International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

An Empirical Study on Talent Acquisition and Development, Onboarding Practices, and Employee Experience during HR Internship

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ABSTRACT

This empirical study investigates how employee experience, onboarding procedures, and talent a cquisition affect corporate effectiveness.

The study looks into the ways that organized hiring and onboarding procedures improve worker loyalty, engagement, and productivity.

Employees and HR specialists were surveyed using a mixed methods approach that used quantitative and qualitative techniques.

The results show that inclusive onboarding, which emphasizes team integration right away, is ess ential for creating a positive work environment and lowering attrition rates.

Furthermore, hiring practices that prioritize both cultural fit and skill alignment greatly enhance l ong-term employee happiness and foster a cohesive work environment.

In order to create a resilient and engaged workforce, the report ends with suggestions for improvi ng HR practices, such as standardizing onboarding processes and bolstering employee developm ent initiatives. These results illustrate the importance of strategic, tech-enabled HR strategies in attaining long-term organizational growth and provide firms looking to optimize their people management fram eworks with useful insights.

Key words: Talent acquisition, Onboarding, Employee engagement and Experience

Introduction

I have covered the HR internship experience in this paper, with particular attention on manageme nt, employee development, onboarding procedures, and talent acquisition.

Its goal is to investigate the practical implications of HR theories by applying them to actual situ ations.

The purpose of the paper is to investigate management strategies that improve employee retentio

n and happiness, as well as talent acquisition and development and the role that onboarding plays in promoting employee engagement.

Analyzing HR procedures for hiring, training, and supervising staff members seen during the inte rnship is the sole focus of the study.

By highlighting important abilities, difficulties, and educational possibilities, it provides guidanc e for future interns and provides insights for enhancing these procedures.

The paper also offers well-

organized suggestions for gathering data, analyzing feedback, and enhancing HR procedures for continuous improvement in line with corporate goals.

Review of Literature

Talent Acquisition (TA) Overview

Talent Acquisition (TA) is a strategic function distinct from recruiting, encompassing a broader range of activities aimed at identifying, attracting, and onboarding top talent. This emphasis has grown in recent years due to the global talent shortage, positioning TA as a critical element for organizational success (Deloitte, 2012). In India, TA is evolving into a distinct profession, highlighting the need for tailored recruitment strategies aligned with

organizational goals (Heid, 2007). Effective TA practices must be evaluated for their contribution to business outcomes, as innovative strategies can significantly enhance workforce readiness and retention (Hewitt Associates & Human Capital Institute, 2008).

Onboarding in Municipalities

Onboarding refers to the structured process of integrating new employees into an organization and has evolved into a comprehensive strategy essential for fostering long-term employer- employee relationships (Bauer, 2010). Effective onboarding comprises four key components: compliance, clarification, culture, and connections (Bauer & Green, 1994). These components positively impact employee retention, engagement, productivity, and job attitudes (Laurano, 2013). Municipalities face unique challenges in implementing onboarding programs due to limited resources and the need for personalized support (Wiersma, 2020). Best practices, such as leadership involvement and mentorship, can enhance the onboarding experience and contribute to overall organizational success (Lewis, 2004).

Employee Relationship Management (ERM)

Employee Relationship Management (ERM) is a strategic approach focusing on managing interactions between employees and the organization to achieve collective goals. It draws parallels to Customer Relationship Management (CRM) by fostering trust, morale, and a positive work environment (Yongcai, 2010). Effective ERM practices significantly enhance employee performance, motivation, job satisfaction, and retention (Bajaj & Sinha, 2013). Key components of successful ERM include communication, trust, leadership style, and shared goals (Noordin et al., 2010; Dirks & Ferrin, 2002). However, challenges such as technological factors and the need for human-centric approaches can hinder implementation (Yang et al., 2011). Effective ERM

leads to improved organizational performance and employee satisfaction, necessitating further research across various industries to optimize its impact (Carstens & Barnes, 2004).

Conclusion

The combined literature emphasizes the interconnectedness of Talent Acquisition, onboarding, and Employee Relationship Management as essential strategies for enhancing organizational effectiveness. As organizations face challenges in attracting and retaining talent, a comprehensive approach that integrates these elements will be vital for achieving sustainable success. Future research should focus on refining these practices to adapt to the evolving workforce landscape.

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Objectives of the Study

The objective of this paper is to provide a comprehensive analysis of the HR internship experience. It aims to study and gain skills and insights on

1. To study talent acquisition and development,
2. To study how onboarding practices can foster employee engagement and loyalty from day one and promote inclusivity within diverse teams,
3. To study essentials of employee management.

Research Methodology

For drafting this paper, I have used Primary data collection, i.e., Questionnaires and Observation methods for my research survey and secondary data, which I have collected through the company's website, other websites, blogs, LinkedIn, articles and a few research papers.

Data Collection Type – Primary and Secondary Research Design – Descriptive

Sample Size- For this study, I have used 6 responses to conduct the survey.

Analysis

1. Out of 6 respondents, 66.7% are male, and 33.3% are female. This table indicates the gender distribution of a population or sample. the group is largely male-dominated, with approximately twice as many males as females.
2. The company shows a slight preference for external recruitment, with 50% either strongly agreeing or agreeing. However, half of the respondents are neutral, indicating openness to both external and internal sources. A majority of respondents (50%) are neutral, meaning they don't have a strong opinion either way. However, one-third of respondents strongly prefer external recruitment, while 16.7% slightly prefer it. None of the participants opposed the idea of external sources being more acceptable than internal sources.
3. All respondents (100%) agree that reference checks are an essential part of recruitment, with the majority strongly supporting this view. All respondents (100%) consider reference checks to be important, with the majority (66.7%) expressing strong agreement. No one expressed disagreement or indifference, indicating a strong consensus on the value of reference checks in the recruitment process.
4. Most respondents (83.4%) agree that the company's communication channel is strong in promoting the brand, with no disagreement. However, a small portion remains neutral, suggesting there could still be room for improvement. The majority of respondents (83.4%) agree, with 16.7% strongly agreeing, that the company's communication channel is effective in promoting and strengthening the brand in the marketplace. A small portion (16.7%) remains neutral, and there is no disagreement, indicating general satisfaction with the company's communication strategy.
5. The majority (66.7%) believe that decisions like transfer, demotion, suspension, and dismissal are based on performance appraisals, though a third remain neutral, suggesting some uncertainty about the fairness or transparency of these decisions. Half of the respondents (50%) strongly believe that performance appraisals influence decisions like transfers, demotions, suspensions, and dismissals, while 16.7% agree moderately. One- third (33.3%) are neutral, and no one disagrees, suggesting a general belief that performance appraisals play a significant role in these decisions, though some are uncertain.
6. Half of the respondents (66.7%) believe that salary is a stronger attraction factor for potential employees than career growth, while a third remain neutral. Half of the respondents (50%) strongly believe that salary is a more significant factor in attracting potential employees compared to career growth and development, while 16.7% somewhat agree. However, 33.3% are neutral, suggesting that a sizable portion of respondents sees both salary and career growth as potentially equally important. No one disagrees, indicating a general lean toward salary being a key attraction factor.
7. A majority (83.3%) believe that salaries are set in line with market conditions, with only a small fraction disagreeing. A majority of respondents (83.3%) believe that their company ensures salaries are in line with the market, with 33.3% strongly agreeing and 50% moderately agreeing. However, 16.7% of respondents disagree, suggesting that there may be some concerns or inconsistencies in salary alignment with the market scenario. No one is neutral or strongly disagrees, indicating the importance of this factor for most respondents.
8. Most respondents (83.3%) do not believe that fairness in supervision and consistency in employment opportunities significantly impact employee retention, with a majority either neutral or disagreeing on this issue. Most respondents (50%) are neutral on whether a lack of fairness in supervision and inconsistency in employment opportunities impact employee retention, suggesting they might be unsure or indifferent. However, 50% (33.3% disagree, and 16.7% strongly disagree) believe that these factors do not have a negative impact on retention, indicating that fairness and consistency may not be major concerns for some employees.
9. The majority (66.7%) believe that cash incentives contribute to employee retention, though a third are neutral. A majority of respondents (66.7%) believe that cash incentives contribute to employee retention, with 16.7% strongly agreeing and 50% moderately agreeing. However, one-third of respondents (33.3%) are neutral, suggesting they may see other factors as equally or more important. There is no disagreement, indicating that cash incentives are generally viewed as a positive factor in retaining employees.
10. A significant majority (83.4%) believe that the company effectively ensures vacancies are not left open for extended periods, with only a small fraction remaining neutral. The majority of respondents (83.4%) agree, with 16.7% strongly agreeing, that the company ensures vacancies are not left open for long periods. One respondent (16.7%) is neutral, showing some uncertainty, but no one disagrees. This suggests that most employees believe the company is effective in filling vacancies efficiently, though a small portion may be indifferent to the issue.

11. Most respondents (83.4%) believe that the company prioritizes employee development issues, with no disagreement, indicating a strong commitment to fostering employee growth. A strong majority (83.4%) of respondents believe that their company prioritizes employee development, with 66.7% strongly agreeing and 16.7% agreeing. One respondent (16.7%) is neutral, but no one disagrees or strongly disagrees. This indicates a strong consensus that employee development is an important focus for the company.
12. Half of the respondents (66.7%) believe that character is more crucial than job skills for being a good employee, while a small proportion disagree. Half of the respondents (50%) strongly prioritize character over job skills, while an additional 16.7% agree with this view to a lesser extent. One-third of respondents are neutral or hold opposing views, with 16.7% disagreeing that character is more important. This indicates a significant emphasis on character within the company, though there is some variation in opinions about the relative importance of character and skills.
13. The majority (66.7%) use standardized templates for job descriptions, indicating a consistent approach to job listings. A smaller portion either does not use them or is uncertain. The majority of respondents (66.7%) use standardized templates for job descriptions, indicating a preference for consistency in job descriptions. A smaller portion (16.7%) does not use such templates, and another 16.7% are unsure. This suggests that while standardized templates are commonly used, there is some variability in practice and a portion of respondents may need more clarity on the use of templates.
14. There is an equal split among respondents regarding the use of phone screenings, with a third using them, a third not using them, and a third unsure. The use of phone screenings is evenly split among respondents, with one-third of respondents using them, one-third not using them, and one-third unsure. This indicates a lack of consensus on the practice of phone screenings and suggests that there may be variability in how candidate screening is approached.
15. The responses are evenly split, with half of the respondents including role-specific training in their onboarding process and half not including it, indicating a lack of consensus on this practice. The responses are evenly split, with half of the respondents including role-specific training in their onboarding process and the other half not. This indicates a clear division in practice, with no uncertainty among the respondents. The results suggest that there may be different approaches to onboarding within the company or organization.

Findings

1. Fifty percent of respondents favor external recruitment, with the other 50% remaining neutral, reflecting a mixed preference.
2. A high consensus exists on the importance of reference checks in recruitment, with 83% strongly agreeing and 17% agreeing.
3. Sixty-seven percent of respondents agree that the company's communication is effective for brand promotion, while 17% remain neutral, showing a generally positive view.
4. Fifty percent strongly agree, 33% agree, and 17% remain neutral that career actions like transfers, demotions, and dismissals are based on performance appraisals, indicating confidence in the evaluation process.
5. Fifty percent strongly agree, 17% agree, and 17% are neutral in believing salary is a stronger draw for talent than career growth.
6. Fifty percent strongly agree, 33% agree, and 17% disagree that salaries are aligned with market standards, though some see room for improvement.
7. On the fairness of supervision, 50% are neutral, 33% disagree, and 17% strongly disagree, indicating mixed views on this issue.
8. Thirty-three percent agree, 17% strongly agree, and 50% are neutral on the role of cash incentives in retention, suggesting they are seen as helpful but not the top factor.
9. Thirty-three percent strongly agree and 50% agree that vacancies are filled promptly, with 17% neutral, indicating an efficient recruitment process.
10. Sixty-seven percent strongly agree, 17% agree, and 17% are neutral on prioritizing employee development, showing strong support for growth initiatives.

Recommendations and Suggestions

1. Expanding internal recruitment opportunities encourages employee growth and retention while still allowing external hires to bring fresh skills.
2. Implement more detailed reference checks to ensure high-quality hires and reinforce the organization's reputation for thorough recruitment.
3. Regularly update employees on company goals and values to improve internal alignment and strengthen the organization's external image.
4. Set clear, objective criteria for promotions and career actions to fairly recognize employee performance and enhance motivation.

5. Periodic salary reviews against industry standards help the organization remain competitive and retain talent.
6. Equip managers with training on fair, inclusive supervision practices to ensure consistency and improve employee relations.
7. In addition to cash incentives, offer career development, recognition, and flexible work options to meet diverse employee needs.
8. Improve workforce planning and maintain a talent pipeline for key roles to fill vacancies quickly and maintain productivity.
9. Provide personalized development plans, training, and mentorship opportunities to support employee growth and organizational success.

Final Conclusion

The survey analysis of the HR internship experience reveals several key insights into the organization's practices in talent acquisition and employee management. Respondents show a mixed preference for external recruitment, suggesting a need for a balanced approach that values both external and internal candidates. A significant 83% agree on the necessity of reference checks, highlighting their critical role in ensuring quality hires.

Moreover, 67% believe the company's communication effectively promotes its brand, indicating strong internal messaging. Confidence in performance appraisals is also notable, with 50% strongly believing that career actions are based on these evaluations, reflecting trust in the process.

Interestingly, half of the respondents feel salary is a stronger draw than career growth opportunities, emphasizing the need for competitive compensation alongside development pathways. While 50% agree that salaries are competitive, there is still room for improvement, suggesting the importance of regular salary reviews. Mixed views on supervisory fairness indicate a need for better training to ensure equitable practices, and cash incentives are viewed as helpful but not the primary retention factor, pointing to the importance of non-monetary rewards.

Additionally, an 83% agreement on prompt vacancy filling highlights effective workforce planning, while 67% prioritize employee development, reflecting a strong desire for growth opportunities.

Overall, the survey indicates strengths in recruitment efficiency and employee development while highlighting areas for improvement, such as supervisory practices and compensation alignment. By addressing these insights, the organization can enhance employee engagement and retention, fostering a more motivated workforce and ensuring long-term success.

Appendix

Survey Questionnaire

1) During the time of recruitment, do you prefer external source more acceptable than internal source, the one most preferable for your company?
Agree
Neutral
Neutral
Neutral
Strongly agree
Strongly agree

2) Do you consider the reference check as an integral part of recruitment?
Strongly agree
Agree
Agree
Strongly agree
Strongly agree
Strongly agree

3) Is your company's communication channel strong enough in promoting and strengthening the brand in the market place?
Agree
Agree
Neutral
Agree
Agree
Strongly agree

4) Do you believe that transfer, demotion, suspension and dismissal are based on performance appraisals?
Agree
Strongly agree
Neutral
Neutral
Strongly agree
Strongly agree

5) Does salary factor attracts most of the potential employees than career growth and development?
Neutral
Strongly agree
Strongly agree
Agree
Neutral
Strongly agree

6) Do you ensure that salaries being set are according to the market scenario?
Agree
Disagree
Agree
Agree
Strongly agree
Strongly agree

7) Is your company lacking ,fairness in supervision and inconsistency in employment opportunities ,having an impact on employee retention?
Disagree

Neutral
Neutral
Neutral
Disagree
Strongly disagree

8) Do you believe that cash incentives have more of the contribution in employee retention activity?
Neutral
Agree
Neutral
Agree
Agree
Strongly agree

9) Do you ensure that vacancies do not remain open for long period of time?
Agree
Neutral
Agree
Agree
Agree
Strongly agree

10) Do you prioritize issues which concern the development of employees ?
Strongly agree
Strongly agree
Neutral
agree
Strongly agree
Strongly agree

11) Is a person’s character more important if compared to their job skills ,when it comes to being a good employee in your company?
Disagree
Neutral
Agree
Strongly agree

Strongly agree
Strongly agree

12) Do you use standardized templates for job descriptions?
Yes
Maybe
Yes
Yes
Yes
No

13) Do you use phone screenings to screen candidates?
Yes
Maybe
Maybe
No
Yes
No

14) Do you include role-specific training in your onboarding process?
Maybe
Yes
Maybe
Yes
Yes
Maybe

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