TALLENT ACQUISITION POLICIES IN HARDWARE COMPANIES
A STUDY ON WeP Peripherals, Mysore

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I.INTRODUCTION

Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. It is also defined as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs. Selection is the process of gathering information for the purposes of evaluating and deciding who should be employed in particular jobs.

Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. Recruiting individuals to fill particular posts within a business can be done either internally by recruitment within the firm, or externally by recruiting people from outside.

"Talent Retention " is one of the most important issues, within organizations and can influence its success. "Organization need to have the right people with the right skills and abilities in the right place at the right time"

II MEANING OF RETENTION

- " Retention is basically retaining your actual workforce which does the important Work"

- In simple terms retention means " Keeping those members of staff that one wants to keep and not losing them from the organization, for whatever reason but especially to competitors"

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III ORIGIN OF RESEARCH PROBLEM:

Employee retention is becoming a global concern now a days. "Good and Talented Employees are so much important to the success of an organization when highly skilled people are hard to recruit, the retention of good and talented Employee is a must". Successful organization realizes employee retention and employees management are integral to sustaining their leadership and growth in the work place. Certain position with in an organization like strategic, technical etc and a vacancy in one of those positions could cause immediate problems for the organization.

The staff in these positions is extremely important because of their skills, knowledge and expertise. They are seen as a source of the competitive advantage, crucial to high performing organization. So the retention of these talented, key members of staff is one of the most important in the organization.

IV REASONS FOR HUMAN CAPITAL MIGRATION

- Work Culture

- Opportunity

- Salary

- Recognition

- Social Freedom

- Infrastructure not satisfying

- Technology

V EVOLUTION OF HUMAN RESOURCE MANAGEMENT

Human Resource Management is a managerial function to Recruit, select, train and develop members for an organisation.HRM is concerned with the people's dimensions in organisations. HRM views people as an important source or asset to be used for the benefit of organisation, employees and society. No longer is manpower just one of the resource in

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industries and business; it is the most important of all resources. This is because manpower is that resource through which management wants to direct and control all other resources like materials, machine, money and others. The activities of HRM are- Human Resource Planning, Jon Analysis and Design, Recruitment and selection, Orientation and Placement, Training and Development, Performance Appraisal and Job Evaluation, Salary and wage administration, Motivation and Communication, Welfare, Safety and Health, Industrial Relations etc.

Organizations exist for people. They are made of the people, and there effectiveness depends on their behaviour and performance of the people constituting them. The Human Resource Management is a crucial sub-system in the process of management. Employee in Human Resource Management is treated not only as economic man but also as social and psychological man.

Human Resource Management is a strategic management function. Human relation is the process by which management and workers interact and attain their objectives.

Human Resource Management is proactive rather than reactive i.e, always looking forward to what needs to be done and then doing it, rather than waiting to be told what to do about recruiting, paying or dealing with employers relations problem as they arise.

Human Resource Management has received tremendous attention in recent years. Its role in organisations has also undergone a substantial change and many organizations have gradually oriented themselves from the traditional personnel management to Human Resource Management approach, although many see it as the "old wine in a new bottle". Its emphasis is not only on production and productivity but also on the quality of life. It seeks to achieve the fullest development of Human Resource and the fullest possible socioeconomic development. Human Resource Executive believes that, "Human Resource should be architect of corporate culture". It is the function of Human Resource departments to build values and practices supporting continuous, incremental improvement in quality throughout the organisation. And that emphasis must be applied with equal force within the Human Resource department itself. Once the Human Resource Management department has learned to make quality a way life within its own function, it can assume an expanded the role of supporting Total Quality Management (TQM) throughout the organisation.

Human Resource Management is essential for any growth-oriented and dynamic organisation, which wants to succeed in a fast changing and competitive environment. It is the route by which companies and employing organizations can come to terms with the new situation. It provides the means by which fullest potential of employees can be developed and used for the benefits of both themselves and their employees. Good Human Resource Management practice will ensure that every employer knows that they matter as an individual and a human being while the employer will have the confidence that the workforce will perform to their levels needed and beyond for success in today's competitive world.

VI HUMAN RESOURCE MANAGEMENT IN MULTINATIONAL COMPANY

Managing Human resource in an International context is a difficult task. This is the brief summary of an over view of International Human Resource Management to understand the use of different approaches. However, no approach can be considered perfect or full proof and as indicated earlier there are various dimensions that have to be considered before implementing a particular approach or mix of approach at the local level. Although this is vague, the available research on Human Resource practice in many MNC's indicated that many centralized management decisions such as Research and Development and Finance while decentralizing functions such as Marketing and personnel. The rule of thumb seems to be centralized strategic areas and decentralized operational issues.

VII.HUMAN RESOURCE MANAGEMENT APPROACH IN MULTINATIONAL COMPACNIES (MNC's)

Human Resource management literature normally mentions four approaches to Human Resource planning in multinationals:

- The Ethnocentric Approach;

- The polycentric Approach;

- The Regio-centric Approach; and

- The Geocentric Approach.

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Talent Retention Strategy :

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X IMPORTANCE OF EMPLOYEE RETENTION

Employee retention is becoming a global concern now a days. "Good and Talented Employees are so much important to the success of an organization when highly skilled

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The staff in these positions is extremely important because of their skills, knowledge and expertise. They are seen as a source of the competitive advantage, crucial to high performing organization. So the retention of these talented, key members of staff is one of the most important in the organization.

In any organization they should follow 4 pillars for employee management. They are

- Motivation
- Empowerment
- Communication
- Coaching

XI STRATEGIES FOR RETENTION:

- By Developing Leadership
- Training
- Career Growth Opportunities
- Communication
- Employee Feedback
- Motivation
- Team Building
- Participation Management
- Open Policy
- Empowerment
- Communication Coaching
- Employee Recognition
- Employee Awards

- Employee Turn Over

- Some Best Practices

- Organizational Branding

- Work Environment

- Make the employees being proud to be a part of organization

- Employee Friendly Policies

- Salary

- Giving Opportunities

- Participation

- Mentoring

- Transparency

XII SIGNIFICANCE OF THE STUDY:

The study aims at under standing the tools in Talent Acquisition   and policy which helps organization to attract and retain good talents so that its continuous growth and right edge of completions are always taken care.

XIII OBJECTIVES OF THE STUDY:-

The study has the following specific Objectives:

1. To understand the opinion of the Talent acquisition methods at WeP Peripherals Ltd. Mysore

2. To understand the opinion of   the Retention policy of the Organization

3. To highlight the positive and negative aspects of the existing policy and procedure.

4. To help organization to know the limitations of the existing policy procedure and to give suggestions to modify the existing Talent acquisition and retention strategy to attract and retain capable, matured manpower at all the times.

XIV Methodology

The method of study adopted was the use of questionnaires which were sent via personally & email and by filing the questionnaire in person with the respondents present at the Mysore

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Manufacturing and Research and Development team. There are around 130 regular employees working in the Mysore Unit in WeP. The sample will be selected on random basis. The sample size of the study will consist of 30% of the total population.

XV LITERATURE REVIEW

1) EATON RECRUITING TALLENT ACQUISITION POLICY MARCH 2012

Eaton's business is global, this study focused on talent acquisition policy which have diverse, and highly competitive. Eaton's success depends on the company's ability to attract, develop and promote the very best from the pool of available talent both internally and externally. Our managers should strive to be talent minded, selecting candidates based on demonstrated success and future capabilities - not exclusively on technical skills and years of experience. Our hiring approach for every position should be to hire the best possible candidate available for the position who also demonstrates the skills, aptitude and capabilities to advance to higher levels in the organization. The available candidate pool may include internal and external Candidates in order to insure we are hiring the best candidate for the opening. Throughout the selection process, feedback to candidates should be open, honest and timely. Providing developmental feedback to candidates who are not selected is as great of a responsibility as making the offer to the selected candidate. In order to insure Eaton has the talent to support the company's Growth, every employee should be a "Talent Scout". A Talent Scout is always searching for the best people and helping the company get the right people in the right jobs.

2) Kyle Lagunas TLNT 2012

"Employees don't quit jobs," says Miranda. "They quit managers." He estimates that 80 percent of turnover is driven by the environment a manager creates for an employee (compared to 20 percent resulting from issues with company culture). Because of this, any investments in training and development for your line managers are well-spent.

The success of your retention strategies are ultimately subject to your line managers' ability to deliver on initiatives you put in place. According to Tucker, "Whatever your company

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values, you have to be sure your managers are executing on it. Help them help you reduce turnover. Teach them how to empower employees to succeed and grow, rather than just drive performance."

It's also critical to keep the line of communication about careers wide open between employees and managers, especially because career goals change over time. Build more opportunities for employee check-ins (formal and informal) with managers. As Tucker points out, "Individualized conversation needs to happen on a regular basis.

3) **Benjamin Balbuena Aguenza1 & Ahmad Puad Mat Som.**

Motivational Factors of Employee Retention and EngagementinOrganizations
(IJAME- ISSN: 2278-3369)

A main concern of any organization is its capacity to attract, engage, and retain the right employee. Certain factors are crucial in influencing the employees' decision to either leave or remain in an organization. Nonetheless, the importance of other factors should not be miscalculated when formulating a retention policy. Organization should provide with a number of strategies to increase employee retention such as: design an interesting employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees while driving improved performance at the same time (Neelman, 2012). Also, employers should focus on issues and on the personal relationships they have with the employee to perform each function. This research sought to identify factors that affect employee retention and predict ways that the organization can improve on current practices.

4) **Namrata Singh (Times of India 2012)**

Organizations are accelerating their talent retention strategies, which experts believe would increase the stickiness of employees to their jobs for longer terms. The fact that retention is more cost effective than hiring is now being brought out strongly in research aswell. According to LBW Consulting (Leadership In Business , Worldwide), the cost of replacing

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an employee ranges from 29% (non-management) to 46% (management) of the person's annual salary . Then there are the sunk costs such as induction, training expenses and other administrative people costs incurred on the person. Expenses are also incurred when someone else does the person's job in the interim, leading to a domino effect on employee cost. Subsequently, there is a new hiring cost that, on average , would be 25% of the annual salary. There's also the probability that the new employee's salary would be higher. With such metrics, companies are increasingly mapping employee retention and hiring costs, where retention emerges as a cost effective tool. At companies like Asian Paints, the talent strategy is strongly tilted towards the old paradigm of 'grow from within' .

5) Panos Mourdoukoutas, Forbes 2013

Of all challenges facing today's employers, one stands out: Find and acquire talent. And for a good reason: talented employees are in limited supply, and very much in demand.

That's why recruiting these employees can be quite costly, especially for smaller employers who lack the resources of larger employers.

6) Rashmi Badjatya Rawat (pioneer journal 2013)

Remember, only a happy employee will prove to be a productive employee, and inspite of offering high salary, if the employee is not able to spend leisure time with his family, he will not be satisfied with the work. So design policies which can offer work life balance to employees, which can include compulsory paid leaves, fixing the time of work, weekends off etc.Finally we have to know who is responsible for Retention: The Supervisor, The Second level Supervision, The HR Department or the Senior Management. The answer is all of them. (Dibble, 1999). We often hold the top management responsible for not able to retain employees. But the fact is, each supervisor is equally responsible for retaining all employees under him, because it is the immediate supervisor who interacts with the employee the most. At the same time the HR department must find ways to train and develop employees according to their capabilities, also they must find our reasons of people leaving the organization through Exit Interview, And Finally the Senior management must maintain an open door policy and support recommendations of the supervisor.Keep in mind that employee compensation constitutes only one piece of the

puzzle. If all the other pieces – the environmental, relationship, support and growth strategies – don't fit together into one interlocking whole, you won't be able to pay people enough to work for you.

About WeP Peripherals

Company Formation

WeP Peripherals Limited (WeP) came to existence in September 2000. WeP Peripherals Ltd is one of the largest employees owned company in the country, providing IT peripherals products, IT peripherals solutions and printing services. Prior to September 2000 WeP was the peripherals systems division of Wipro Infotech and was engaged in the manufacturing and distribution of digital printers WeP acquired Select Technologies in November 2002 and in 2006 established an individual Brand identity – 'To Deliver Tech Fantasy'.

WeP

- Is the 3rd Largest printer manufacturing company in India

- Is Spread across 19 sales locations

- Has a Reseller base of 13,500+ in 139 locations

- Has a strong customer base with more than 1 Million end customers.

- Has its products supported on site across 254 locations.

X VI ANALYSIS OF RESULTS

Recruitment Policy

 Recruitment refers to the process of attracting, screening, selecting, and on boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an "employee offering".

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TABLE 1 Showing the response of the Department Heads and other Employees about clear cut Policy on Recruitment and its awareness to them.

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
YES	34	87.17
NO	4	10.25
NO RESPONSE	1	2.56
TOTAL	39	100

(sources: survey data)
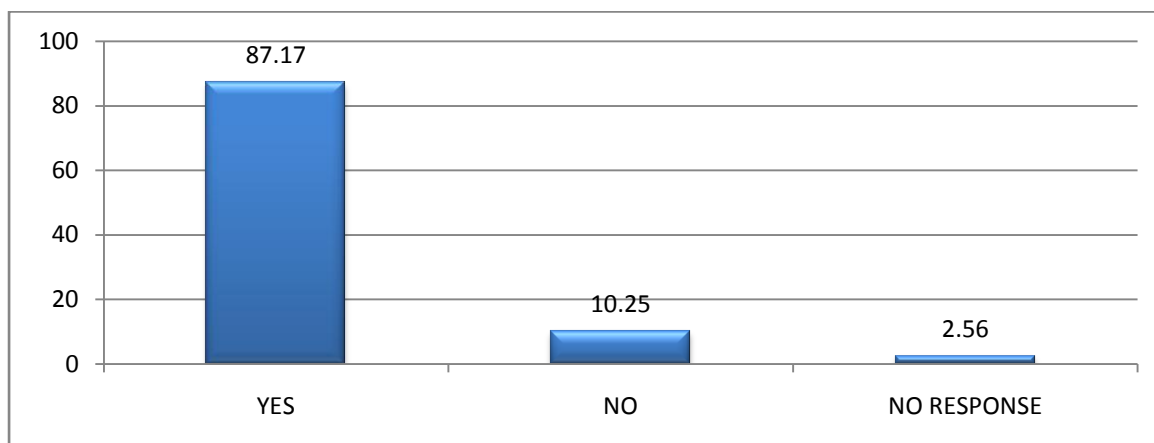
The above table depicts that 87.17% of the respondents know about the Recruitment policy . But 10.25% of respondents did not know about this policy. every employees must know about recruitment policy then employees will have knowledge about company process to find right person to the company.
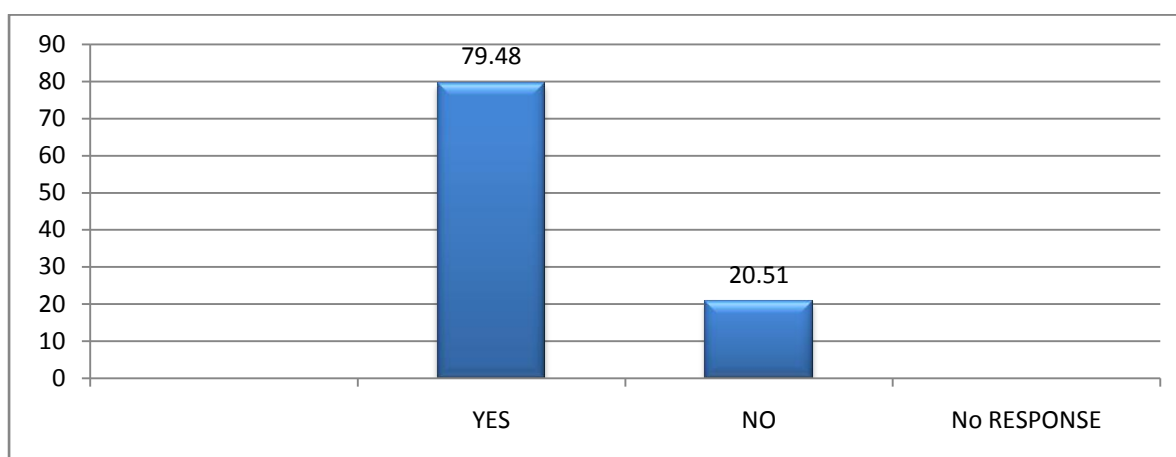
About the recruitment policy.

TABLE 2 depicts satisfaction of current employees about recruitment policy.

Happy workers are the productive workers; the policies should be healthy to the employees and company. Policies of companies should make feel happy to employees to bind them to company.

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| RESPONSES	ACTUAL RESPONSE	PERCENTAGE
YES	30	79.48
NO	9	20.51
No RESPONSE	0	0
TOTAL	39	100

(Sources: survey data)

From the above table it is clear that 79.48% of the respondents were happy with recruitment policy. But 20.51% of the respondents are not happy with recruitment policy.

Human resource planning - The ongoing process of systematic planning to achieve optimum use of an organization's most valuable asset - its human resources. The objective of human resource (HR) planning is to ensure the best fit between employees and jobs, while avoiding manpower shortages or surpluses. The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply.

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TABLE 3 depicts the awareness human resource planning policy in employees

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
YES	18	46.15
NO	18	46.15
NO RESPONSE	3	7.69
TOTAL	39	100

(sources: survey data)
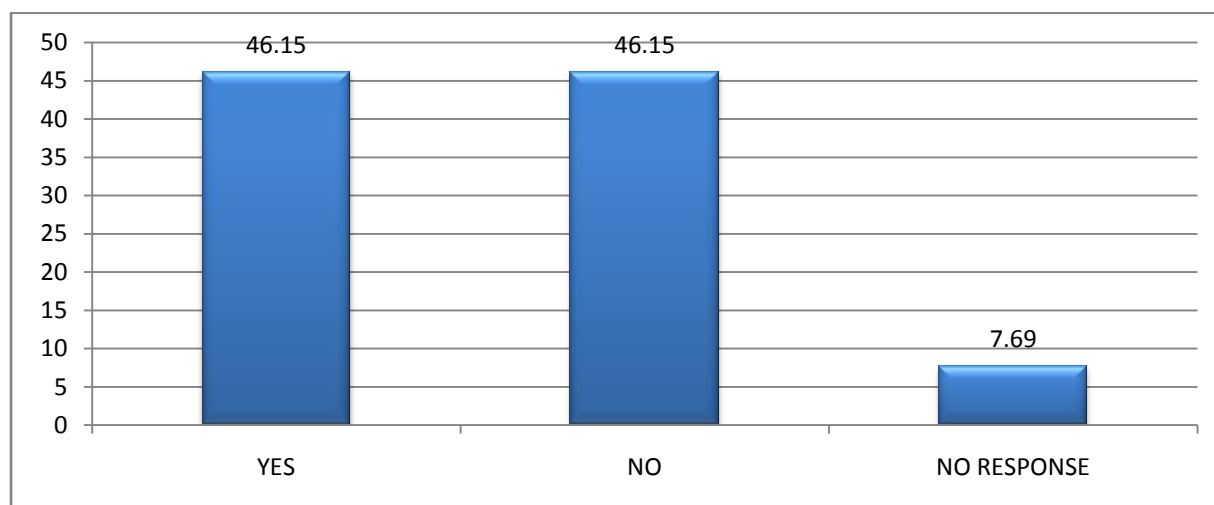
The above table shows that 46.15% respondents are agreed that organization have good Human resources Planning . But the other 53.84% of the respondents are not aware about the HR Planning .

Job analysis- According to U S Department of Labour job analysis is "a process of determining, by observation of study, and reporting pertinent information relating to the nature of specific job. It is determination of tasks which comprise the job of the skills,

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knowledge,abilities and responsibilities required of the worker of a successful performance and which differentiate one job from all others.

TABLE 4 This Table depicts Job analysis before recruitment in this organization

| RESPONSES	ACTUAL RESPONSE	PERCENTAGE
VERY GOOD	5	12.82
GOOD	27	69.23
FAIRLY GOOD	4	10.25
BAD	1	2.56
NO RESPONSE	2	5.12
TOTAL	39	100

(sources: survey data)
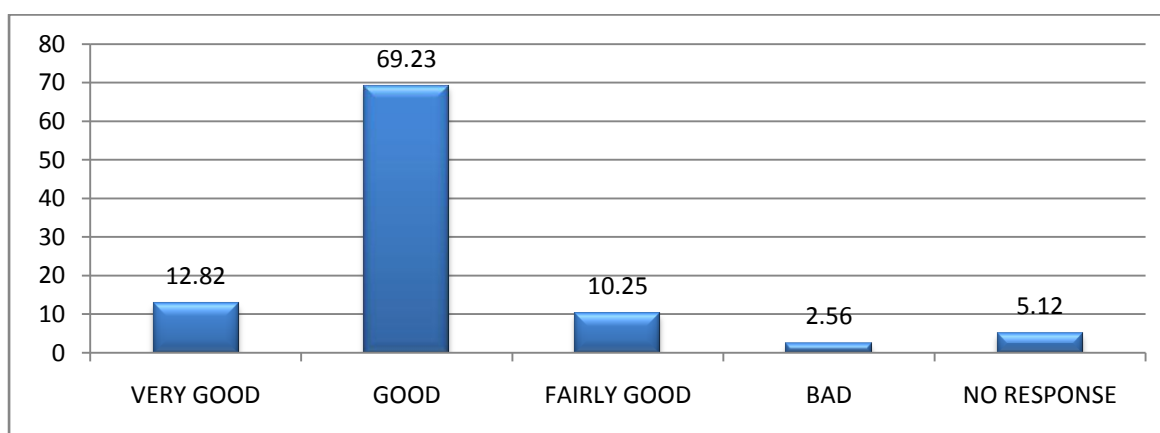
The above table contents that 92.30% of the respondents opines that job analysis before recruitment is good while 7.68% of the respondents opines that job analysis before recruitment is not good.

Job description-job description is "an organised, factual statement of the duties and responsibilities of a specific job" it should tell what is to be done,how it is done and why? It is a standard function, in that it defines the appropriate and authorized content of job.

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TABLE 5 depicts about job description in organisation

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
YES	34	87.17
NO	3	7.69
NO RESPONSE	2	5.12
TOTAL	39	100

(sources: survey data)
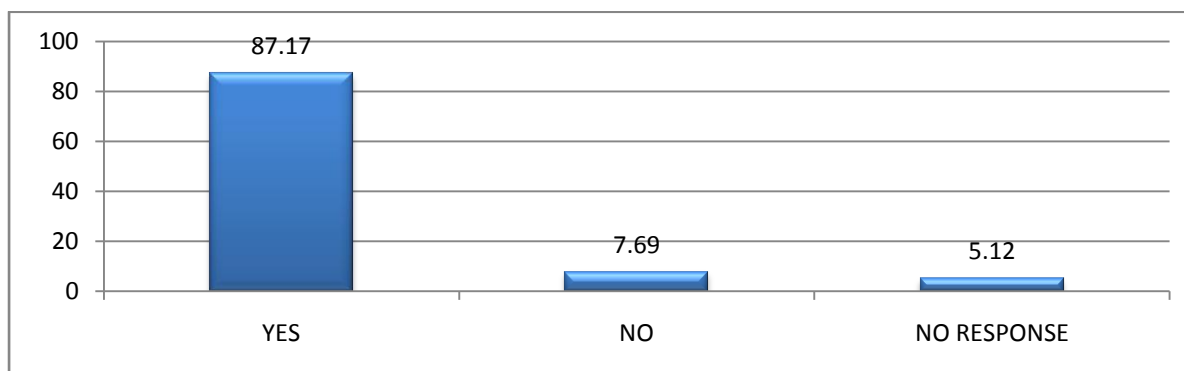
The above table indicates that 87.17% of the respondents opines that supervisors would given effective job description   while 12.81% of the respondents opines that they did not get effective job description by the supervisors.

Methods of sourcing

 Where are the suitable candidates are available in required number ? how can they be informed about availability of job and about organization? First question defines sources of recruitment and second one defines techniques of stimulating prospective candidates. Ther are different sources and different techniques to stimulate.

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TABLE 6 depicts Sources of recruitment in the organisation

| RESPONSES	ACTUAL RESPONSE	PERCENTAGE
NEWS PAPERS	18	46.15
EMPLOYMENT EXCHANGE	2	5.12
TV	0	0
CONSULTANCY	7	17.94
INTERNET	7	17.94
INTRANET	5	12.82
TOTAL	39	100

(sources: survey data)
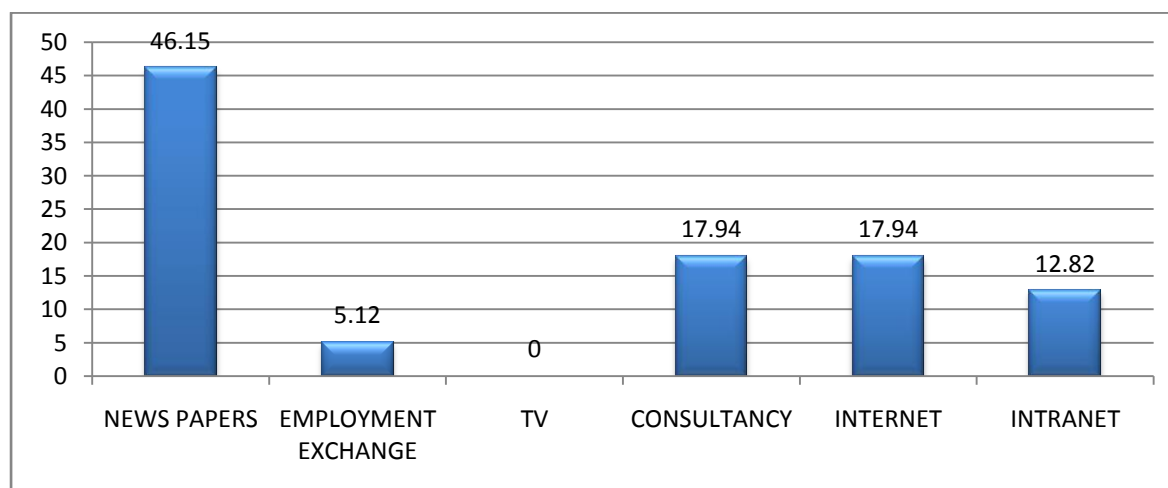
The above table it shows that 46.15% of the respondents opines that news paper has the company advertise for their vacancies while 64.07% of the respondents opines that employment exchange , Tv, internet , consultancy, intranet has the company advertise their vacancies of the organization.

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TABLE 7 Depicts the openions about modern methods of recruitment in this organization

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
WALK IN	22	56.41
TELE RECRUIT	02	5.12
CONSULT IN	7	17.94
OUT SOURCING	2	5.12
HEAD HUNTING	4	10.25
BUSINESS ALLIANCE	2	5.12
TOTAL	39	100

(sources: survey data)
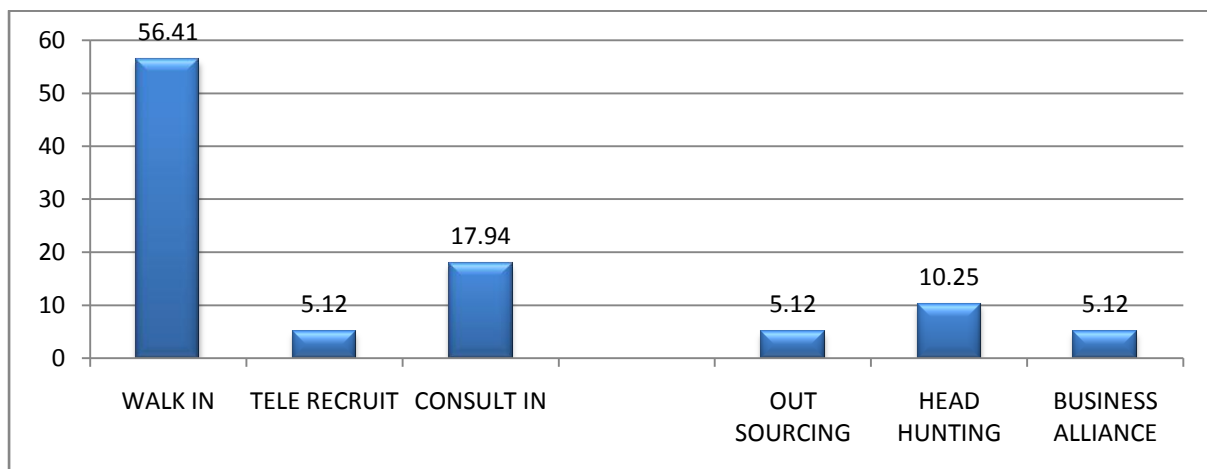
The above table shows that 56.41% of the respondents opted for walk in type of recruitment, while at the same time 53.55% of the respondents opted for Tele recruitment, consultant , out sourcing, head hunting, business alliance as the modern type of recruitment.

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Criteria's, which are seen during selection

Selection is nothing but choosing the most appropriate candidates and offering them job. Selection of human resources is crucial in organizations it is continuing function. It develop the organizational dynamic and suitable goal by creating suitable environment to achieve defined goal.

TABLE 8 Depicts the openions about selection of employees

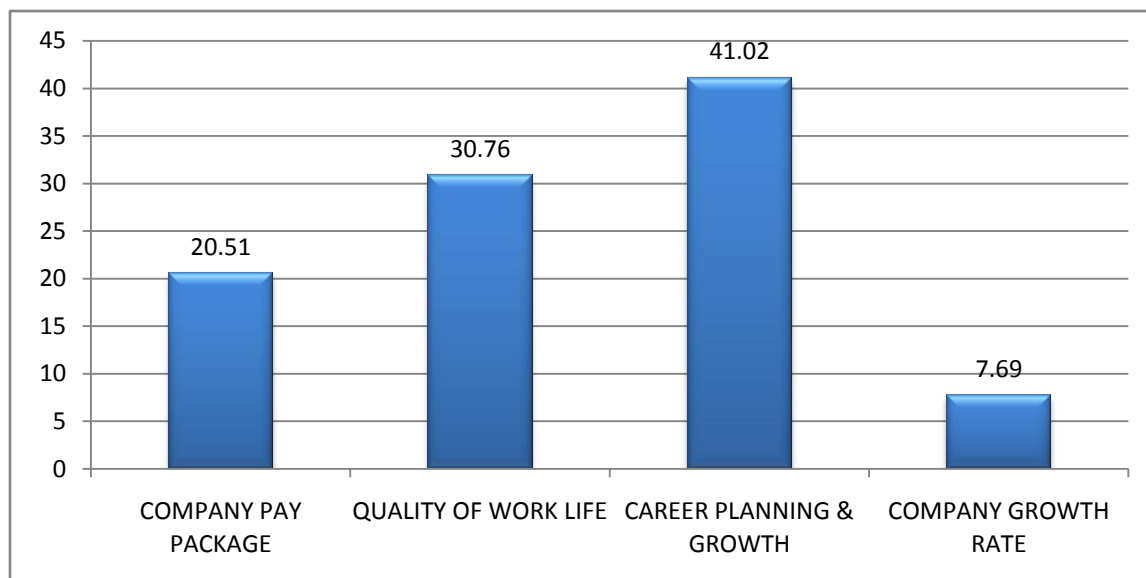| RESPONSES	ACTUAL RESPONSE	PERCENTAGE
TALLENT & SKILLS OF CANDIDATES	26	66.67
FRESH CANDIDATE	4	10.25
PAST WORK EXPERIENCE	9	23.07
TOTAL	39	100

(sources: survey data)
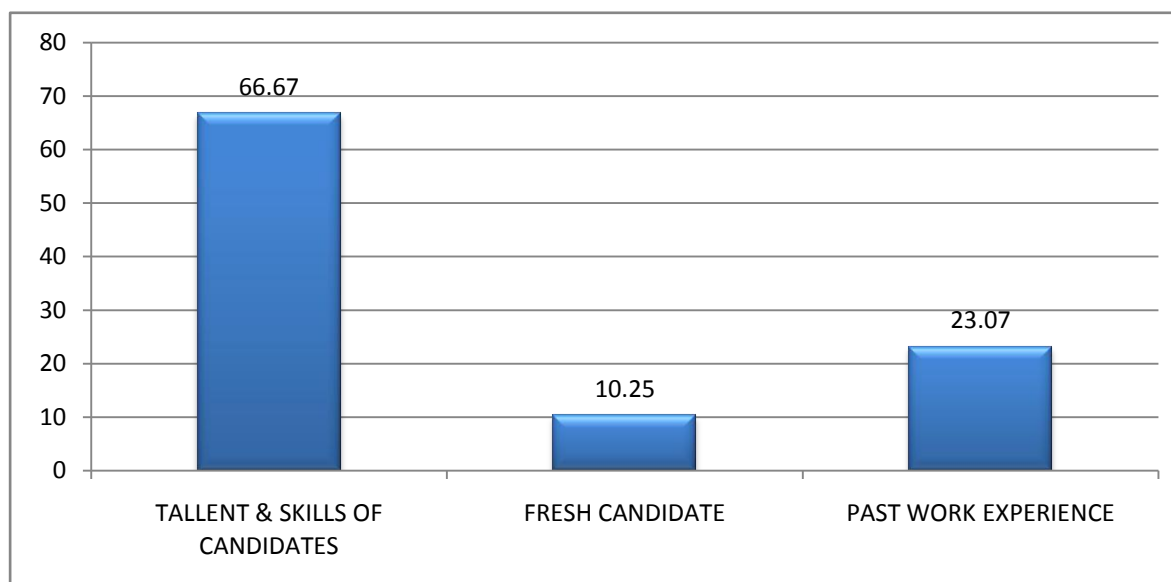
The above table shows that 66.67% of the respondents chose talent & skills of candidate's criteria is important during the selection while 10.25% of the respondents preferred fresh

candidate & 23.07% respondents past work experience is important during the selection of recruitment.

TABLE 9 Depicts Factors emphasized during Recruitment

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
COMPANY PAY PACKAGE	8	20.51
QUALITY OF WORK LIFE	12	30.76
CAREER PLANNING & GROWTH	16	41.02
COMPANY GROWTH RATE	3	7.69
TOTAL	39	100

(sources: survey data)

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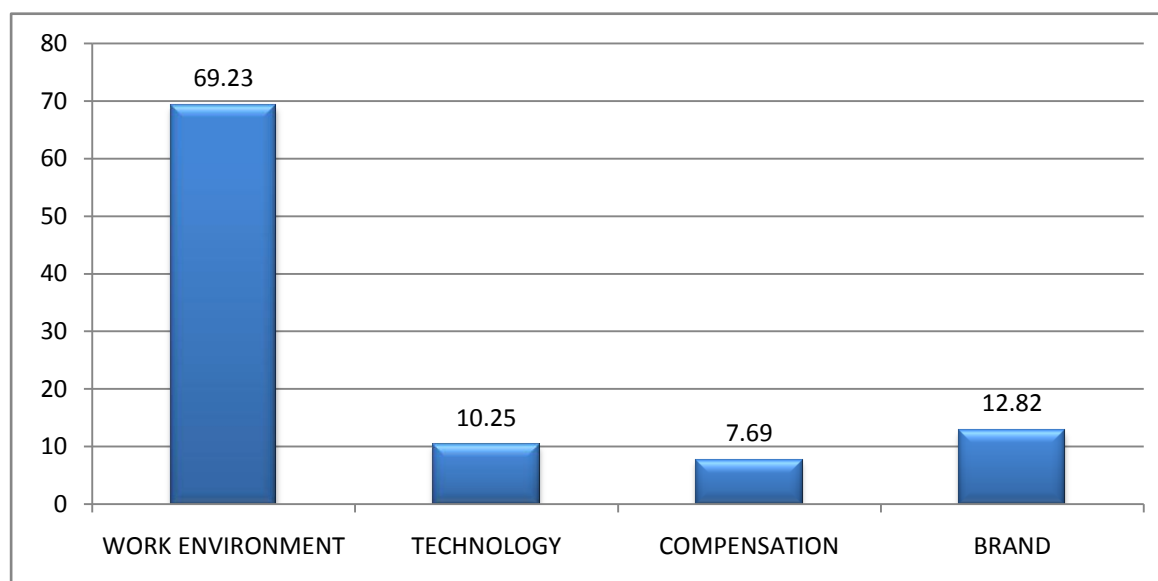**www.gejournal.net email: gejournal.net@gmail.com**

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Above graph shows the responses of the workers regarding ' which factors emphasized the workers more while recruiting' . From the table it is clear that 20.51% of the workers have shown preference towards company pay package while 30.76% of the workers have shown preference towards quality of work life while 41.02% of the workers opted career planning. The remaining 7.69% of the respondents opted company growth rate.

TABLE 15 depicts How can the Candidates be attracted

RESPONSES	ACTUAL RESPONSE	PERCENTAGE
WORK ENVIRONMENT	27	69.23
TECHNOLOGY	04	10.25
COMPENSATION	03	7.69
BRAND	05	12.82
TOTAL	39	100

(sources: survey data)

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The above table shows that 69.23% of the respondents agreed that the candidates will be attracted through work environment. 30.76% of the respondents selected technology & compensation factor would be attracted the candidates .

MAIN FINDINGS ARE :

- WeP has a clear cut Policy on Talent Acquisition

- The Talent Acquisition Policy is well planned and administered

- The Talent and skills are the main criteria which are seen during the selection

- The talent can be attracted mainly through the Work environment and the Technology.

- The line Managers decision in selection is important

- WeP has very good process in recognizing employees.

- Employees have rated that recognition is one of the key factors for Talent retention

- Family bonding is another important aspect which make employees happy.

- Employees are happy about the Job security at WeP.

- The Job rotation is practiced well at WeP

- WeP has well defined promotion Policy

- WeP has good appraisal system and most of the employees are aware about this.

- Awards are used as technique to motivate both Employees and Family at WeP

SUGGESTIONS

1) The steps in the recruitment process should be strictly followed in a uninterrupted fashion, without missing any step in between, there should be no final round of interview without the Company Application Form (CAF) being filled.

2) The Trigger of new Joinee process needs to be in advance so that the new recruit is provided with facilities so that he can assume job responsibilities immediately.

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3) Line HR should be kept in the loop with respect to every development in the recruitment process and so that Line HR will know the actual status of recruitment .

4) There is need for more co ordination between the HR personnel at Head office and those at other locations such as at Nalagarh factory, Mysore, and Mini Metro's

5) Internal talent should be considered for new positions before considering to external / lateral recruits.

6) Initial screening process needs to be strong to eliminate candidates that are not suitable for the position.

7) There is a need to be more Proactive and initiate recruitment procedures in advance for critical positions that are known to become vacant .

8) It is observed that the Job description is still not comprehensive and the Job description and Manpower Requirement Form need to be clubbed together as one document instead of wasting time on two separate documents. Also, the Manpower Requirement Form and Job description need to capture the information and profile more specifically, thus helping in recruiting the right talent for the post.

9) Job description need to be constantly updated.

10) A Resume bank needs to be created, so that all the resumes received through Job portals and through WeP World are banked for future utilization, which will result in saving of a lot of time, and helping in decreasing the time lost sourcing each time a new vacancy arises.

11) All the CAF's filled online need to be entered into a database for use in future

12) There should be prioritizing of the job positions depending on its critical nature and TAT needs to be tighter for such job positions

13) There should be a one point contact for new joinees that need to be communicated to them while sending the offer mail.

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14) The Admin or TA Team should make a courtesy call to new joinees to welcome them into the WeP and try to make their coming on board an easy process by offering accommodation for a few days if required in case of relocating candidates

15) Relieving terms should be tightened and there is need for introducing new initiatives to prevent high levels of attrition.

16) An online status MIS is required for all positions with the TA team.

17) After every screening step, a feedback needs to be sent to the candidates informing them of their status with respect to the interview, candidates that are reject too need to be informed via mail and a standard template needs to be prepared to address the same so that our external customers too have a good impression about WeP.

18) The new recruits in their feedback conveyed that they need to be informed about the job profile and job expectations in advance. Also, the final interviews should be done at the scheduled time as they take time off from their jobs to give the interview.

19) It is difficult for the TA team to fill positions that have low salaries and which are outside Bangalore such as the WeP Touch positions, and other positions requiring local candidate, it would be appreciated if for these types of vacancies, the supervisor at the regional office refers candidates.

20) An MRF template has been made for the outsourced position and is the value add by the TA team for this type of recruitment.

21) There is need for a proper Induction process to be given for every new joinee at the earliest.

22) The induction process should also include training for emergencies, such as a fire break out and the use of safety equipment.

23) A complete job analysis needs to be done for every role in the organization with respect to everyday tasks and responsibilities by asking the person presently in the position and his immediate supervisor, which should be documented so that when a new candidate comes on board he is directly given the docket and knows his job and can start

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delivering as soon as possible and there is no delay, which normally occurs till the new joinee gets familiar with job deliverables and procedures.

24) Retention Strategies are concerned WeP is making a good attempt by introducing different initiatives to retain its talents . However it is depending on various factors like Technology , Brand name, Rewards, Industry and the location.

CONCLUSION-

The Talent Acquisition Team's performance has been overall very good except for specific areas of improvement, the recommendations cover the areas that need a bit of correction and also a few suggestions have been made which may be implemented.

The WeP Retention program is yielding results in many cases , but due to the market conditions for Job and the fluctuations in the product market there will be high attrition compared to the Industrial standards.

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