

Best Internship Paper 2021-22

A Comparative Analysis of Talent Acquisition Process at TCS and JSPL

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Introduction

The Human Resources play a very important role in growth and development of the organization. We can say that they are the asset of every organization. The success or it may be failure is largely dependent on caliber of the people working there. Without effective contribution from human resources, an organization cannot progress and prosper. In order to fulfill the requirements or organizational goals the organization need to recruit efficient people with requisite skills, qualifications and experience as well. In Companies where there are larger Human Resources team, it is very common to separate the business-facing side of from other departments. The purpose of this report is to give insight of Talent Acquisition process in the organization. Each chapter contains detailed discussion of the talent acquisition process followed by Tata Consultancy Services (TCS) and Jindal Steel and Power Ltd (JSPL) which basically conveys how things are carried out in the HR Department. The methodology used here to gather information is mainly Secondary data. This specific report is mainly based on the prime responsibilities that were needed to do during the internship period at JSPL, Angul. Since the internship was in the Talent Acquisition division of HR department, the report has been prepared mainly considering the theme of Talent Acquisition or recruitment process. This report is a descriptive one; no quantitative analysis has been done here. In the very beginning of the report, the background of Talent Acquisition at JSPL and doing comparative analysis with TCS has been described. After that the general process of recruitment or talent acquisition that can be followed by any organization has been elaborated. The steps of a proper talent acquisition process have been discussed carefully using different HR terms. The report is mainly based on the talent acquisition process. The goal of this report is to compare the practical experience gained during the internship period for 45 days at JSPL with the theoretical knowledge and to find out the similarities and differences between the two.

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The primary objective of this report is to give an overall idea about the talent acquisition process of both the companies and also the general talent acquisition process and then to analyse their relationship.

Objectives of Study

- a) To gain an insight of the standard and customized process of talent acquisition used by JSPL and TCS.
- b) To compare and contrast the process of talent acquisition followed by JSPL and TCS, by conducting a descriptive analysis.

A Theoretical Review

Talent Acquisition is the process of finding and acquiring skilled human force for organizational needs and to meet any human resource requirement. Talent acquisition is a whole process of identifying, acquiring, assessing, and hiring candidates to accomplish the organizational needs. Every organization has an effective talent acquisition team in place to fill required job positions with skilled human resources. Professional skills should include maintaining compliance and hiring standards, candidate assessment, sourcing strategies, employment branding practices, and corporate hiring initiatives. Talent Acquisition is a separate department that works in tandem with the human resources department for corporate level hiring within a company. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements. Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations, however, recruiting as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development. Talent acquisition is quickly becoming a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting

requires a well-thought-out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The employment brand, therefore, encompasses not only the procurement of human capital but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

The Talent Acquisition Procedure



The talent acquisition process followed by **JSPL** typically consists of 9 steps, and they are:

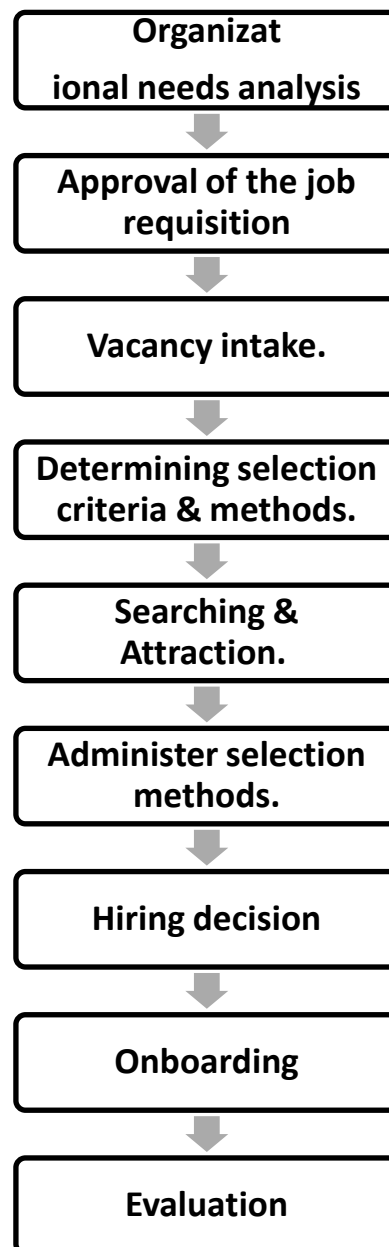


Fig1.1 Talent Acquisition Procedure at JSPL

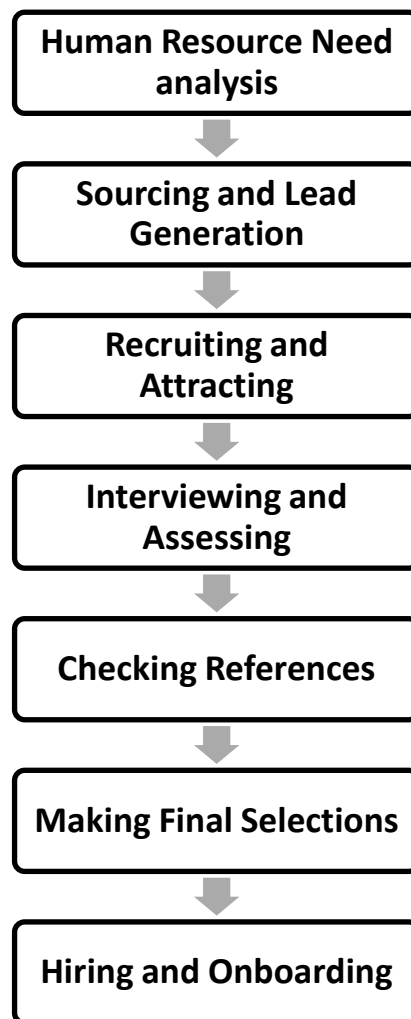


Fig 1.2 Talent Acquisition Procedure at TCS

Comparative analysis refers to the comparison of two or more processes, documents, data sets or other objects. Comparative analysis is used to compare large volumes of records, documents, images, sensor data and other information to assess the effectiveness of the data.

Talent Acquisition is not only confined to filling of the job positions but also utilization of the skill of the candidates that comes out of a rigorous recruiting process as means to fill similar positions in the future also.

Comparative Analysis of TCS and JSPL - Talent Acquisition Process

1. **Nature of the Organization:** TCS and JSPL belong from two different industries TCS is from Service industry i.e., ITES Industry and JSPL is from manufacturing industry i.e., Steel Industry.

They are different in every possible way. Considering the multi-national organizations have different characteristics and these could be partly explained in a different adoption in HRM practices as well.

2. **Point of Difference:** There is an obvious difference of recruiting and hiring procedures, methods, Compensation, and Benefit strategy, employee engagement strategy and much more. Both the companies stand out of the race, in their respective industries.

3. **Size of the Company:** Number of employees and size of the organization are two huge factors creating a huge difference while comparing both the organizations.

TCS has its own brand value in service segment industry, and it's one of the largest IT companies. As of February 2021, TCS is the largest IT services company in the world by market capitalisation (\$200 billion).

JSPL is a leading player in steel, power, mining, oil and gas and infrastructure in India. JSPL is a part of about 130000 crore (US\$18 billion) diversified O.P. Jindal Group conglomerate.

4. **Issues faced by Employees:** The role of HR in both organizations differentiates from each other. HR managers in TCS are too glued with the culture of the organization and issues employees face in company. The problems are eradicated then and there because of the open communication between employees and HR-BP.

Whereas, employee issues in JSPL, are solved through proper legal channel and moreover sometimes, it is not even noticed or heard when a decision is made, by senior management as very strong hierarchy is followed, there with a set of rules and procedure.

5. **Training & Development:** In JSPL, employee training and development is still overlooked by top management in local organizations decreasing chance of up gradation.

TCS provides proper training skills for their employees to sustain and upgrade themselves rather increasing the employee turnover rate.

Table -1: Comparative Analysis of Factors Affecting Talent Acquisition process

Factors	TCS	JSPL
Sourcing and Lead Generation	Sourcing at TCS is done through various methods and techniques such as- • Sourcing candidates through a recruiting database which is maintained by TCS HR Department. • Sourcing of candidates is also done through various social media like LinkedIn, Naukri.com and much more. • Sourcing is also done through online job posting on various job portals. • Sourcing candidates via referral. TCS has started BYB (Bring Your Buddy), where the existing employees, can refer their friends, family, relatives for the required job position. • Sourcing candidates through a recruiter network. A recruiting network can provide a solution, since the recruiters within the network share candidates and job orders.	Sourcing methods used in JSPL are: • JSPL maintains a DATA BANK, where resume of different candidates is stored whenever they mail to any of the HR or the company's mail ID. This is later used in sourcing for a desired job role. • JSPL also sources resume from various colleges to fill the fresher's position if any bulk requirement is there. • JSPL uses social media posting in various job portals like Naukri.com and LinkedIn. • JSPL adopts Head Hunting process, where they source the candidates from competitive companies like TATA STEEL, JSW etc.
Recruiting and attracting candidates	Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and on boarding employees. Attracting candidates and recruiting them in TCS has various methods such as: • Social Media Recruiting-Recruitment is done through social media like Monster.com/Naukri.com/LinkedIn etc. • BYB is a great referral program initiated by TCS for referring candidates by existing employees. • Campus recruiting is done from various B-Schools and universities for hiring freshers. • Recruiting candidates within the organization by providing transfer and	Recruitment at JSPL is done through: • Recruitment at JSPL is done from various top B-schools like IIT, IIM for fresher's and also hired from OP Jindal University. This is done only for fresher's. • For experienced candidates, HR leads do head hunting from competitors like ArcelorMittal, TATA Steel. • Employee referral programme is implemented so that existing employees of JSPL can refer their friend, relatives.

	promotion and also IJP-Internal Job Posting, where the existing employees have the chance to work at different levels	
Interview & assessing	Interview is TCS done in various methods, like • Structured Interview • Semi-Structured Interviews • Unstructured Interviews Interviews are conducted online and offline also depending upon the location, work, and situation also. COVID-19, Promoted online interviews a lot, through Zoom, Google meet, Skype etc. but before that TCS stickled to the traditional method of interview like Walk ins, Panel interview etc. Moreover, On Campus, Off Campus etc. Assessment is done on the basis of skills, communication, characterization etc.	Interview and Assessment go hand in hand. JSPL follows a very traditional method of Interviewing. But for the head-hunting candidates they conduct online because of the time constraint. For skilled candidate, it's done through zoom, Google meet but, for unskilled and labour class they take a on ground test to assess their subfloor competency. For ex-Crane operator-comes for a test, to the plant and shows their skills and on that basis the selection decision is taken.
Checking Reference	TCS has a very strong team, for BGV-back ground verification. Every new joiner has to go through verification of their profile before or after joining. Also reference is checked if any candidate is joined through an existing employee reference.	JSPL has outsourced its background verification process to a vendor. They go through past employment records of the employee and working history.
Hiring and On boarding	It is one of the crucial phases of talent acquisition process. After lots of evaluations, hiring is done of a candidate in TCS. On boarding is the phase when the candidate comes in contact with the company for the first time. TCS has automated and simplified the on boarding process through use of Artificial Intelligence (AI).	Whereas JSPL still uses, traditional method of hiring and on boarding. They still ask the candidate to visit office and complete documentation. They still maintain the Paper files of individual candidate.

Conclusion

It is known to all that reality is very different from what we have learnt from our theory books. A person can only understand and get the idea of the world when he/she actually tries to get involved in the processes. Here in the internship, the situation is same for me as well. After getting involved

with the processes and people of the organization, I could visualize many things which were not possible only reading books. In the report talent acquisition process of both the companies has been described and elaborated. While preparing the report, I personally could understand where the differences and similarities lie. On a concluding note, it can be mentioned that the talent acquisition process of both the companies-JSPL and TCS is quite effective and efficient in their own way. Almost all the needed steps of the process are done in a systematic manner maintaining some structured methods. The Talent Acquisition team is continuously working on the process to improve it as much as they can, as per their respective industries i.e., Steel and ITES.

From my research, I would like to conclude that both the companies have huge potential to adopt and implement any type of talent acquisition process and changes.

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Links:

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