



A STUDY ON “TALENT ACQUISITION CHALLENGES WITH SPECIAL REFERENCE TO SOUTHERN INDIA STEEL CAST PRIVATE LIMITED” AT HOSUR

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ABSTRACT

The research examines different internal and external causes of these issues, including the lack of technically competent candidates, increased competition from bigger organizations with higher pay packages, and constraints of conventional recruitment. The study also presents organizational limitations, like limited digitalization of HR, untapped employer branding, and the absence of systematic recruitment strategy specific to industry requirements. Information was gathered from employee interviews, HR department feedback, and observational observations that indicated the company has a good technical base but its talent management practices require an update to be competitive.

INTRODUCTION

In the current competitive business world, talent acquisition has emerged as one of the most vital and intricate activities for organizations. The success of an organization to a large extent relies on its capacity to attract, hire, and retain the best talent that can fuel innovation, productivity, and growth. Yet, despite its significance, talent acquisition is beset with many challenges that organizations need to tread very carefully to ensure a competitive advantage. The talent acquisition process involves a broad spectrum of activities such as job promotion, candidate sourcing, interview processes, selection, and on boarding. With advances in technology, changing workforce expectations, and evolving economic and demographic trends, organizations are confronted with more complex challenges when it comes to attracting and retaining skilled workers.

RESEARCH BACKGROUND

Talent procurement has become a full-fledged strategic business function from a mundane administrative process, particularly in sectors where skilled manpower is instrumental in sustaining production quality and operational effectiveness. With today's fast-paced and highly competitive market place, organizations have to guarantee that they are not merely placing employees on payroll but recruiting the right talent— individuals whose competencies, values, and objectives are compatible with the mission and long-term vision of the company.

COMPANY OVERVIEW

Southern India Steelcast Private Limited (SISC), established in February 2020, is a private company specializing in the manufacture of shell-moulded steel and alloy steel castings. Strategically located in Hosur, Tamil Nadu—an industrial hub near Bengaluru—SISC operates as a joint venture with IBCC and is part of the Amsteel Group, which boasts over four decades of foundry experience. The company's Hosur facility is a dedicated shell moulding foundry with an annual production capacity of 9,600 tons. SISC offers comprehensive services including design and engineering, shell injection moulding, heat treatment, CNC machining, and rigorous quality control. Their in-house laboratories support a wide range of testing, ensuring compliance with American and European specifications. SISC caters to various industries such as petrochemical, aerospace, and defense, providing both as-cast and fully machined components. The company is registered in Chennai with an authorized and paid-up capital of ₹8.75 crore.

IDENTIFIED PROBLEM

Even though it is a well-known organization in the steel casting industry, Southern India Steel Casting Pvt. Ltd. (SISC) is now facing serious challenges in attracting, choosing, and retaining talented individuals in different departments. The recruitment process of the company, although operational on the surface, shows various hidden problems quality of workforce, and overall organizational performance. One of the biggest issues is job requirement versus

candidate skill set mismatch. According to survey statistics, 82% of internal respondents indicated that candidates frequently fail to meet the particular technical or role-specific requirements, resulting in bad selection choices or delayed filling of key positions.

OBJECTIVES OF THE STUDY

- To gain a clear understanding of what talent acquisition really means and why it's so crucial to an organization's overall success.
- To explore the common challenges companies face when it comes to finding, hiring, and keeping talented employees.
- To look into how these hiring challenges can affect a company's performance, employee productivity, and long-term retention.
- To assess how well different talent acquisition strategies actually work in real-world scenarios.

REVIEW OF LITERATURE

Cappelli writes about inefficiencies of contemporary recruitment processes. He points out that with sophisticated technologies, firms are facing talent scarcity because of unviable job descriptions and preoccupation with credentials rather than competency.

Manpower Group's international survey indicates that 77% of employers are facing talent shortages, a record high of 17 years. The survey attributes this to shifting skill needs, demographic change, and changing employee expectations.

LinkedIn's Future of Recruiting study concentrates on recruiters and their responses to significant changes like integrating AI, remote hiring, and the shift towards skills-first recruiting. Candidate experience and employer branding are presented as critical battlegrounds according to the study.

This WEF report addresses how automation, AI, and digitalization are transforming labor markets. It points out that 50% of workers will require reskilling by 2025. Firms are struggling to find talents possessing hybrid skillsets (technical

The article discusses the application of AI in hiring, including resume screening and chatbot interviews. Although AI accelerates the hiring process and eliminates administrative tasks, it also brings issues such as algorithmic bias and absence of human judgment. Upadhyay and Khandelwal contend that although AI enhances efficiency, it should be utilized to support, not substitute, human recruiters.

McKinsey's research indicates that companies with diverse workforces are 25% more likely to experience above-average profitability. Yet the report also reveals how many firms fail to develop diverse talent pipelines because of ingrained biases in hiring practices.

Josh Bersin's work identifies that conventional recruiting frameworks are not working in today's market.

His research discovers that firms attaining "high-impact talent acquisition" prioritize developing talent networks, cultivating passive candidates, and utilizing internal mobility.

The SHRM report compares major metrics such as time-to-fill, cost-per-hire, and quality-of-hire. It discovers that average time-to-fill has been rising across industries as a result of increased competition for candidates.

This HBR piece posits that old-school résumés are passe and a part of the problem of talent acquisition inefficiencies. The authors advocate for skill-based testing and AI simulations as improved options to judge candidates. They point out that résumés tend to conceal potential and introduce biases.

Talent Board's annual report indicates that negative candidate experiences heavily hurt employer brands. Candidates who have had poor communication, prolonged processes, or perceived injustices are less likely to apply again or recommend a business. Talent

Gartner's report identifies the way that conventional recruitment frameworks have buckled under the strain of flexible working, changing employee values, and digitalization. It discovers that 65% of applicants now value flexibility and purpose over pay alone.

IBM research indicates that skills gaps, rather than labour gaps, are the primary recruitment challenge for businesses. Degree-based recruitment models are old-fashioned, and businesses need to move toward "skills-first" recruitment. IBM promotes collaboration with schools, investment in company learning, and micro-credentialing.

PwC's research paints four potential future labor scenarios, highlighting that uncertainty regarding technology and societal transformation will provide constant recruitment challenges. The company contends businesses must create nimble, forward-looking talent strategies instead of static models.

Deloitte's worldwide survey discovers a paradox: in the face of economic uncertainty, most employees are willing to change jobs if they do not perceive that they are valued or developed. The risk of turnover forces firms not only to buy but to hold onto talent.

Korn Ferry forecasts that by 2030, the world will face a shortage of over 85 million workers. The hardest-hit industries will be technology, media, and telecommunications. The company advises companies to build long-term talent pipelines, partner with governments and universities, and adopt more flexible, inclusive hiring models.

BCG's study delves into the fact that employees' readiness to move abroad has decreased in the post-pandemic era, prompting firms to rethink global mobility. It reveals that although remote work unlocks the door to a global talent pool, logistical, cultural, and regulatory hurdles exist.

TalentLyft finds the main challenges: sourcing qualified candidates, cultural fit, lowering hiring time, and diversity. It stresses that building meticulous candidate personas, proactive sourcing, and nurturing campaigns for candidates can make a major difference.

RESEARCH GAP

While numerous studies have explored talent acquisition challenges across various industries in India, there remains a significant gap in research focused specifically on mid-sized manufacturing firms operating in tier-2 industrial regions, such as Hosur. Most existing literature tends to emphasize large-scale corporations or IT-enabled sectors, with limited attention to the unique constraints faced by heavy engineering and foundry-based industries.

Furthermore, Southern India Steel Cast Private Limited (SISC), being a relatively new entity established in 2020, presents a unique case where modern HR practices are being integrated into a traditionally structured industry. There is little empirical data examining how such companies are navigating talent shortages, skill mismatches, competition from larger urban employers, and the integration of technology in recruitment processes.

This study seeks to address this gap by investigating the specific talent acquisition challenges faced by SISC in the context of its industry type, regional

location, and organizational structure—contributing to the under-researched domain of human resource management in regional manufacturing units.

RESEARCH METHODOLOGY

The present study adopts a descriptive research design to examine the talent acquisition challenges at Southern India Steel Cast Private Limited, Hosur. A mixed-method approach, combining both qualitative and quantitative techniques, has been employed to ensure a comprehensive understanding of the issue. The study relies on primary data collected through structured questionnaires and interviews with HR personnel, department heads, and select employees, while secondary data has been sourced from company records, HR reports, and relevant industry literature. A purposive sampling method was used to select a sample size of 30–50 respondents who are directly involved in recruitment or impacted by it. The collected data was analyzed using statistical tools such as percentages and charts for quantitative data, and thematic analysis for qualitative inputs. The research was carried out within the organizational setting at SISC in Hosur, Tamil Nadu, over a period of [insert duration], aiming to identify key barriers in the recruitment process and suggest actionable improvements.

DATA ANALYSIS AND INTERPRETATION

Table 1. Perception of Recruitment Process Efficiency

Ratings	No. of Respondents	Percentage (%)
1	9	9%
2	17	17%
3	2	2%
4	53	53%
5	19	19%
Total	100	100%

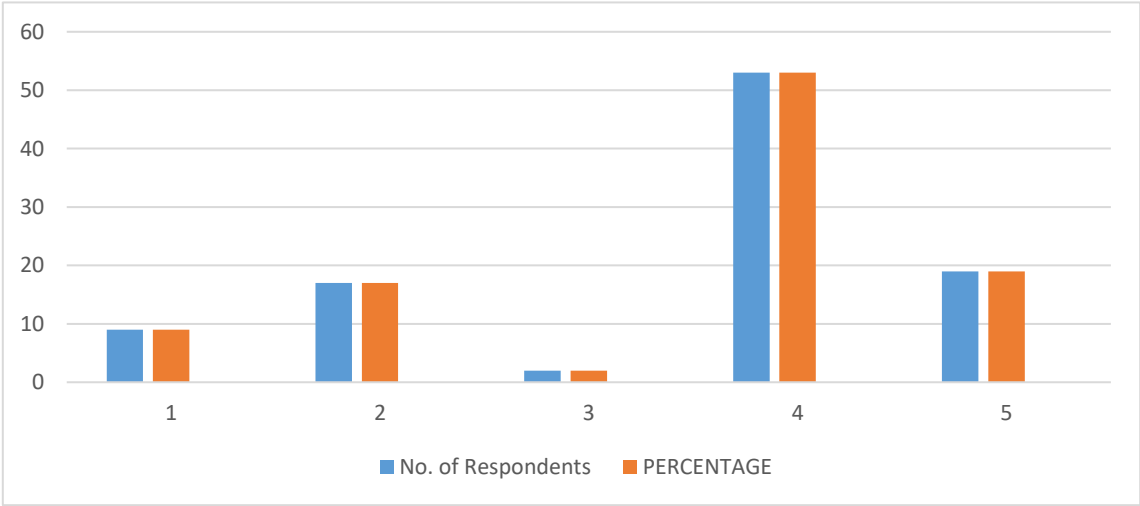


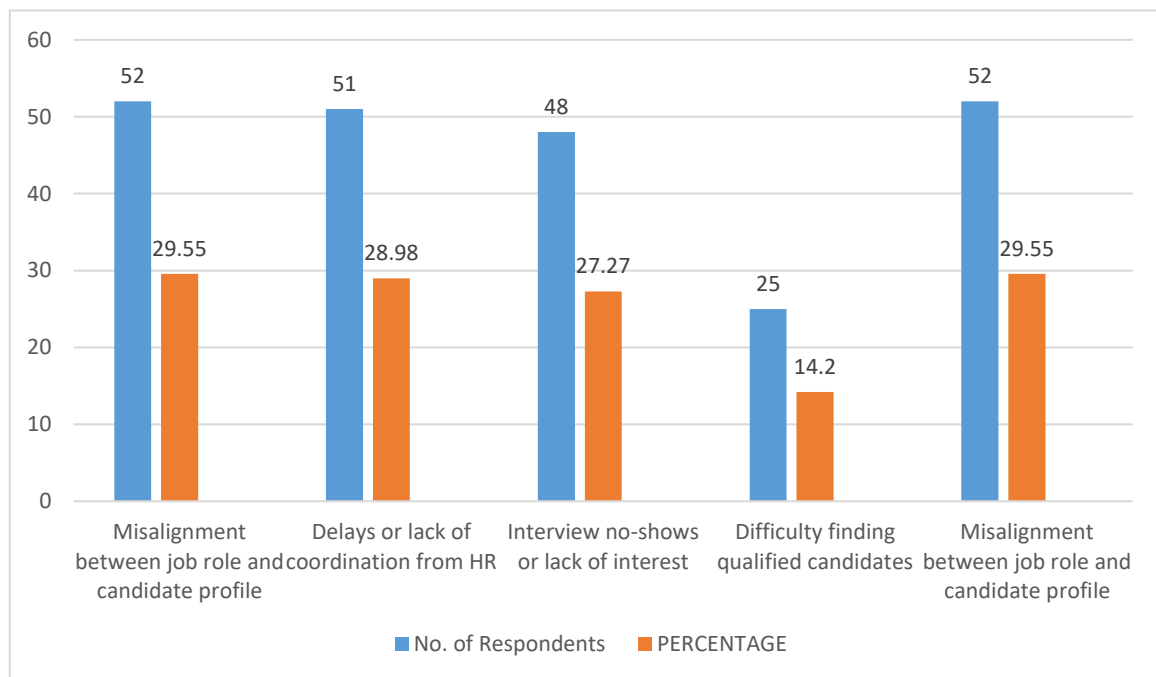
Chart 1. Perception of Recruitment Process Efficiency

INTERPRETATION:

The table shows how employees perceive the efficiency of the recruitment process at Southern India Steel Cast Private Limited. A majority of respondents (53%) rated the process as fairly efficient by giving it a score of 4, while 19% rated it as excellent with a score of 5. This suggests that over 70% of employees are generally satisfied with the recruitment efforts. However, 17% gave a score of 2 and 9% rated it poorly with a score of 1, indicating that around a quarter of the respondents feel there is room for improvement. Only 2% gave a neutral rating of 3. Overall, while most employees view the recruitment process positively, the presence of low ratings highlights a need for addressing delays, communication gaps, or inefficiencies in certain areas.

Table 2. Challenges Faced During Hiring

Challenge	No. of Respondents	Percentage (%)
Misalignment between job role and candidate profile	52	29.55%
Delays or lack of coordination from HR	51	28.98%
Interview no-shows or lack of interest	48	27.27%
Difficulty finding qualified candidates	25	14.2%
Misalignment between job role and candidate profile	52	29.55%

**Chart 2. Challenges Faced During Hiring**

INTERPRETATION

The table highlights the key challenges faced in the talent acquisition process at Southern India Steel Cast Private Limited. The most reported issue, cited by 29.55% of respondents, is the misalignment between the job role and the candidate profile, indicating that many applicants do not meet the specific requirements of the roles offered. Close behind, 28.98% of respondents pointed out delays or poor coordination from the HR department, suggesting communication gaps or slow processing during recruitment. Interview no-shows and lack of interest, reported by 27.27%, further add to recruitment difficulties, possibly due to weak candidate engagement or unclear job communication. Finally, 14.2% of respondents mentioned difficulty in finding qualified candidates, reflecting a limited talent pool or ineffective sourcing methods. These findings emphasize the need for better role definitions, improved HR coordination, and stronger candidate engagement strategies.

Table 3. Major Gaps in Recruitment Strategy

Identified Gap	No. of Respondents	Percentage (%)
Limited sourcing reach/platform usage	58	40.85%
Weak employer branding	30	21.13%
Lengthy and slow recruitment process	30	21.13%

Poor initial screening of candidates	24	16.9%
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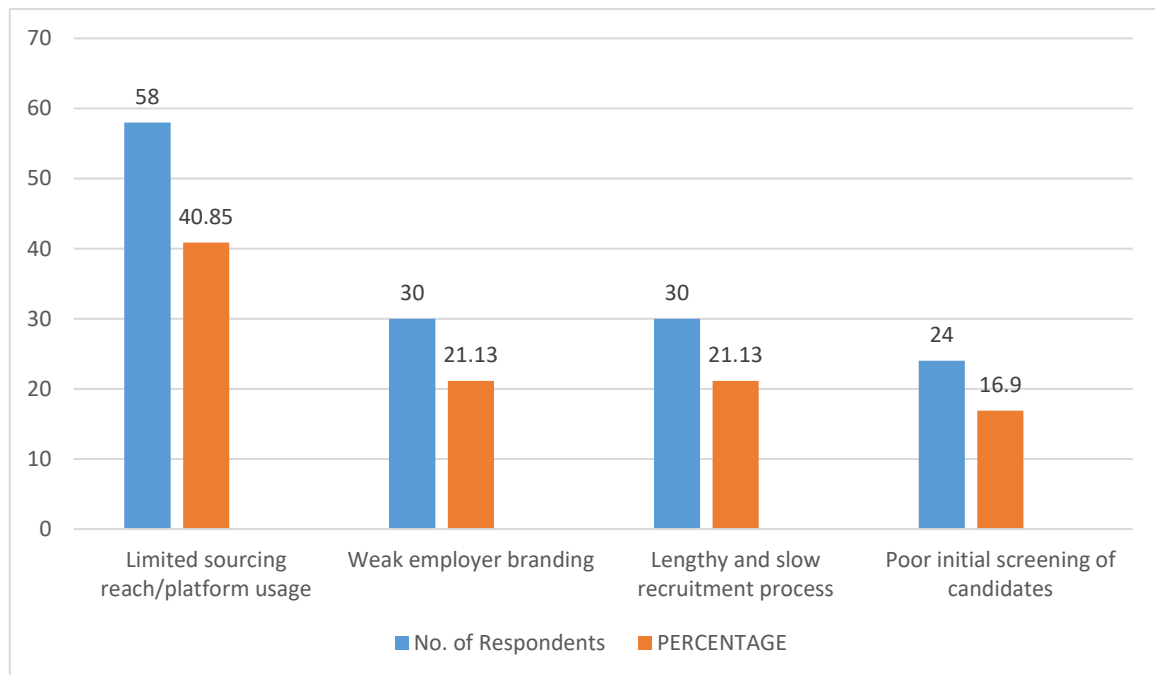


Chart 3. Major Gaps in Recruitment Strategy

INTERPRETATION

The table outlines the major gaps identified in the recruitment strategy at Southern India Steel Cast Private Limited. The most significant issue, reported by 40.85% of respondents, is the limited sourcing reach or platform usage, indicating that the company may not be using enough or the right recruitment channels to attract a wide range of candidates. Weak employer branding and a lengthy recruitment process were each cited by 21.13% of respondents, suggesting that the company may lack visibility and appeal in the job market and that delays in hiring could be turning away qualified candidates. Lastly, 16.9% of respondents noted poor initial screening, pointing to inefficiencies in filtering suitable candidates early in the process. Overall, the data shows a need to broaden sourcing methods, strengthen the company's image among job seekers, streamline the hiring process, and improve screening practices to attract and retain top talent.

SUMMARY OF FINDINGS

1. The research identifies major gaps in recruitment effectiveness, especially in candidate fit, employer branding, and internal communication.
2. With 82% mismatches reported, defects in recruitment processes—such as imprecise job descriptions and poor screening—impede talent acquisition, calling for improved job postings and AI-based tests.
3. Employer branding also falters, with only 46% thinking top talent is drawn in, indicating a need for greater visibility, employee advocacy, and more defined company values.
4. Internal communication loopholes are present, with 88% experiencing poor coordination in HR, which contributes to inefficiencies that can be addressed by organized feedback loops and centralized communication platforms.
5. Added to the recruitment problems are tardy HR response times and unclear job definitions, which affect candidate experience and overall productivity.
6. Even with a 71% satisfaction level in onboarding, employees cite inadequate pre-hire communication regarding company culture, creating unrealistic expectations.

SUGGESTION

To overcome the talent acquisition challenges faced by Southern India Steel Cast Private Limited, it is essential to enhance employer branding by building a strong online presence through social media, the company website, and active participation in industry events and campus recruitment drives. Diversifying sourcing channels beyond employee referrals to include niche job boards, professional networks, and targeted recruitment marketing will help reach a broader talent pool. Streamlining the recruitment process by simplifying interview rounds, implementing Applicant Tracking Systems (ATS), and setting clear timelines will reduce time-to-hire and improve candidate experience. Involving hiring managers early in role definition and improving coordination between HR and departments can ensure better alignment of expectations. Providing transparent and timely communication to candidates, along with educating them about company culture during onboarding, will enhance engagement and reduce dropouts. Additionally, adopting skill-based assessments and training interviewers to conduct structured and unbiased interviews will improve candidate-job fit. Finally, investing in internal talent

development through upskilling, reskilling, and mentorship programs will create a sustainable talent pipeline, ensuring long-term workforce stability and growth.

DIRECTIONS FOR FUTURE RESEARCH

Future research on talent acquisition at Southern India Steel Cast Private Limited can explore candidate perspectives to gain deeper insights into their expectations, experiences, and reasons for accepting or rejecting job offers. This will help in identifying gaps in employer branding, candidate engagement, and the overall recruitment experience. Comparative studies across similar manufacturing firms in different regions could highlight industry-specific best practices and offer benchmarking opportunities. Additionally, future studies should examine the effectiveness of digital tools such as Applicant Tracking Systems (ATS), AI-driven screening, and virtual interviews in improving hiring efficiency and reducing bias. Longitudinal research could also be conducted to track the long-term impact of improved talent acquisition strategies on employee retention, job satisfaction, and organizational performance. By focusing on these areas, future research can contribute to the development of more data-driven, inclusive, and adaptive hiring frameworks tailored to the evolving needs of the manufacturing sector.

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