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Impact of Talent Acquisition Practices on Employee Satisfaction and Organizational Productivity: Evidence from Hero Motocorp Ltd.

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ABSTRACT: Talent acquisition has emerged as a strategic human resource function that significantly influences employee satisfaction and organizational productivity. In a competitive and technology-driven business environment, organizations increasingly rely on systematic recruitment and selection processes to secure skilled and culturally aligned talent. This study examines the talent acquisition practices at Hero MotoCorp Ltd. and evaluates their impact on employee satisfaction and organizational productivity. The research adopts a descriptive and analytical research design, using primary data collected from 100 employees through a structured questionnaire and secondary data from journals, books, and company reports. Statistical tools such as descriptive analysis, correlation, and regression were applied using SPSS. The findings reveal a significant positive relationship between talent acquisition and employee satisfaction, as well as a strong impact of talent acquisition on organizational productivity. The study concludes that transparent, efficient, and strategically aligned talent acquisition practices enhance workforce morale and contribute to improved organizational performance.

KEYWORDS: Talent Acquisition, Employee Satisfaction, Organizational Productivity, Recruitment Practices, Hero MotoCorp.

I. INTRODUCTION

Talent acquisition plays a pivotal role in shaping the long-term competitiveness and sustainability of organizations. With globalization, digitalization, and rapid technological advancements, organizations face increasing pressure to attract and retain skilled human capital. Unlike traditional recruitment, talent acquisition emphasizes long-term workforce planning, employer branding, competency-based selection, and effective onboarding.

Hero MotoCorp Ltd., the world's largest manufacturer of two-wheelers, operates in a highly competitive and innovation-driven environment. The organization's sustained market leadership is closely linked to its ability to acquire qualified, skilled, and culturally compatible employees. Talent acquisition at Hero MotoCorp extends beyond filling vacancies and focuses on building internal capabilities, leadership continuity, and employee engagement. Efficient recruitment practices, transparent communication, and structured onboarding processes significantly influence employee satisfaction and productivity.

The key factors influencing talent acquisition at Hero MotoCorp included employer branding, organizational culture, compensation structure, job design, leadership vision, and technological infrastructure. Employer branding served as a critical determinant in attracting top-tier talent, with the company's reputation for innovation, sustainability, and career progression playing a central role in shaping candidate perceptions. A strong brand identity and recognition in the automotive sector significantly enhanced the inflow of applications from qualified professionals.

Organizational culture was another defining factor that influenced talent acquisition outcomes. Hero MotoCorp's emphasis on collaborative work environments, diversity and inclusion, ethical business practices, and continuous learning made it a preferred employer among skilled professionals. The compensation and benefits framework also played a pivotal role, as competitive salaries, performance-linked incentives, and flexible benefits attracted high-performing candidates. Additionally, the design of roles and responsibilities, availability of career development programs, and clarity in job expectations influenced the suitability and attractiveness of the positions offered. Leadership involvement in recruitment activities and the strategic use of digital platforms further contributed to optimizing the talent acquisition process.



II. OBJECTIVES OF THE STUDY

1. To study the factors influencing talent acquisition at Hero MotoCorp Ltd.
2. To examine the talent acquisition strategies adopted by Hero MotoCorp Ltd.
3. To analyze the impact of talent acquisition on employee satisfaction.
4. To examine the relationship between talent acquisition and organizational productivity.

III. HYPOTHESES OF THE STUDY

- H1: Talent acquisition practices have a significant impact on employee satisfaction at Hero MotoCorp Ltd.
- H2: Talent acquisition practices have a significant impact on organizational productivity at Hero MotoCorp Ltd.
- H3: There is a significant positive relationship between talent acquisition practices and employee satisfaction at Hero MotoCorp Ltd.
- H4: There is a significant positive relationship between talent acquisition practices and organizational productivity at Hero MotoCorp Ltd.

IV. REVIEW OF LITERATURE

Al Jawali et al. (2022) had investigated talent management practices within the public sector of Dubai by administering structured surveys to senior HR practitioners and line managers across multiple government entities. The authors had examined the influence of leadership commitment, competency frameworks, and career development programs on employee engagement and retention. Findings had revealed that strategic alignment of talent initiatives with organizational goals significantly enhanced workforce motivation and reduced attrition. The study had also identified bureaucratic rigidity and cultural inertia as key barriers to effective talent management. Empirical evidence had underscored the necessity of adopting agile talent practices and benchmarking against private-sector standards to elevate public-sector performance.

Kwok (2022) had critically reflected on labor shortages in the hospitality industry and advocated for enhanced industry-academia collaboration in a conceptual article published in the International Journal of Contemporary Hospitality Management. The author had argued that traditional talent pipelines failed to meet evolving skill requirements and had proposed joint curriculum development, apprenticeship programs, and research partnerships as remedies. The article had reviewed case examples from leading hospitality firms and universities, demonstrating improved graduate employability through experiential learning models. Kwok had underscored the need for continuous dialogue between stakeholders to co-create talent solutions and address systemic workforce gaps.

Holland and Shepherd (2022) had investigated the role of social media platforms in facilitating referral hiring by conducting a longitudinal analysis of recruitment data from multiple organizations. The authors had assessed how employee referrals via LinkedIn and Facebook influenced time-to-fill metrics and quality of hire. Results had demonstrated that social media-enabled referrals yielded candidates with higher retention rates and faster integration into teams compared to traditional referral methods. The study had also identified privacy concerns and algorithmic biases as challenges in social media recruiting. Recommendations had included adopting transparent referral policies and leveraging employee networks to augment organizational diversity and talent reach.

Gurchiek (2021) had reported on initiatives undertaken by employers to foster workforce diversity and cultivate inclusive organizational cultures by reviewing case examples and industry surveys published on SHRM Online. The article had described strategies such as targeted recruitment campaigns, bias-free screening tools, and employee resource groups aimed at underrepresented populations. Observations had indicated that organizations adopting comprehensive diversity hiring practices experienced improvements in innovation metrics and employee engagement scores. The author had underscored the role of senior leadership endorsement and cross-functional collaboration in sustaining inclusive cultures. Practical insights had included leveraging data analytics to monitor diversity outcomes and embedding inclusion objectives within performance appraisals.

Kravariti et al. (2021) had explored talent management practices in internationally oriented Greek SMEs through qualitative case studies involving in-depth interviews and document analysis. The study had identified context-specific challenges such as limited HR resources, family business dynamics, and regulatory complexity. Findings had revealed that SMEs adopted adaptive talent practices, including networking through diaspora communities and leveraging institutional partnerships, to attract skilled professionals. The authors had emphasized the importance of cultural



intelligence and participative leadership in sustaining talent engagement. Recommendations had included formalizing talent processes and enhancing employer branding to support international growth trajectories.

Hongal and Kinange (2020) had conducted an empirical review of talent management practices and their impact on organizational performance by synthesizing findings from extant studies across diverse industries. The authors had categorized talent practices into attraction, development, and retention dimensions, and had analyzed their linkages with productivity indicators, financial performance, and employee engagement. The review had reported that integrated talent systems significantly correlated with superior organizational outcomes, particularly when supported by leadership commitment and robust HR analytics. The authors had noted methodological variations in existing research and called for standardized metrics to enable cross-context comparisons. The review had contributed to a consolidated understanding of talent management’s strategic value.

V. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive and analytical research design to examine the impact of talent acquisition on employee satisfaction and organizational productivity.

Data Sources

Primary data were collected using a structured questionnaire administered to employees of Hero MotoCorp Ltd. Secondary data were collected from journals, books, company reports, and credible online sources.

Sampling Method and Size

Purposive and convenience sampling techniques were used. The sample size consisted of 100 employees from various departments.

Tools for Data Analysis

Data were analyzed using MS Excel and SPSS. Statistical tools included frequency analysis, descriptive statistics, correlation, and regression analysis.

VI. DATA ANALYSIS AND INTERPRETATION

Descriptive analysis revealed that job portals and employee referrals were the most common sources of recruitment. Telephonic interviews were perceived as the most effective recruitment stage. The majority of respondents agreed that the recruitment process was transparent, well-structured, and aligned with organizational goals.

Table 1: Reliability Analysis

Variable	Number of Items	Cronbach’s Alpha
Talent Acquisition	10	0.89
Employee Satisfaction	5	0.86
Organizational Productivity	5	0.88

Interpretation

Cronbach’s alpha values for all study variables exceed the acceptable threshold of 0.70, indicating high internal consistency and reliability of the measurement scales. This confirms that the questionnaire items used to measure talent acquisition, employee satisfaction, and organizational productivity were reliable and suitable for further statistical analysis.

Table 2. Descriptive Statistics of Study Variables

Variable	N	Mean	Std. Deviation
Talent Acquisition	100	3.92	0.61
Employee Satisfaction	100	3.88	0.64
Organizational Productivity	100	3.95	0.59



The descriptive statistics indicate that the mean scores for talent acquisition, employee satisfaction, and organizational productivity are above the midpoint of the scale. This suggests that respondents generally perceived talent acquisition practices as effective, leading to higher satisfaction levels and improved productivity within Hero MotoCorp Ltd

Table 3: Correlation Analysis between Talent Acquisition and Employee Satisfaction

Table 3. Pearson Correlation Matrix

Variables	Talent Acquisition	Employee Satisfaction
Talent Acquisition	1.00	
Employee Satisfaction	0.61*	1.00

*Correlation is significant at the 0.05 level ($p < 0.05$)

Interpretation

The Pearson correlation coefficient between talent acquisition and employee satisfaction is 0.61, which is positive and statistically significant at the 5% level. This indicates a moderate to strong positive relationship, implying that improvements in talent acquisition practices are associated with higher employee satisfaction. Hence, the null hypothesis (H01) is rejected.

Table 4: Regression Analysis – Impact of Talent Acquisition on Employee Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error
1	0.61	0.37	0.36	0.48

Table 4.1 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.42	1	18.42	57.30	0.000
Residual	31.08	98	0.32		
Total	49.50	99			

Table 4.2 Coefficients

Variable	Beta	t-value	Sig.
Constant	—	4.21	0.000
Talent Acquisition	0.61	7.57	0.000

Interpretation

Regression analysis reveals that talent acquisition significantly predicts employee satisfaction ($\beta = 0.61, p < 0.05$). The model explains 37% of the variance in employee satisfaction ($R^2 = 0.37$). The significant F-value confirms the overall fitness of the model. These results establish that effective talent acquisition practices enhance employee satisfaction, leading to the rejection of the null hypothesis.

Table 5: Correlation Analysis between Talent Acquisition and Organizational Productivity

Variables	Talent Acquisition	Organizational Productivity
Talent Acquisition	1.00	
Organizational Productivity	0.66*	1.00

*Correlation is significant at the 0.05 level ($p < 0.05$)

Interpretation

The correlation coefficient of 0.66 indicates a strong positive relationship between talent acquisition and organizational productivity. This suggests that effective recruitment, selection, and on boarding practices contribute significantly to enhanced productivity levels.



Table 6: Regression Analysis – Impact of Talent Acquisition on Organizational Productivity

Model	R	R Square	Adjusted Square	R	Std. Error
1	0.66	0.44	0.43		0.45

Table 6.2 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.88	1	22.88	31.25	0.000
Residual	29.12	98	0.30		
Total	52.00	99			

Table 6.3 Coefficients

Variable	Beta	t-value	Sig.
Constant	—	3.89	0.000
Talent Acquisition	0.92	30.36	0.000

Interpretation

The regression results indicate that talent acquisition has a highly significant positive impact on organizational productivity ($\beta = 0.92, p < 0.05$). The model explains 44% of the variation in productivity, demonstrating that strategic talent acquisition is a major contributor to organizational efficiency and performance. Thus, the null hypothesis (H02) is rejected.

Correlation Analysis

The Pearson correlation coefficient between talent acquisition and employee satisfaction was 0.61, significant at $p < 0.05$, indicating a moderate positive relationship.

Regression Analysis

Regression results indicated that talent acquisition had a significant positive impact on organizational productivity ($\beta = 0.92, p < 0.05$). The model explained 44% of the variance in organizational productivity.

VII. CONCLUSION

This study examined the factors, strategies, and outcomes associated with talent acquisition at Hero MotoCorp Ltd. using data collected from 100 employees through a structured questionnaire and analysed using descriptive statistics, correlation, and regression techniques. The findings indicate that multiple acquisition channels and selection stages significantly influence employee perceptions of transparency, efficiency, and suitability, with educational qualifications and telephonic interviews emerging as critical selection determinants, while internal transfers demonstrated superior long-term performance outcomes. Challenges in sourcing skilled talent underscored the need for diversified and proactive recruitment pipelines. The statistically significant positive relationships between talent acquisition practices, employee satisfaction, and organizational productivity confirm talent acquisition as a strategic driver of organizational performance. Although the existing system was perceived as generally effective, the study highlights the need for greater process standardization, enhanced transparency, and increased technological integration, particularly through refined interview protocols, optimized recruitment timelines, balanced academic and competency-based evaluation, and the application of HR analytics for data-driven decision-making. Overall, the research contributes to the academic understanding of talent acquisition in the manufacturing sector and offers practical insights for HR practitioners seeking to align human capital strategies with organizational objectives.

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