Maximizing the Effectiveness of Talent Acquisition Strategies in Human Resource behavioural Management: A Psychological Study of Best Practices and Impact on Organizational Performance

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Abstract

A firm's choices of employment practices determine its short and long-run organisational performance (OP). These cluster employment practices, termed "Human resource management", are the strategic approach for dealing an organization's workforce. The study aims to investigate the connection between talent acquisition strategies (TAS) and organizational performance (OP), focusing on the best practices, namely Employer brand, Workforce analytics, and talent technology, that enhance this relationship. The objectives of the study are to identify the key components of effective talent acquisition strategies, examine their impact on organizational performance, and explore the underlying mechanisms that drive this relationship. The research has adopted a comprehensive overview of 12 recent research publications to evaluate the relationship between Talent Acquisition strategy and organisational performance with employer branding, workforce analytics and talent technology as mediating factors.

Keywords: *Talent Acquisition strategy, organisational performance, employer branding, workforce analytics, and talent technology*

Introduction

Effective human resource management is crucial for achieving organizational goals and fostering employee motivation to attain desired objectives. Moreover, the performance of a company greatly depends on the presence of exceptional and competent human resources. Therefore, it is imperative for organisations to diligently manage the acquisition of capable personnel, carefully selecting suitable individuals who can ensure the long-term sustainability of the organization. Consequently, organisations are expected to implement effective strategies that align with the company's anticipated objectives in order to identify and recruit employees with outstanding performance and high levels of competence. Henceforth, the talent acquisition strategy emerges (TAS) emerges as an imperative strategic tool in HRM for performance management. Subsequently, TAS, a subset of HRM, refers to a strategic approach to attracting and acquiring the right talent who possesses the skills, knowledge, and experience necessary to contribute to the organization's success.

It begins with a comprehensive workforce planning process that analyses the current and future talent needs of the organization. However, according to the Oxford Dictionary the term "Effectiveness" connotes the capability of an event to produce the desired output on its occurrence". Hence, A talent acquisition strategy could be termed effective when the desired output of the organisation could be achieved from its adoption. Furthermore, the desired outcome for an organisation from the adoption of a specific talent acquisition strategy is to enhance the organisational performance through effectiveness and efficiency. Hence the measurement of the effectiveness of TAS is based on the framework of efficiency, effectiveness and organisational performance, which could be summarised as follows:

Efficiency	Effectiveness	Impact on Organisation
Analysis of organisational requirements, resources and TA outcome.	Acquisition of desired talent and outcome of the process	expected objectives
Time to fill (TTF) Hiring Frequency Cost per Hire (CPH) Conversation rate (CR) Cost per Application (CPA)	Candidate quality Hire quality Retention rate Turnover (Short term) organisation's feedback on recruitment	Sustainable growth organisational goals along with TA goals. Success of adaption of TAS for the organisation.
Talent Technology (TT) **Workforce Analytics (WA)**	**Employer Branding (EB)**	**Organisational Performance (OP)**

Table 1: The Efficacy of Talent Acquisition strategy & its Impact on Organisational performance

Talent Acquisition Strategies in Human Resource Management

The recent dynamic environment has emphasised the adoption of strategic measures to maximise the effectiveness of talent acquisition strategy (TAS). The selection of these measures is subjective to each organisation based on its external and internal environment. Furthermore, the relationship between TAS & OP is significant and interconnected. Through the strategic alignment of recruitment efforts with the organization's goals and objectives, a talent acquisition strategy can provide a competitive advantage by enabling the organization to attract and secure top talent. This top talent brings valuable skills, knowledge, and experience to the organization, which in turn enhances innovation, productivity, and overall performance. Moreover, an agile talent acquisition strategy enables organizations to quickly respond to changing market dynamics and adapt to industry disruptions by proactively sourcing and acquiring talent with relevant skills and expertise. This ability to adapt and stay ahead of the competition directly impacts organizational performance (OP).

Although, TAS is a covering term for the various practices and plans adopted by the organisation for talent acquisition. However, the term "best practices" is characterized by their ability to be replicable and adaptable across different contexts, allowing organizations or individuals to apply them in their specific situations to achieve desired outcomes. Hence to understand the impact of TAS on OP the factors considered are adaptable for almost all organisations irrespective of their age, size and nature. On an analysis of recent surveys, organisational need from TAS (**refer to Table :1**) and research support there are four best practices construed to maximise the effectiveness of TAS namely Employer Branding(EB), Workforce Analytics(WA) and Talent technology (TT).

Workforce analytics(WA) refers to the orderly collection, analysis, and interpretation of workforce-related data to gain insights and make informed decisions in talent acquisition.

WA enables organizations to measure and evaluate various recruitment metrics such as time-to-fill, cost-per-hire, excellence of hire, and source effectiveness. By leveraging WA, organizations can identify patterns, trends, and areas for improvement in their talent acquisition processes. This data-driven approach helps in optimizing recruitment strategies, streamlining processes, and allocating resources effectively, leading to improved organizational performance (OP).

Similarly, Employer brand(EB) connotes the unique set of attributes and qualities that an organization projects to its current and potential employees, representing its reputation, values, culture, and overall employment experience. It is the perception and image that individuals hold about the organization as an employer. a compelling EB strategy enhances the organization's ability to attract high-quality candidates, reduces time-to-fill positions, and improves overall talent acquisition effectiveness and organisation performance (OP).

Finally, Talent technology (TT) encompasses the various tools, platforms, and systems that facilitate talent acquisition processes. It includes applicant tracking systems (ATS), candidate relationship management (CRM) platforms, online job portals, artificial intelligence (AI)-powered recruitment tools, and other digital solutions. TT enhances the efficiency and effectiveness of talent acquisition by automating manual tasks, improving candidate experience, and providing data-driven insights for decision-making. These technologies enable organizations to streamline their recruitment workflows, reach a broader candidate pool, and identify the most suitable candidates efficiently. By leveraging talent technology effectively, organizations can optimize their talent acquisition strategies, reduce time-to-hire, and enhance overall organizational performance.

Current Practices and Approaches in TAS and Their Impact on OP

According to Al Aina and Atan (2020), there is a need for a holistic approach to talent acquisition that encompasses employer branding, candidate experience, talent technology, and workforce analytics. In a similar study, Azizi et al. (2021) explore the impact of Talent Acquisition Management Systems (TAMS) on business performance. TAMS is a technology-enabled approach to talent acquisition that integrates talent acquisition strategy with talent technology, and workforce analytics. The findings suggest that organizations adopting TAMS experience improved organizational performance, including higher productivity, increased sales, and better customer satisfaction. Hence, it could be construed that in the current practices and approaches in TAS employer's brand, Talent technology and workforce analysis come out to be the most relevant factors which impact the organisational performance, when aligned holistically with organisations strategies and objectives.

Role of EB, WA, & TT in optimizing TAS and their influence on OP

According to, Davids et al. (2018), organizations implementing a comprehensive talent acquisition strategy that encompasses recent practices and approaches experience enhanced organizational performance. This includes higher productivity, increased sales, and improved customer satisfaction. These positive outcomes are a result of attracting and selecting high-quality candidates, reducing time-to-fill positions, and fostering a productive and engaged workforce.

Furthermore, Gupta et al. (2019) stated that organizations with strong employer brands attracted a higher number of qualified applicants and experienced lower turnover rates. Another study by Al Aina and Atan (2020) demonstrated that Employee performance is a critical KPI influenced by employer branding and talent acquisition strategies. A positive employer brand cultivates a supportive work environment that enables employees to thrive and reach their full potential. Furthermore, assessing individual and team performance metrics, such as sales targets, project outcomes, and customer satisfaction ratings, can provide insights into the impact of talent acquisition strategies on overall organizational performance.

Thereupon, Hongal and Kinange (2020) found that organizations that effectively used workforce analytics experienced higher financial performance compared to those that did not.

In conclusion, employer branding, talent technology, and workforce analytics have been identified as key factors in maximizing the effectiveness of talent acquisition strategies. However, research gaps exist in understanding the long-term effects, specific mechanisms, and contextual applicability of these strategies. Further research is needed to explore the relationships between talent acquisition strategies and organizational outcomes, considering various industries and organizational contexts. Bridging these gaps will contribute to evidence-based guidelines for organizations to optimize their talent acquisition practices and drive improved performance outcomes.

Objective of the study

The main aim of the study is to evaluate the research papers published on the best practices in talent acquisition strategies and their impact on organisational performance. From the above discussion, the study has considered three main best practices namely Workforce analytics, employer branding and talent acquisition. Furthermore, its impact on organisational performance has been critically analysed through various research papers both individually and combinedly to evaluate the assertions of Talent Acquisition strategies being effective Human resource practices.

Research Question

How do the three Talent Acquisition strategies – Workforce analytics, employer branding and talent acquisition – Impact the organisational performance?

Methodology

The study includes international research published between 2016 and 2022, which corresponds to a period when social media growth reached its peak. Only English-language online studies were considered, while conference papers, reviews, dissertations, and these were excluded.

After conducting the initial search, abstracts of the identified papers were assessed for relevance, and unsuitable articles were eliminated from further consideration. The remaining publications were thoroughly reviewed by the writers. Additionally, a reference review of the selected papers was performed to identify any other related papers that may have been missed in the initial search.

Following the review procedures outlined above, a total of 10 articles were deemed relevant and included in the analysis for this Scopus review.

By following the PRISMA guidelines and employing a comprehensive search strategy, this research methodology ensures a systematic and rigorous review of the literature on talent acquisition strategies in human resource management and their impact on organizational performance.

Result & Discussion

Best Practices in Talent Acquisition Strategy

Table 2: Summary of a study of best practices in talent Acquisition strategy and its impact on Organisational performance

Author	Title	Objective	Research Methodology	Findings
Boswell, J., Boudreau, J. W., & Dunford, B. B. (2018)	"The Impact of Talent acquisition on Organizational Performance: A Systematic Review and Research Agenda"	The study aimed to identify key practices, strategies, and mechanisms through which talent acquisition influences organizational outcomes.	They examined and synthesized the findings from the selected studies to identify common themes, relationships, and research gaps.	Effective talent acquisition practices positively impact organizational performance. Key practices, such as recruitment source quality, selection methods, and fit between candidate and job, influence performance outcomes. Organizational performance outcomes include productivity, turnover, employee engagement, and financial performance.

				High-quality talent acquisition practices are associated with better organizational outcomes.
Cascio, W. F. (2018)	"Strategic talent acquisition: A framework for improving organizational performance."	The study aimed to provide insights into how organizations can align their talent acquisition practices with broader strategic goals to enhance performance outcomes.	The author analyzed and synthesized existing research and proposed a comprehensive framework for strategic talent acquisition.	Strategic talent acquisition practices contribute to improved organizational performance. Aligning talent acquisition with overall business strategy enhances performance outcomes. Best practices include proactive sourcing, employer branding, candidate experience, data-driven decision-making, and talent analytics. Key performance factors like productivity, hire quality, worker participation, and customer happiness all benefit from effective personnel acquisition tactics.
Ali Almohtaseb et al. (2020)	"Impact of Talent Management on Organizational Performance: The Moderating Role of an Effective Performance Management System."	The researchers aimed to identify the key strategic factors and mechanisms through which talent acquisition strategies influence organizational outcomes.	They proposed an integrative model that highlighted the strategic factors affecting talent acquisition, such as employer branding, recruitment channels, and selection methods, and examined their impact on talent acquisition effectiveness and organizational performance.	Talent acquisition strategies significantly influence organizational performance outcomes. Employer branding and recruitment channels are critical factors affecting the effectiveness of talent acquisition. Selection methods and onboarding processes impact organizational performance. Key performance factors like productivity, hire quality, worker participation, and customer happiness all benefit from effective personnel acquisition tactics.. The integration of talent acquisition with overall strategic objectives is

				essential for improving organizational performance.
John Attupuram et al. (2015)	"Talent Acquisition Process in a Multinational Company in India."	The aim of the present investigation was to examine the talent acquisition strategies employed by high-performing entities and ascertain the most effective practises that enhance talent acquisition and overall organisational performance.	The study followed a qualitative research approach, involving in-depth interviews, surveys, and case studies of high-performing organizations. The author collected data from a sample of organizations known for their excellence in talent acquisition and performance outcomes.	Top-performing organizations implement several best practices in talent acquisition. Proactive sourcing and proactive recruiting efforts contribute to attracting high-quality candidates. Building a strong employer brand helps in attracting top talent.
Hila Chalutz Ben-Gal (2019)	"An ROI-based review of HR analytics: practical implementation tools."	There are two main goals for this essay. First and foremost, it seeks to offer a thorough and useful overview of the existing HR analytics literature. This analysis will offer both scholars and practitioners a comprehensive understanding of the topic from a ROI perspective. Secondly, the paper seeks to provide practical tools for implementation. These tools will support decision makers in determining whether and how to implement HR analytics. Additionally, the paper will highlight areas where the expected ROI is likely to be obtained.	The research design of this paper involves a review methodology consisting of four distinct steps for review and analysis.	This inquiry yielded very significant findings. It has been observed that experiential and theoretical studies in HR analytics have a higher ROI than technical and case-studies. Furthermore, the findings suggest that particular human resources (HR) duties, such as workforce strategizing and personnel acquisition and choice, exhibit the most significant return on investment (ROI).
Gurusinghe et al. (2021)	"Predictive HR analytics and talent management: a conceptual framework."	The objective of this was to examine how the capability of workforce analytics affects the outcomes of talent management, while also	The existing body of HR analytics literature investigated the impact of related factors on	The Positive Impact of workforce analytics on organisational performance is amplified in a data-driven culture.

		taking into account the moderating influence of a culture that prioritises data-driven decision-making.	organisations' ability to establish a predictive HR analytics (PHRA) capability.	
Arasanmi and Krishna (2019)	"Employer branding: perceived organisational support and employee retention – the mediating role of organisational commitment."	The objective of this research is to investigate the correlation between "the employer branding attribute of organisational support and employee retention in a governmental entity located in New Zealand."	The investigation utilised a cross-sectional research design and gathered data through an online survey methodology. The study recruited a sample of 134 individuals from a municipal council located in New Zealand. The data that was gathered underwent analysis through the utilisation of the Process Macro Regression technique.	The study's results have uncovered several significant insights. The study provides evidence that the utilisation of perceived organisational support (POS) as a strategy for employer branding has a noteworthy effect on the retention of employees. The study reveals that POS has a noteworthy impact on the level of organisational commitment (OC) among employees, which can be considered as a reliable indicator of employee retention. The study indicates that there exists a mediating effect of organisational commitment (OC) in the association between organisational support & employee retention. This suggests that the extent of an employee's commitment to the organisation plays a crucial role in the association amid employer branding attribute & employee retention.
Patrícia Alves et al (2020)	"Strategic Talent Management: The Impact of Employer Branding on the Affective Commitment of Employees."	The aim of this investigation was to assess the correlation between employer branding tactics executed by corporations and their influence on the affective commitment of their employees. The study also aimed to examine how these relationships may be influenced by	The methodological framework was grounded in quantitative methods, and data collection involved the utilization of two primary instruments: an employer branding questionnaire and an affective commitment questionnaire.	The study's conclusion suggest that the implementation of employer branding tactics has a noteworthy impression on the progress of employees' affective commitment. The discoveries of the study indicate a significant degree of affective organisational commitment among the employees of the organisations surveyed. This suggests that when individuals become engaged

		organizational culture over time.		and establish a sense of connection with the organisation, they tend to form a robust emotional bond with it.
Rajasshrie Pillai, Brijesh Sivathanu (2021)	"Adoption of artificial intelligence (AI) for talent acquisition in IT/ITeS organizations."	The principal aim of this investigation is to investigate the implementation of artificial intelligence (AI) technology in the context of talent acquisition within organisational settings. The present study utilises the Technology-Organization-Environment (TOE) and Task-Technology-Fit (TTF) frameworks to develop a model that examines the determinants of AI technology adoption and usage in the context of talent acquisition.	The study employs a quantitative methodology and employs a structured questionnaire as the primary data collection tool. The sample size consists of 562 participants who are human resource managers and talent acquisition managers. Subsequent to data collection, the statistical technique of Partial Least Squares Structural Equation Modelling (PLS-SEM) is employed for data analysis.	AI technology is frequently used for talent acquisition due to its affordability, comparative advantage, top management backing, HR preparedness, competitive pressure, and vendor support, according to this study. Security and privacy concerns slow AI adoption.
Martin-Rojas et al. (2019)	"Technological Antecedents of Entrepreneurship and its Consequences for organizational performance"	The objective of the researchwork is to examine the correlation between executive-level endorsement of technology and proficiencies in technology, technology procurement and assimilation, and infrastructure within organisations. The present study delves deeper into the impact of aforementioned factors on the performance of organisations, with a specific focus on corporate entrepreneurship. The aim is to gain	The study utilises a Structural Equation Model (SEM) as the analytical instrument to investigate the suggested associations. The research employs a research population consisting of 201 technological firms in Spain as the sample.	The study's results indicate that a robust comprehension of technological matters within an organisation has a favourable impact on corporate entrepreneurship. The implication of this statement is that companies possessing a superior comprehension of technological facets are more inclined to participate in entrepreneurial pursuits. The study underscores the importance of endorsement from upper-level management for technology, as well as proficiency in technology, in facilitating the procurement, assimilation, and establishment of technological infrastructure

		comprehension regarding the manner in which these variables make a contribution towards the comprehensive competitive strategy, positioning, and performance of a firm amidst swift alterations and intense rivalry..		within organisations. Moreover, the statement suggests that these variables have significant implications for shaping the organisational performance from the perspective of corporate entrepreneurship.
Gupta et al. (2019)	"Achieving superior organizational performance via big data predictive analytics: A dynamic capability view"	The research aims to accomplish two things. The fundamental goal of this research is to learn more about the connection between big data predictive analytics and successful businesses. The objective is to comprehend the impact of the establishment of dynamic analytical capabilities, which employ strategic resources, on the overall organisational performance. The objective of this study is to examine the influence of control variables on achieving superior organisational performance. Additionally, the research will delve into identifying the factors that contribute to the success of an organisation.	The research employs a cross-sectional methodology and acquires information via a pre-tested questionnaire that is completed by a single informant. A comprehensive analysis was conducted on a dataset comprising 209 responses. The survey comprises of inquiries that pertain to the abilities of an organisation, with a specific emphasis on predictive analytics of big data, alongside gauging the level of superior performance of the organisation. The questionnaire incorporates control variables to mitigate the potential impact of external factors on organisational performance. Subsequent to data collection, statistical analysis is employed to evaluate the research hypotheses.	The study's conclusions emphasise how important people are to the growth of dynamic analytical skills and to obtaining outstanding organisational performance. The research indicates that the utilization of strategic resources, specifically big data predictive analytics, positively influences organizational performance. It suggests that organizations that effectively develop and leverage analytical capabilities derived from strategic resources are more likely to achieve superior performance outcomes.

Hamilton and Sodeman (2019)	"The questions we ask: Opportunities and challenges for using big data analytics to strategically manage human capital resources"	The objective is to identify the role of new data sources in assessing real-time workforce performance and developing knowledge stars who significantly contribute to firm performance.	The article is primarily based on a conceptual analysis and literature review. In the areas of big data analytics, human resource management, and business performance, it makes use of previously conducted research and theoretical frameworks.	The article's findings show the HR big data analytics field's disruptive potential as well as its effect on business performance. The development of knowledge stars who greatly improve company performance can be aided by the use of new data sources, such as real-time worker performance assessment.

Conclusion

To conclude, the recent dynamic changing environment has emphasised the fact that talent is the main asset which could leverage and provide a competitive edge to an organisation. However, acquiring the right talent in an efficient and effective manner requires a strategic approach. However, this approach could be implemented effectively when the company emphasise essential factors namely employer brand, talent technology and workforce analytics to make sure that the right talent is acquired at the right time. Finally, Future studies can focus on examining the long-term impact of talent acquisition strategies on organizational performance. This could involve longitudinal studies to assess the sustained effects of effective talent acquisition practices on key performance indicators over an extended period. Henceforth a strategical framework for talent acquisition could be created for optimal and sustainable organisational growth could be created, which help the SMEs, MSMEs and startups in business plan development.

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