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A Research Paper on the Effectiveness of Talent Acquisition Procedure of Larsen & Toubro

Abstract:

An organization is by the people, of the people and for the people. Dealing with several people is not an easy task. To communicate with several stakeholders of the company, the people of the organization should be competent enough. For this, company needs to have such a human force that can take the company to greater heights considering it as their own company. Hence, it is indispensable to take due care while acquiring the right person for the right job, at the right time. If the company fails to acquire the wrong person, it will have to bear huge costs not only in terms of money but also in terms of time, missed opportunities, dissatisfied stakeholders specially clients and a negative impact on the company as a whole.

Hence in this research I have tried to understand the Talent Acquisition procedure of a company and also tried to know that how effectively it is serving the purpose what it is meant for.

Key Words:

Talent, Recruitment, Selection

RESEARCH PROBLEM

Acquiring the right person for the right job with the right talent.

Research Objective:

- To genuinely understand the talent acquisition i.e. the recruitment and the selection process of the company and its effectiveness.
- To see whether the employees are satisfied with the norms and procedures of the selection.
- To check whether the selectors are happy with the candidates shortlisted by the HR.
- To check whether the candidates are getting jobs as per their qualifications.
- To check whether candidates/applicants are happy with the talent acquirers.
- To check whether applicants are responded within stipulated time period.
- To check whether the entire process of selection takes place within stipulated time period.

RESEARCH DESIGN

The company is divided into various divisions. For Example, the Mumbai cluster is divided into CBF (Commercial Buildings & Factories) & RBF (Residential Buildings & Factories). My Internship was under the RBF Divisions wherein I was in the RBU (Residential Building Unit). As the survey conducted is pertaining to the effectiveness of Talent Acquisition Process, the information was collected from the ones who have been

the talent for the company and gone through the selection process which means the employees and the ones who are directly involved in talent acquisition process which means the interviewers.

SOURCES OF DATA & METHODS OF COLLECTION

The data were collected from both the kinds of sources, the primary sources and the secondary sources. The primary data was collected by getting the questionnaires filled by the staff of L&T as well as observation. The secondary data was collected from the various journals of the company namely ECC CONCORD, ECC NEWS, THE L&T-ites, Helmet, Reaching Out as well as their website and their Book for Policy Guidelines.

POPULATION SIZE

As we very well know Larsen & Toubro is a big giant so it is not possible to collect the data from all the employees of the company. But as my study was confined to the RBU of the Mumbai Cluster Office at Andheri i.e. Landmark, the size of the population was 80 for the employees and 20 for the interviewers.

SAMPLING METHOD

The sampling method used in this study was Non-Random Sampling Method wherein I underwent the Convenient Sampling. As my work was office based and the data that I wanted was from the office based staff I had selected the employees present on a particular day. Many of them belonged to the same department, many from different departments like P&OD (Personnel & Organizational Development), Finance & Accounts, Formwork, Procurement, etc.

SAMPLING FRAME

The sample size decided by me was 30 employees and 10 interviewers but due to their unavailability I was able to collect the questionnaires from 29 employees whereas I got response from all the 10 interviewers selected by me.

DATA COLLECTION INSTRUMENT

This refers to the tools that we use to collect the data from our respondents in the survey. I had prepared to questionnaires which are added in the Annexure. One was for the survey from employees and the other one was for the survey from interviewers.

DATA ANALYSIS:

Chart 1

From the years of experience of people in L&T it can be observed that the company is lacking in the retention of the employees. Hence we can say that the employees may be dissatisfied with the

designations held by them.

Chart 2



The major thing attracting the people to work in this organisation is simply brand name. Only one of the said that the culture of the company attracted him to work in this company.

Chart 3

One of the important thing while Talent Acquisition is providing Job Description and as we can half of the employees didn't get job description while being posted.

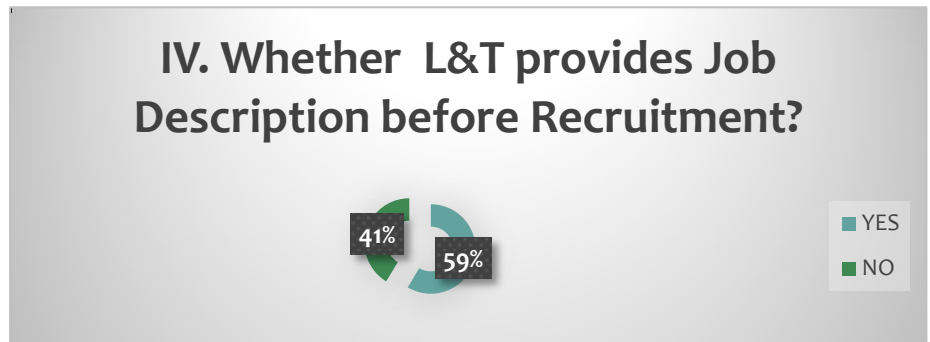


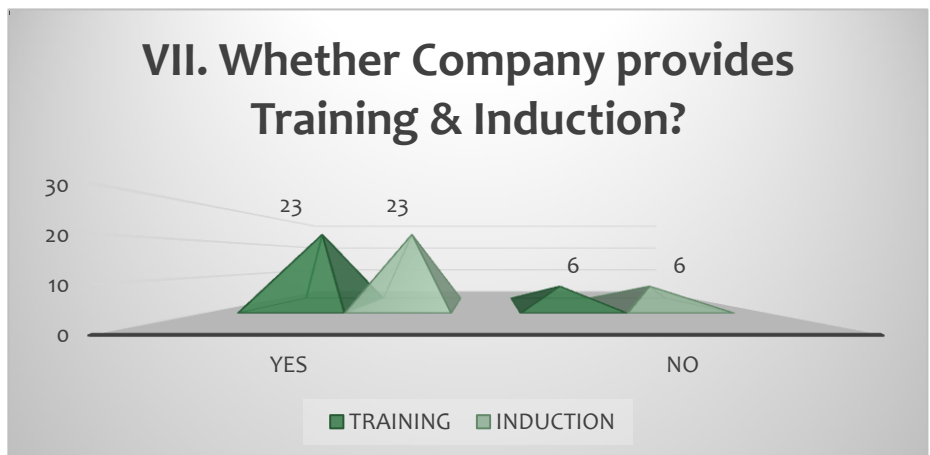
Chart 4

Out of all there was 1 Interviewer and 9 employees dissatisfied with the selection procedure.



Chart 5

One of the important part of proper Talent Acquisition is providing Training and Induction facility. Out of 29 employees 6 employees were such who were not provided with the same which is again a loop hole in the Talent Acquisition.



FINDINGS

- 50% of the employees seems to be satisfied with the Talent Acquisition Procedure.
- L&T is not able to meet the uncertain increase in applicants.
- HR works really hard to keep the employees satisfied and engaged.

- Extreme care is taken in selecting the panel for the interviews.
- Lack of proper time management.
- Decisions are taken collectively.

SUGGESTIONS

- Proper Time Management.
- The applications - scrutinized by the HR Department
- Feedback
- Orientation
- Provision for recreational facilities
- Proper guidance in relevance to the EIP (Enterprise Information Portal) System

LIMITATIONS

- Employees were highly engrossed in their respective tasks.
- Certain employees were absent.
- Certain denied to provide their views.
- One of the question in the questionnaire was a bit tricky.
- Many did not give much relevance to the questionnaires.
- Study was confined to the RBU of Mumbai Cluster Office.

CONCLUSIONS

- Proper job description is essential in the Talent Acquisition Procedure.
- Proper evaluation of the vacant position and the available person's qualification, experience and skills is necessary before the posting of the person.
- Induction and training should be given to the employees as per the requirement.
- Employer Branding plays a key role in the Talent Acquisition.

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