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A Study on HR Talent Acquisition in Access Healthcare Services Pvt. Ltd., Ambattur

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ABSTRACT: This article investigates the talent acquisition process at Access Healthcare Services Pvt. Ltd., a leading organization in the healthcare BPO industry. It evaluates the recruitment strategy in terms of how effectively it attracts, selects, and retains skilled employees. Adopting a descriptive research design, the study is based on data collected from 93 respondents using survey questionnaires, interviews, and secondary data from HR records. The findings indicate strengths in job-role alignment, onboarding, and employer branding, but also reveal shortcomings in pre-onboarding communication, screening processes, and role clarity. Recommendations include the use of AI-driven recruitment tools, improving feedback mechanisms, and further enhancing employer branding to improve overall talent acquisition outcomes.

KEYWORDS: Talent acquisition, healthcare BPO industry, recruitment strategy, attraction, selection, retention, descriptive research design, survey, interviews, secondary data, job-role alignment, onboarding, employer branding, pre-onboarding communication, screening process, role clarity, AI-driven tools, feedback mechanisms.

I. INTRODUCTION

Talent acquisition is a comprehensive and strategic function that goes beyond the conventional concept of recruitment. It refers to the end-to-end process of identifying organizational talent needs, sourcing qualified candidates, assessing their suitability, and on boarding them effectively to ensure long-term contribution to organizational success. This process not only involves filling current vacancies but also forecasting future skill requirements and building a sustainable talent pipeline aligned with business goals.

In the contemporary business landscape, where digital transformation and globalization are redefining workforce expectations, talent acquisition plays a pivotal role in shaping an organization's competitive advantage. This is particularly evident in high-growth industries like healthcare Business Process Outsourcing (BPO), where skilled manpower is essential to maintaining service quality, meeting client expectations, and adhering to strict compliance standards. The healthcare BPO sector faces unique challenges such as high attrition rates, demand for domain-specific expertise (e.g., coding, billing, RCM processes), and the need for quick scalability. In this context, the ability to attract, select, and retain high-caliber professionals becomes a core organizational competency.

At Access Healthcare Services Pvt. Ltd., talent acquisition is viewed not just as an HR function, but as a business-critical process. The HR team is responsible for ensuring that the talent strategy supports the company's expansion plans, technological adoption, and service excellence. The organization's recruitment framework integrates multiple components, including workforce planning, employer branding, digital sourcing platforms, structured interviews, and technology-enabled on boarding programs. These strategies are designed to ensure timely hiring, minimize skill mismatches, and deliver a positive candidate experience.

In recent years, emerging trends such as artificial intelligence in screening, data analytics for recruitment forecasting, and social media recruitment campaigns have transformed traditional hiring practices. Employers are now expected to create strong employer brands, deliver personalized candidate journeys, and maintain transparency throughout the hiring cycle. Organizations like Access Healthcare are adopting such practices to stay competitive and attract top-tier talent in a highly saturated labor market.

Furthermore, talent acquisition must also align with broader organizational strategies such as diversity and inclusion, sustainability, employee well-being, and digital capability building. Companies that can successfully integrate these values into their hiring processes are better positioned to attract not only skilled professionals but also those who resonate with the organization's mission and culture.

In summary, effective talent acquisition is no longer a transactional activity but a strategic investment. It determines the organization's ability to innovate, adapt, and grow in a dynamic business environment. For Access Healthcare, a well-executed talent acquisition strategy is essential for maintaining its leadership in the healthcare BPO sector and driving continued success in global markets.

II. OBJECTIVES OF THE STUDY

- **To understand the strategic role of talent acquisition in Human Resource Management (HRM):**
Assessing how talent acquisition contributes to organizational competitiveness, workforce capability, and business continuity.
- **To evaluate each stage of the hiring process—sourcing, screening, interviewing, selection, and on boarding:**
Exploring how efficiently and effectively each stage is executed within the organization.
- **To identify the tools, platforms, and technologies employed in the recruitment process:**
Investigating the use of Applicant Tracking Systems (ATS), AI-based screening, digital job portals, and recruitment dashboards.
- **To assess the challenges and bottlenecks faced during the hiring process:**
Understanding the impact of delays, inadequate screening, poor communication, and high attrition rates on recruitment efficiency.
- **To evaluate the role of employer branding in attracting high-quality candidates:**
Analyzing the influence of organizational image, online reputation, and social media presence on candidate decision-making.
- **To examine the candidate experience during the hiring journey:**
Measuring satisfaction with application procedures, communication, interview professionalism, and on boarding support.
- **To analyze the alignment between candidates' qualifications and the job roles offered:**
Determining how well the organization matches talent with roles that suit their skills and career expectations.
- **To study the effectiveness of various recruitment channels used by the organization:**
Comparing the efficiency and conversion rates of job portals, employee referrals, recruitment agencies, social media, and campus hiring.
- **To explore the extent of interdepartmental coordination in the talent acquisition process:**
Reviewing how collaboration between HR and line managers affects role clarity, hiring timelines, and selection decisions.
- **To propose actionable strategies to optimize the talent acquisition process:**
Recommending improvements to enhance recruitment efficiency, candidate engagement, and workforce readiness.
- **Understanding the role of digital platforms, AI-enabled screening, and HR analytics in streamlining recruitment activities.**
- **To assess key challenges and bottlenecks faced by the recruitment team:**
Investigating issues such as long hiring cycles, high attrition, skill mismatches, and limited talent availability.
- **To evaluate the influence of employer branding on talent attraction:**
Analyzing how company reputation, online presence, and employee value proposition affect candidate interest.
- **To measure the overall candidate experience throughout the recruitment journey:**
Evaluating satisfaction with communication, interview process, role clarity, and post-offer engagement.
- **To examine the alignment between job roles offered and candidates' qualifications and expectations:**
Determining whether new hires feel that their skills and qualifications match their assigned roles.
- **To study the effectiveness of recruitment channels used (e.g., job portals, employee referrals, social media):**
Identifying the most impactful sourcing strategies based on candidate preferences and conversion rates.
- **To explore the role of internal stakeholder coordination in recruitment success:**
Assessing how well HR, department heads, and team managers collaborate in defining job roles and evaluating applicants.
- **To recommend improvements to strengthen the organization's talent acquisition strategy:**
Offering actionable insights for optimizing processes, reducing hiring costs, and improving quality of hire.

III. SCOPE OF THE STUDY

This study focuses exclusively on the talent acquisition practices at Access Healthcare Services Pvt. Ltd., specifically within its Ambattur headquarters in Chennai, Tamil Nadu. The research is confined to evaluating the recruitment process and does not extend to other HR functions such as training, compensation, employee performance appraisal, or career development initiatives.

The core areas explored include workforce planning, talent sourcing strategies, screening mechanisms, candidate experiences, and the role of employer branding in attracting high-quality applicants. Additionally, the study evaluates the application of digital tools, professional conduct of hiring personnel, and onboarding experiences from the perspective of newly recruited employees.

The geographical scope is limited to the Ambattur facility to maintain consistency in data collection and organizational practices. However, the findings may serve as a reference point for Access Healthcare's other operational units and for similar healthcare BPO organizations facing comparable recruitment challenges.

By identifying gaps and strengths in the current talent acquisition process, the study aims to provide actionable insights and practical recommendations for enhancing recruitment effectiveness, improving candidate engagement, and supporting strategic workforce planning.

IV. REVIEW OF LITERATURE

Cappelli (2008) emphasized the need for strategic alignment in talent acquisition, particularly in uncertain environments. He suggested treating talent as a supply chain resource, balancing internal development with external hiring.

Sullivan (2004) described how talent acquisition evolved from a hiring function to a strategic driver, stressing proactive recruitment and employer branding as essential tools.

Gatewood, Feild, and Barrick (2010) outlined recruitment as a structured, evidence-based process, noting the importance of legal compliance and job-fit assessments in enhancing outcomes identified that recruitment effectiveness depends on clear job previews and targeted communication. His findings emphasize tailoring outreach to attract best-fit candidates.

Backhaus and Tikoo (2004) introduced employer branding as a strategic asset, influencing job seekers' perceptions through organizational culture and employee value proposition.

Friedman (2007) focused on globalization's impact on recruitment, calling for agile and technology-driven hiring strategies to meet increasing demand for specialized skills.

Parry and Tyson (2011) highlighted the role of e-recruitment in improving efficiency and reach, though cautioning against excessive automation that may harm candidate experience.

Lepak and Snell (1999) proposed that recruitment strategies should align with the uniqueness and value of employee roles, suggesting differentiated approaches for core and non-core jobs.

Ployhart (2006) advocated viewing staffing as a long-term strategic investment rather than a transactional HR activity, promoting data-driven selection and cultural fit.

Boxall and Purcell (2011) framed recruitment within the resource-based view of the firm, asserting that strategic hiring supports innovation, adaptability, and long-term performance.

Kundu and Rani (2007) found that structured hiring methods in Indian BPOs enhanced role fit and employee satisfaction. They emphasized forecasting and digital recruitment strategies.

Singh and Finn (2003) linked proactive e-recruitment and branding to performance outcomes, asserting that strategic alignment boosts applicant quality and retention.

Tarique and Schuler (2010) developed a global talent framework emphasizing local adaptation, AI-based screening, and cultural alignment for multinational HR success.

Collins and Stevens (2002) revealed that employer branding significantly affects candidate decision-making, often outweighing job content itself.

Thunnissen et al. (2013) introduced the idea of value-based recruitment, advocating for alignment between hiring and innovation, adaptability, and strategic vision.

V. RESEARCH METHODOLOGY

The research methodology adopted for this study is structured to evaluate the effectiveness and challenges in the talent acquisition process at Access Healthcare Services Pvt. Ltd., Ambattur. The study is based on a descriptive research design, which enables a detailed understanding of current recruitment practices, trends, and employee perceptions within the organization. This design was chosen to present an accurate profile of the hiring process and the effectiveness of various recruitment strategies.

A primarily quantitative approach was employed to gather measurable and analyzable data from the respondents. To complement the statistical insights, limited qualitative inputs were also gathered through informal interactions and open-ended responses, providing context to the numbers and enhancing the depth of analysis.

The research sample consisted of 93 respondents, including HR professionals, recruiters, and recently hired employees working at the Ambattur headquarters. A stratified random sampling **method** was used to ensure fair representation across different departments and job roles involved in or affected by the talent acquisition process. This method enhanced the objectivity and generalizability of the study outcomes.

For primary data collection, a structured questionnaire was designed with both closed- and open-ended questions. This tool allowed the collection of standardized data on various aspects such as satisfaction with the hiring process, the influence of employer branding, clarity in job roles, and the effectiveness of recruitment channels. Additionally, interviews with selected HR personnel provided deeper insights into operational challenges and strategic goals related to recruitment.

The data collected was analyzed using various statistical tools and techniques, including Chi-Square to test relationships between variables like gender and job suitability, correlation analysis to explore links between employer branding and hiring satisfaction, and regression analysis to understand how satisfaction levels varied across age groups. Furthermore, ANOVA (Analysis of Variance) was used to identify any significant differences in responses across multiple categories.

This multi-method approach ensured a comprehensive evaluation of the talent acquisition process and helped generate reliable findings and evidence-based recommendations.

VI. DATA ANALYSIS AND INTERPRETATION

Demographic Profile:

- **Gender Split:** The respondent pool consisted of **53.76% males** and **46.24% females**, indicating a fairly balanced gender representation.
- **Age Group:** **48.39%** of the participants were in the **20–30 years** age range, suggesting that the workforce is primarily composed of young professionals.

Recruitment Experience and Job Fit:

- A high **80%** of respondents felt that their **jobs were suitable to their skills**, indicating effective talent-job alignment.
- **75% expressed satisfaction** with the overall **recruitment process**, showing a positive hiring experience.

Employer Branding & Hiring Channels:

- A significant **86% acknowledged employer branding** as an important factor influencing their decision to join the company.

- **Job portals (43%) and employee referrals (21.51%)** were the most preferred and effective **recruitment channels**.

Recruitment Efficiency:

- **69.89% of employees were recruited within 2 months**, indicating an efficient recruitment turnaround time.
- **Employee Expectations and Work Environment:**
- **59.14% felt their career growth expectations were met**, showing a moderate level of professional satisfaction.
- The **professionalism of the hiring team** was rated positively by **69.89% of the respondents**, reflecting well on the company's HR practices.
- **Work-life balance** satisfaction stood at **59.14%**, suggesting scope for improvement in employee well-being and flexibility.

STATISTICAL INSIGHTS

Chi-Square Test

- **Null Hypothesis (H_0):** There is no association between gender and job suitability.
- **Test Result:** Chi-square value = **48.302**, **$p < 0.05$**
- **Inference:** Since the p-value is less than 0.05, **H_0 is rejected**, indicating a **statistically significant association** between **gender** and **perceived job suitability**.

Correlation Analysis

- **Variables Analyzed:** Hiring Satisfaction and Employer Branding.
- **Result:** Pearson's correlation coefficient (**$r = 0.889$**), **$p < 0.01$**
- **Inference:** A **strong positive correlation** exists, implying that **better employer branding is strongly associated with higher satisfaction during recruitment**.

Regression Analysis

- **Model:** Satisfaction with Job Role (dependent variable) vs. Age (independent variable)
- **R^2 Value:** **0.778**, meaning that **77.8% of the variation in job satisfaction** is explained by the age of the respondents.
- **Inference:** The model indicates that **older employees tend to report higher levels of job satisfaction** post-hiring, suggesting experience and maturity influence satisfaction positively.

VII. FINDINGS

The study reveals that the talent acquisition process at Access Healthcare Services Pvt. Ltd., Ambattur, is both efficient and well-integrated with modern technologies. The use of digital tools such as job portals, applicant tracking systems, and AI-enabled screening has streamlined the recruitment workflow and enhanced the organization's ability to attract and select qualified candidates effectively.

One of the most notable findings is the significant role played by employer branding and online job platforms in influencing candidates' decisions to apply. Candidates reported that the company's reputation, visibility on job portals, and the clarity of job advertisements strongly impacted their willingness to engage with the hiring process.

The on boarding experience and role clarity were generally reported as satisfactory, with many new hires stating that they were well-informed about their responsibilities. However, some areas such as pre-on boarding engagement and communication during the final stages of hiring could benefit from improvement to further enhance candidate experience and reduce offer dropouts.

It was also observed that a majority of employees found their job roles well-aligned with their educational qualifications and skill sets, indicating a thoughtful matching process during candidate selection. This alignment likely contributes to overall job satisfaction and performance outcomes.

In terms of operational efficiency, hiring timelines were found to be moderate, with most candidates being placed within one to two months. This reflects a fairly responsive recruitment process, especially for a high-volume hiring environment like healthcare BPO.

Lastly, while many respondents expressed satisfaction with their current roles, expectations around career advancement were only moderately fulfilled. This suggests an opportunity for the organization to improve internal mobility, growth visibility, and long-term development planning to retain top talent.

VIII. SUGGESTIONS

Based on the analysis and findings of the study, several key areas for improvement have been identified in the talent acquisition process at Access Healthcare Services Pvt. Ltd., Ambattur. Firstly, the organization should incorporate AI-driven screening tools and predictive analytics to enhance the quality of candidate shortlisting. These technologies can help identify best-fit candidates more accurately and reduce human error or unconscious bias during early screening stages.

Secondly, there is a need to strengthen pre-onboarding engagement, especially in the period between offer acceptance and joining. Regular communication, pre-joining resources, and virtual touchpoints can help maintain candidate interest and reduce the risk of offer dropouts, which is a common challenge in competitive hiring markets.

In addition, it is recommended that the company establish a structured candidate feedback **system** to collect insights from applicants about their recruitment experience. This would not only improve transparency and trust but also provide valuable data to continuously refine hiring practices.

Another important area of focus should be enhanced collaboration between HR professionals and functional or department managers. Improved coordination in defining job roles, evaluating applicants, and conducting final interviews can ensure that hiring decisions align better with operational needs and reduce role ambiguity.

Finally, employer branding efforts must continue to be reinforced, particularly through digital channels and authentic employee testimonials. A strong and visible employer brand helps attract high-quality applicants and sets the organization apart in a crowded talent marketplace. Highlighting company culture, values, and career growth opportunities across social platforms and job boards can significantly elevate candidate engagement.

IX. CONCLUSION

The study concludes that the talent acquisition process at Access Healthcare Services Pvt. Ltd., Ambattur, is generally effective and strategically aligned with organizational goals. The recruitment framework demonstrates strength in several critical areas, including job-role alignment, onboarding efficiency, and overall candidate satisfaction. Most employees feel that their qualifications and expectations are well-matched with their assigned roles, reflecting thoughtful selection practices and efficient use of digital recruitment tools.

However, the findings also highlight areas that require refinement. Internal communication during the hiring process can be improved, particularly in terms of role clarity and timely updates to candidates. Moreover, integrating AI-enabled screening tools and predictive analytics could further optimize the sourcing and selection process, allowing HR teams to make faster, more accurate hiring decisions. Additionally, the pre-onboarding phase needs greater attention to ensure that candidates remain engaged and committed until their official joining, thereby reducing the risk of offer dropouts.

The study underscores the growing importance of strategic employer branding in attracting high-quality talent. Candidates are increasingly influenced by an organization's online presence, reputation, and employee testimonials. As the healthcare BPO industry becomes more competitive, building a strong employer brand and maintaining continuous engagement with candidates throughout the hiring journey will be essential.

In conclusion, Access Healthcare has a strong foundation in talent acquisition but must adopt a more candidate-centric, technology-driven, and feedback-informed approach to remain competitive. By implementing targeted improvements, the organization can further strengthen its ability to attract, retain, and develop the right talent in a fast-evolving industry landscape.

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