598
RS1	0.554	0.852		0.447			EB2	0.838	0.259	0.219
TA1	0.509	0.577	0.837	0.425	0.603		EB3	0.795	0.259	0.268
							EB4	0.815	0.220	0.258
							EB5	0.781	0.230	0.264
							RS1	0.453	0.798	0.520
							RS2	0.501	0.921	0.558

RS3	0.466	0.876	0.478
RS4	0.475	0.881	0.471
RS5	0.391	0.770	0.362
RS6	0.530	0.897	0.507
RS7	0.467	0.808	0.514
TA1	0.369	0.393	0.831
TA2	0.380	0.461	0.866
TA3	0.288	0.343	0.720
TA4	0.439	0.462	0.829
TA5	0.500	0.551	0.897
TA6	0.487	0.555	0.887
TA7	0.456	0.547	0.814

9.2 Structural model

A structural model suggests the causal connections between the model's constructs. (Sang, et al. 2010).



Figure 3. Structural model

Table 3. Path coefficients

	Path coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Stat	P Values	
RS1 EB1	->	0.390	0.394	0.081	4.840	0.000
TA1 EB1	->	0.283	0.292	0.069	4.093	0.000
TA1 RS1	->	0.577	0.577	0.057	10.058	0.000

H1, H2, and H3 assess whether there is a significant interconnection between recognition and turnover. The result indicates that there exists a significant strongest association between Resource strategy, Employee branding, and Talent acquisition ($\beta=0.390, 0.283, 0.577$) $T= 4.840, 4.093, 10.058$ $P<0.001$). Their fore H1 H2 H3 is supported and the result is shown predictive relevance.

9.3 R², f², Q²

9.3.1 R Square:

The R square coefficient of determination reveals how much of the variation observed in the dependent variable is represented by the model's independent variables. R² value has to be the same or more than 0.10. The study examines the R Square value as an Average (0.360) between EB1 and RS1.

9.3.2 f Square:

F-Square calculates the interchange in coefficient of determination until and before the external variable is taken away from the analysis. The effect of an intensity value under 0.02 signifies that there is no strength. During this research F² value is acceptable (0.498) between EB1 and RS1. So, the F square shows well in shape.

9.3.3 Q square (Blindfolding & predictive relevance):

The predictive relevance metric Q-square determines if a model has predictive relevance or not (a score of > 0 is favorable). The predictive relevance of the endogenous constructs is further established by Q2. If this the Q- square values are higher than 0, it shows predictive relevance. Effect size of Q2 is 0.096 and 0.237. It indicates there is a predictive relevance for the certain endogenous variable.

Table 4. R square

	R Square	R Square Adjusted
EB1	0.360	0.354
RS1	0.333	0.330

Table 5. f square

	EB1	RS1	TA1
EB1			
RS1	0.159		
TA1	0.084	0.498	

Table 6. Q square

	SSO	SSE	Q ² (=1-SSE/SSO)
EB1	1095.000	989.502	0.096
RS1	1533.000	1170.256	0.237
TA1	153.000	1533.000	

10 Research Gap

Academics expect talent management to have a bright future. The present review found a consistent and significant growth in empirical talent management work since 2007. Journals have called for empirical talent management research, and the academic community has grown. The Journal of World Business (JWB) and the International Journal of Human Resource Management (IJHRM), dominated by US-based experts, publish the most empirical research. In Africa and Asia, there has been less research, allowing for more.

The literature review emphasizes the necessity for empirical research to mature the talent management sector. Future talent management research may include empirical investigations that validate existing principles and justifications. Empirical studies in talent management have focused on managers' perspectives, ignoring others' stakeholders and a one-dimensional approach. Multilevel methods, especially from the employee's perspective, are needed to better comprehend talent management. Even if there are employee-focused studies, they are insufficient to reflect the scenario. Talent management claims must be supported by employee-level outcomes.

Due to talent shortages and shifting workforce patterns, organizations struggle to retain personnel. So, among employee-level outcomes, staff retention should draw the researchers' attention. Talent management practitioners and consultants have touted its ability to retain personnel. Academic studies on talent management and retention are scarce.

11 Findings

This study's findings demonstrate that there is a benefit in acquiring and retaining millennials by using a specifically

focused talent association between Talent Management and Employee branding and Resources strategy. Organizations will accomplish success management strategy. Companies create long-term value by including their staff in the creation of active talent partnerships. Today's workforce seeks experience rather than a career. Redundant employee initiatives are unresponsive to the needs of this workforce. To retain employees in this day and age of job hopping, the company must provide a magnetic environment with a centralized system.

Creating a focused recruitment selection strategy that takes into recognition, potential employee perspective focuses and reaches particular sorts of candidates with a well-compelling message, and attracts highly qualified as well as effective candidates for the organization.

Whereas talent management strategies are used in various firms throughout the globe, they must only assist the best company success when both senior management and employees are aligned on the organization's goals and the implementation of efficient talent management. Consequently, talent acquisition could benefit both corporations and individual individuals.

12 Suggestions and Recommendations

Workplace satisfaction and performance are favorably and significantly related to management practices. Workforce-effective strategies are not only associated with greater organizational outcomes, but they also play an important role in developing employee attitudes. A proper job description is critical in the Talent Acquisition Procedure.

In the future, it would be preferable to examine the effects of additional variables of retention, even in aggregate form, such as salary, workplace benefits, general job satisfaction, and so on. Organization Urges long-term involvement with the Employees. Employees are more consistent and productive in the organization. Retains personnel enthusiastic, which aids in professional advancement. Assists employees in gaining job satisfaction from their work. Organisation Motivate employees to achieve higher levels of work performance. Aid staff in determining the skills and competencies needed to do the job efficiently. An organization should Encourage employee participation and establishment of an effective reward system to motivate staff. Managers should Identify and resolve the obstacles to effective performance through continuous monitoring, training, and development initiatives. An organization should Increase employees' self-esteem, as well as their self-awareness and development. Identify and resolve the obstacles to effective performance through continuous monitoring, training, and development initiatives. Encourage employees' personal growth in their careers by assisting or supporting them in attaining the necessary information and skills. Increase employees' self-esteem, as well as their self-awareness and development. Employee turnover is high for an organization because when employees leave, the organization must fill the gaps.

13 Conclusion

Organizations will attain excellence in attracting and maintaining millennials by using a specifically focused talent management strategy. Companies create long-term value by including their staff in the creation of active talent interactions. Today's workforce seeks experience rather than a career. Redundant employee initiatives are unresponsive to the needs of this workforce. To retain employees in this day and age of job

hopping, the company must provide a dynamic environment with a horizontal organization.

Creating a targeted hiring strategy that considers job applicant perspectives, and targets and engages particular categories of candidates with a well-crafted message acquires effectively suitable workers for the firm.

Author contributions

Shayrine. H: Literature review collection, Writing-Original draft preparation.

Dr. Gomathi. S: Supervision, Writing-Reviewing, and Editing.

Conflicts of interest

The authors declare no conflicts of interest.

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