

Case Study :

Talent Search: A Challenge for Employers

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Human resource is the major resource of an organisation for its growth. The performance of the organisation depends on the human resources which are competent enough to make the optimum use of other resources. By human resource we mean the employees of an organisation. The organizations search for suitable persons for different jobs. They spend huge amounts in the recruitment processes for hiring worthy talents to suit to their requirement. But talent search is considered now as a great challenge faced by the employers around the world. Searching for a suitable talent, fitting to the need of the job in any organization has become a tough task. In the present employment scenario, it is a great challenge to search and find a candidate whose skill, knowledge and attitude will be matching with the specifications of that particular job in the organization.

In the present scenario, there are plenty of jobs available in different organizations, in both technical and non technical domain. Similarly there are numerous education providers offering management, technical or science

education with different types of diploma or degree qualifications. They are producing large number of qualified persons who are searching for jobs in all sectors. Jobs are plenty available and qualified youths are there but most of them don't match to the needs of the organizations. As observed, the young mass passing out with different professional courses are considering themselves as the deserving candidates to get a job as per their qualification. As they start facing the interviews for a job they encounter many hurdles for their suitable placement in any organization, in spite of their best talents and education. This clearly indicates that somewhere, a gap exists in matching the competency of the youth with the job specifications as per the need of the organization.

Recruitment advertisements are published in leading daily newspapers and the response have been very encouraging with the number of CVs received both in soft copies by mail and also hard copies by post. In case of walk-in-interviews also the attendance of candidates is sometimes beyond expectation. It becomes very

difficult to conduct the interview smoothly and effectively. But the end result is not encouraging. In many cases, we have not been able to get the suitable candidates to fill up the posts, as required by the organisation. Candidates are many but suitable candidates with required qualities are very few who can really be the assets for the organisation.

Being a part of many recruitment processes, we have the practical experience of the challenges faced by the organisations for searching worthy talents in the job market for their required jobs. As we have observed, the youth have acquired the required qualifications but their talents have not been adequately processed to match with the need of the particular job they are searching for. In many cases the candidates have more qualifications than the job requirement, but they have the demerits either in knowledge, skill or attitude. They make all efforts to make the CV very impressive but their performance in the interview do not match

with the information presented in the CV. They fail to convince the interview board about their competency of being an asset for the organisation and fitting to that job.

Two cases are presented here, which can reveal the reality as observed in the present employment market. **Panda Travel Mart**, a 40 years old luggage retail showroom at Bhubaneswar has 5 outlets. This organisation has the reputation of excellent human resource management policies. Panda Travel Mart has created an image of employee friendly management in retail sector. There are employees who have been working there for more than 25-30 years. Around 40% employees have completed 15 years of their service in that organisation. This indicates their job satisfaction in that organisation. Recently walk-in-interview was conducted to select suitable candidates for few vacancies in 6 categories of job. The table given below reflects the result of the recruitment process conducted in the month of January and February 2014.

Table-1 - Summary of the Recruitment Activities Conducted by Panda Travel Mart, Bhubaneswar for Six Categories of Job in January-February,2014

| Name of Post | Vacancy | Persons Applied (Nos) | Persons Shortlisted for P.I (Nos) | Persons Attended in P.I (Nos) | Persons Selected to Join (Nos) | Persons Joined (Nos) |
|-------------------------|---------|-----------------------|-----------------------------------|-------------------------------|--------------------------------|----------------------|
| Floor Manager | 1 | 52 | 5 | 5 | 1 | 1 |
| Customer Relation Exec. | 1 | 43 | 5 | 2 | 1 | 1 |
| Sales Associates | 5 | 67 | 9 | 6 | 3 | 1 |
| Marketing Exec. | 1 | 32 | 0 | 0 | 0 | 0 |
| Floor Assistant | 4 | 21 | 5 | 2 | 1 | 0 |
| Warehouse Associate | 1 | 31 | 3 | 1 | 0 | 0 |

P.I- Personal Interview

The table-1 indicates that suitable candidates were not found for two categories of job i.e Marketing Executive and Warehouse Associate. One candidate was selected for Floor Assistant, but he did not join. He even did not have the minimum etiquettes to inform the organisation for not joining. The requirement for Sales Associate was 5, where as only 3 persons were found suitable. The irony is that only one person joined out of those 3 selected. Besides the persons who attended the walk-in-interview, around 120 CVs were received by mail for the posts. Those applications were also considered and telephone interview was conducted for selecting them for personal interview. The number of application received was encouraging and the interests of the candidate expressed in the interview was very positive but performance was not impressive.

Another case study is relating to the recruitment of HR Executives in three organisations. The summary has been presented below in the Table-2. The data in the table clearly indicates that there are plenty of candidates searching for HR jobs. All of them have acquired MBA

degrees from different management institutes with specialisation in HR. Most of them are in job but not in core HR domain. They are in different jobs like Placement, Front Office, Back office, Administration, Counselling, Customer Relation etc. In many cases they were having the designation as HR executive but their job description was different from HR. They were mainly into administration work or even few cases miscellaneous works as the management desires. As the candidates did not have practical knowledge in core HR Management, mostly organizations are not interested to take the candidates fresh from institutes or from other work experiences in core HR jobs. Man Management is the crucial area in an organisation which needs to be handled by persons with practical training or experiences in that domain. In those three organisations the persons selected for the post were earlier working in HR department but not exposed to complete core HR functions. Hence they were sent for core HR practical training of 50 hours duration for getting the practical exposure in core HR functions. Now they are performing well as per the need of the organisation.

Table-2, Summary of Recruitment Process for HR Executive in Three Organisations

| Name of Organisation | Vacancy | Persons Applied | No of P.I Held | Persons Shortlisted for P.I (#) | Persons Attended in P.I (#) | Persons Selected to Join (#) | Joined |
|------------------------------------|---------|-----------------|----------------|---------------------------------|-----------------------------|------------------------------|--------|
| Rithvika Gold | 01 | 54 | 01 | 06 | 05 | 01 | 01 |
| Panda Travel Mart | 01 | 92 | 03 | 32 | 22 | 01 | 01 |
| KN Multi-Projects & Infrastructure | 01 | 65 | 03 | 24 | 16 | 01 | 01 |

P.I- Personal Interview

The two case studies as presented above indicate the fact that candidates are many but the suitable candidates with proper blending of knowledge, skills and attitude are very few. They have the required qualifications but not adequately educated for understanding their own strength and weakness relating to the job. This shows that there may be some lapses in talent management for empowering oneself employable and sustainable in the employment journey. The lapses were observed in three areas as described below.

Knowledge

The candidates have theoretical knowledge in their subjects, but not the practical knowledge which is required for being suitable to the job. They don't even have the knowledge regarding the job market and their strength and weakness relating to that. Even they don't show adequate interest to acquire the knowledge regarding the need of the organisation for any particular job. Hence they are not in a position to realise the need of their own empowerment for being employable and suitable for the post they are aspiring for. One must have the adequate knowledge about the expectation of the organisation and the process of fitting to that requirements.

Skills

Beside the qualification, one must have the required skills for proving his

competency in his respective areas. This may be life skill, soft skill or technical skill. Candidates are having highest degrees but lacking the minimum life/soft skills for being the asset in any organisation. The life skills or soft skills are the minimum requirements for working in an organisation effectively with good performance. These are the basic foundation for a worthy person suitable fitting to a job. Hence the focus should be on enrichment of life skills along with the professional qualification for making oneself employable.

Attitude

Attitude decides the altitude of a person. Attitude plays a major role in the selection process for a job. The person may be highly qualified and experienced but can't be considered as suitable if he has attitude problem. Many candidates are either over confident or over smart with negative attitude. They can't be the asset for any organisation. It has been observed that many candidates have been rejected due to this attitude problem. Their performance in the interview may be impressive but they can't be trusted. Hence tuning of attitude for being positive and constructive is a must for all the candidates in the employment journey.

Conclusion

This crisis can be solved if the educational institutes can think of including the practical training of the subject in the respective course so that the students will be empowered to face all challenges in the employment journey. The focus should be

on enriching their knowledge, skill and attitude with practical inputs as essential for their employability. Obtaining certificates of any professional qualification will never enable the students to be successful in their job search. Hence along with the professional education their inherent talent should be properly processed to make them employable. They should be properly oriented to assess their own strength and weakness in the employment journey and create the interest for empowering themselves to prove their worth for any job in any organisation.

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