TALENT ACQUISITION A MEANS TO TEMPORARY STAFFING

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Abstract : *The staffing companies nowadays are specialized in fields such as health care, information technology, administrative and secretariat, management, engineering and research. Staffing Companies assure full responsibility for their services and in order to assure the highest quality of the consultancy provided to their customers. Talent Acquisition is the greatest challenge faced by staffing companies to meet the growing demand of their clients. The process of attracting, finding and selecting highly talented individuals those who align with the business strategy, possess required competencies, and who will integrate smoothly and productively into the organization and its culture to meet current and future employment needs is definitely not an easy task. The Talent Acquisition practices adopted by the companies are not very effective in most of the cases to acquire the talents across the board in the organization. In order to understand more regarding temporary staffing, a case study on Talent Acquisition in Opterna, with reference to temporary staffing was taken up in Bangalore unit.*

Findings corroborate that Opterna can conduct training for potential employees and strengthen its relation with its client companies to understand its client's requirements. A clear understanding of the labour market and communicating it to the client regarding the time required to get candidates with expected skill sets will help in long term relations. It is also important for the company to understand and fulfill individual requirements so as to increase the talent attraction and retention. Understanding the gap between what the companies provide its employees and what the employees expect and meeting employees expectations definitely help in reducing the attrition rate. A well developed staffing industry that offers an organized and transparent work arrangement will certainly enhance employment opportunities for workers. Since temporary staffing is expected to grow exponentially in the country, it is necessary for outsourcing partners to be equipped with vertical and functional specializations, with key differentiators customized to the Indian employment scenario.

Keywords : *Banking, Technology, Services, Satisfaction*

Introduction : In the last few years, the staffing industry has acted as one of the major elements in the economical development of the countries worldwide.

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Some could even say it has turned into a trend and is acting as the leading agent of the social and political phenomenon called globalization. While in the early 1970s the industry was only really visible in the US and European markets of the UK, France and the Netherlands, the industry has now become truly global. Consolidation of the industry in its core markets of North America and Western Europe has been accompanied by substantial growth in the remainder of Western Europe and most recently in the emerging markets of the Eastern Europe, Latin America and East Asia. At the global level, the industry is heavily concentrated with an elite group of American and to a lesser extent Western European, agencies dominating international investment in the sector.

Staffing Companies assure full responsibility for their services and in order to assure the highest quality of the consultancy provided to their customers, they had to specialize. This is how, nowadays there are staffing companies specialized in fields such as health care, information technology, administrative and secretariat, management, engineering and research. Talent Acquisition is the process of attracting, finding and selecting highly talented individuals those who align with the business strategy, possess required competencies, and who will integrate smoothly and productively into the organization and its culture to meet current and future employment needs.

Considering the current scenario of acute shortage of skilled employees, a company needs to work on its recruitment strategy beginning with the creation of a compelling employee value proposition, (EVP) which makes organization a magnet for talent. An organization determined by its market size and ranking, its products and services and its respect in market when provides its people with work life balance, recognition and good work culture with career growth opportunity and personal development is bound to have an competitive edge of acquiring talented people.

The way company manage its talent has changed with two fast moving trends. First, a staggering number of people who work for organization are no longer traditional employees of those organizations and secondly, a growing number of businesses have outsourced its employee relations. There has been a rise in temporary employees, those working on temporary agency payroll on the client site (Doussard and Theodore, 2006). Local workforce authorities in liberal market states are increasingly charged with mitigating long-term unemployment rooted in macroeconomic forces beyond their immediate control. In the US, and now elsewhere, these authorities have begun to establish partnerships with the temporary staffing industry as a means of extending their limited resources and improving job placement outcomes. Such partnerships are especially prominent in the US, where the Department of Labor has sanctioned policy experiments between local workforce authorities and

the temporary staffing industry.

In order to understand more regarding temporary staffing, a case study on Talent Acquisition in Opterna, with reference to temporary staffing was taken up in Bangalore unit. The survey of related literature becomes imperative to understand the previous research work carried out by various researchers in the field of temporary staffing and their relationship with their clients and temporary employees.

Temporary staffing a concise literature

An insight into the available literature in the field throws light on improving talent acquisition process by temporary staffing companies.

Lyons, (1971), mentions that Employee's turnover intention for the client organization is more likely due to the attitude toward the client organization than the attitude toward the temporary agency. That is, a temporary employee who is trying to quit a client is more likely to quit because the employee is dissatisfied with the aspects associated with the client in the form of support or supervision at client site than with aspects associated with the temporary agency in the form of pay or support from supervisors at the temporary agency. Temporary agencies for their part should make sure that temporary workers receive fair pay and benefits and try to assign them to client sites that provide favorable working conditions.

Dutton, Dukerich, Harquail, (1994), state that the employee can identify himself/herself with more than one organization and can exhibit attitudes such as satisfaction and organizational commitment for both of the organizations. Thus, temporary employees may reciprocate the support they receive from either one or both of the two organizations by showing favorable attitudes for both the temporary agency and the client organization

Cunningham, Cara, (2000), emphasize that it is important to develop the human resources to unleash the true potential of employees in the organization. The HR department has to play a role of promoting individual's all round development and learn from other organizations benefit programs continuously keeping themselves updated to ensure organization doesn't end up selling itself as a training ground to potential employers only to realize they learn and leave for joining competitors.

Drucker (2002), states in his article that the temp industry began around 50 years with Adecco supplying low level clerks to take the place of ledger keepers, receptionists, telephone operators, stenographers or the ladies in the typing pool who were sick or on vacation. They state that in the present times temp employees are hired for all kind of jobs even for the position of CEO. Companies requiring temp employees for instance may be provided with supply manufacturing managers capable of leading new plants from their inception until the facilities are in full production

or providing with health care professionals such as the nurse anesthesiologists. According to the author, organization works without manager performing the functions of hiring, promotion or firing but rather by outsourcing these functions. The Vendor sees to it that his candidates are performing well so as to continue with client contract, normally taking decisions related to such candidates after discussing with company manager. He concludes saying that the temp agencies claim to be selling productivity but it's hard to see how they can deliver.

Peck and Nikolas, (2002) developed a conceptualization of the role of the temporary staffing industry (TSI) in the wider economy, with particular reference to the 'home' of temping, the USA. It is suggested that the TSI should be understood as an active agent of labor-market deregulation and restructuring, contrary to the industry's self representation as a neutral mediator in the job market and as a mere facilitator of more efficient and flexible employment systems. The article draws attention to the active steps that the industry has taken to establish (and defend) the legally ambiguous 'triangular' employment relationship upon which its very viability depends and, more generally, to make and grow its markets in segments as diverse as light assembly and construction work, health care, accountancy, teaching and a range of clerical occupations.

Gossett, (2006), stated that temporary workers are part of the quickly expanding and maturing contingent labor industry. Through observations of industry practice and worker self-reports, this study illustrates some of the control and identification challenges created by this particular work arrangement. Temporary workers receive directives from both their staffing agency and the clients that contract for their labor. Sometimes these messages are contradictory and force temps to choose between the interests of the two organizations. This study argues that the coexistence of multiple management systems results in the creation of a loose net of organizational control, which both enables and constrains the actions of temporary workers.

Boyce, et. al (2007), stated that as organizations seek to increase flexibility and reduce costs, temporary work arrangements is increased. In this article, the authors argue that these workers can be the target of devalued treatment. They develop a model of the individual and organizational antecedents and consequences of temporary worker stigmatization. Then, they articulate the implications of this model for research on workplace stigma and effective utilization of temporary workers.

By analyzing the literature in the area of temporary staffing, there exists a wide gap in the micro study on temporary staffing, where not many studies have been conducted. Taking this aspect into consideration the study on, **'Talent Acquisition a means to Temporary**

Staffing' was taken up in Opterna.

Brief background of the company Opterna and a work flow of temporary staffing

Opterna is a US based Opto-electronic global product company established in 1992. It is a software service wing of Nest Group, a CMMi Level 5 company. The Company is vertically integrated from active and passive components to value added modular versions and proficient in subsystem integration. It has strong technical base and impetus on quality, reliability and support with a pool of highly qualified professionals in opto-electronics and other related areas. Besides offering a plethora of products Opterna's growth strategy is focused on design and development of products and technology in various segments. Opterna's top management officials have held senior positions in Fortune 100 companies. Opterna has diversified itself with its focus on industry and Services. In Services, Opterna is in to Manufacturing, System Integration, Products and Technologies, Software Engineering and IT Consulting Services. Its services cater to the needs of healthcare, communications, Industrial, Automotive and Aerospace Sectors. Opterna is also into Temporary Staffing Business. In the Bangalore office clients' staff requirements are satisfied by employing the right candidate in company payroll to work on the site of the client. Numbers of valuable clients depend on Opterna for providing specialized technical employees to work for their projects. As the projects end, the temp employee is transferred to other projects depending on the availability and requirement of projects of the same clients or other clients.

Opterna operates globally with network spread across in America, Europe, Asia, Middle East and Africa. Its currently having its market coverage in 13 countries with its headquarter in the technology corridor of the Washington DC metropolitan region. It is fully equipped with world class manufacturing facilities with sales and support offices in Europe, Asia-Pacific, Middle East and Mexico. Opterna's network is spread across India, US, Mexico, UK, Ireland, France, Sweden, Germany, China, Singapore, UAE, Japan and Australia. Opterna works in partnership with Sanetronic Company Limited in Asia Pacific, Telefo in Europe and Ogmentum, Pacific Component Xchange in America.

The cycle of temporary staffing begins with the Business Development Manager (BDM) attracting the clients of diversified fields. The clients contact BDM and the human resource team that works on understanding the client requirements. This is the most important stage, without which further events cannot unfurl. After understanding the client requirements, the Resource management team begins working on sourcing candidates, matching the profile via portals and other sources. Candidates are given brief introduction regarding the company, their job responsibilities, and all the terms and conditions regarding their

workplace, joining date, pay scale once their profile is screened. The communication is either through e-mails or telephonic conversation. The screened candidate's profile is sent to the client organization's technical panel for further consideration. If they are convinced about the candidate, then an interview is scheduled between the candidate and the client organization, face to face or web conferencing as required. Candidates clearing the interview are finalized and the deal is closed by providing the offer letter confirming the joining date and the pay. At the month end, candidate details regarding attendance, performance are collected from the client and given to accounts department for payroll processing. When the project is ready for release, alternate project is searched for the candidate with same client or other clients to continue with cycle, failing which candidate is given a one month notice period alternately to choose to resign from company. Opterna's talent acquisition department has been working on increasing its presence and market share in the staffing department. Considering the fact that the department hires candidates with technical background on skill sets of embedded, telecom and programming languages it is working on increasing the number of clients requiring manpower on similar domains. The Company is also planning to expand on its recruitment tools considering the cost and benefits involved with available options. The increasing competition with more and more consultancies and companies that are entering the field, company has kept the option open of entering into other staffing departments and markets.

Statement of the problem

The Talent Acquisition practices adopted by the companies are not very effective in most of the cases to acquire the talents across the boards in the organization. Considering the fact that organizations are turning very competitive especially in terms of acquiring talent, this study is undertaken to highlight the rising importance of Talent Acquisition, the strategies followed and improving it to minimize the temporary employee attrition rate in Opterna.

Objectives of the study

- To assess the various techniques and procedures followed at Opterna for talent acquisition.
- To find out the effectiveness of these strategies.
- To identify the employee job expectations.
- Suggesting measures to reduce the temporary employee attrition rate.

Scope of the Study

The study is confined to the recruiters in talent acquisition department, the temporary employees and the managers of Client Company supervising the temporary employees. Thus the Study will help in understanding the labour market scenario particularly engineers in field of embedded system, mobile technology, programming and testing. The study is done on talent acquisition of

temporary employees of Opterna Technologies during the time period of December to February. 2010. Considering the active period after recession, there were lot of job openings and job hopping; as a result study was confined to the then current employees present in company during the research duration. The total workforce consisted of 49 recruiters of talent acquisition department working in Opterna Bangalore unit, its 73 temporary employees working in client site and the 37 client site managers supervising these employees. The researchers wanted to choose the entire population of workforce for conducting the survey; however, the respondents were not available for response due to their posting outside India. The parameter of interest in a research study was kept in view while deciding on the size of the sample. The Sample size for this research problem consists of the responding 43 recruiters, 61 temporary employees and the 33 managers which makes the sampling frame above 80 percent of the population size in all the three cases. Sampling frame was closely related to the population.

Research Methodology

Research design is a framework or blueprint for conducting any research project. It specifies the details of the procedures necessary for obtaining the information needed to and/or solve research problems. The type of research design is descriptive as well as exploratory in nature. It is concerned with describing the characteristics of a particular individual or of a group which is appropriate design methodology for this study (Malhotra, 2004). The study was also an attempt to identify the problems faced by recruiters, Opterna in particular and the effect of various factors like work atmosphere, job aspects influencing talent attraction and retention of temporary employees. Data was collected through questionnaire observation and series of observations were drawn by applying percentage analysis.

Discussion

The recruitment time as well as the recruitment tools plays an important role in understanding the efficiency and effectiveness of temporary staffing. The talent is acquired through various sources and some sources play a dominant role over other sources as the powerful tool of talent acquisition. Doussard and Theodore, (2006) have rightly stated that the organizations use those tools that are cost effective and more efficient. The following findings do relate to the fact that for Opterna Naukari.com was the most cost effective and faster in terms of acquiring the talents for different verticals.

1. **Time to Recruit :** The study attempted to understand the recruitment time required by Recruiters using various recruitment tools which are depicted in table 1.1. Table 1.1: Frequency distribution depicting recruitment time Vs. the Recruitment tools used by Opterna Recruiters.

Recruitment Tools \ Recruitment Time	Scale	Readily Available	Within day	Within week	Within 15 days	Within month
Advertisement	Always	0	0	0	0	0
	Sometimes	0	0	0	0	0
	Usually	0	0	0	0	1
	Rarely	0	3	9	9	1
	Never	0	3	10	4	3
Referrals	Always	0	1	2	1	3
	Sometimes	0	0	2	4	0
	Usually	0	1	7	7	2
	Rarely	0	1	7	1	0
	Never	0	3	1	0	0
Head Hunting	Always	0	0	0	0	0
	Sometimes	0	0	0	0	0
	Usually	0	0	0	0	0
	Rarely	0	0	4	7	2
	Never	0	6	15	6	3
Naukri	Always	0	6	19	13	5
	Sometimes	0	0	0	0	0
	Usually	0	0	0	0	0
	Rarely	0	0	0	0	0
	Never	0	0	0	0	0
Other Portals	Always	0	0	0	0	0
	Sometimes	0	0	0	0	0
	Usually	0	0	0	0	0
	Rarely	0	0	0	0	0
	Never	0	6	19	13	5
Social Networking	Always	0	0	1	0	2
	Sometimes	0	1	9	4	1
	Usually	0	3	3	3	1
	Rarely	0	1	3	6	1
	Never	0	1	3	0	0
	Always	0	1	5	2	3
	Sometimes	0	0	3	5	0

Table 1.1 clearly shows that irrespective of the recruitment tools used, candidates are never readily available. Out of the total 43 recruiters 100 per cent have responded and agreed on always using naukri.com and no other job portals and 13.95 per cent of them agreed on getting candidates within a day, 44.19 per cent agreed on within a week, 30.23 per cent agreed on within 15 days and 11.63 per cent agreed on within a month by always using naukri. Recruiters can get candidates within a week by sometimes using referrals, 4.65 per cent recruiters agree to this point; while 20.93 per cent agree on social networking, 6.98 per cent agree on personal database and 2.33 per cent agree on mass mailing. The data indicates that for Opterna, naukri.com has turned out to be the most effective recruitment tool and there is a high demand for experienced employees. While the supply of experienced employees is much less leading to an increase in time to recruit.

2. **Recruitment criteria of Opterna recruiters :** The Study has attempted to understand the criteria on which recruitment takes place which is depicted in table 1.2 and graph 1.1. Table 1.2: Frequency of recruitment criteria according to ranks given by recruiters

Ranks / Criteria	Most Imp	Percent	Imp	Percent	Least Imp	Percent	Total	Total Percent
Education Qualification	5	11.6	38	88.4	0	0	43	100
Sound Knowledge	30	69.8	13	30.2	0	0	43	100
Experience	28	65.1	15	34.9	0	0	43	100
Immediate Joinee	35	81.4	8	18.6	0	0	43	100
Communication Skill	1	2.3	17	39.5	25	58.2	43	100
Specialized Skills	17	39.5	25	58.2	1	2.3	43	100
Relocate	21	48.8	21	48.8	1	2.4	43	100
Salary	14	32.6	29	67.4	0	0	43	100
Contract Work	37	86	6	14	0	0	43	100
Personality	0	0	8	18.6	35	81.4	43	100

Graph 1.1: The recruitment criteria according to level of importance as per the recruiters.

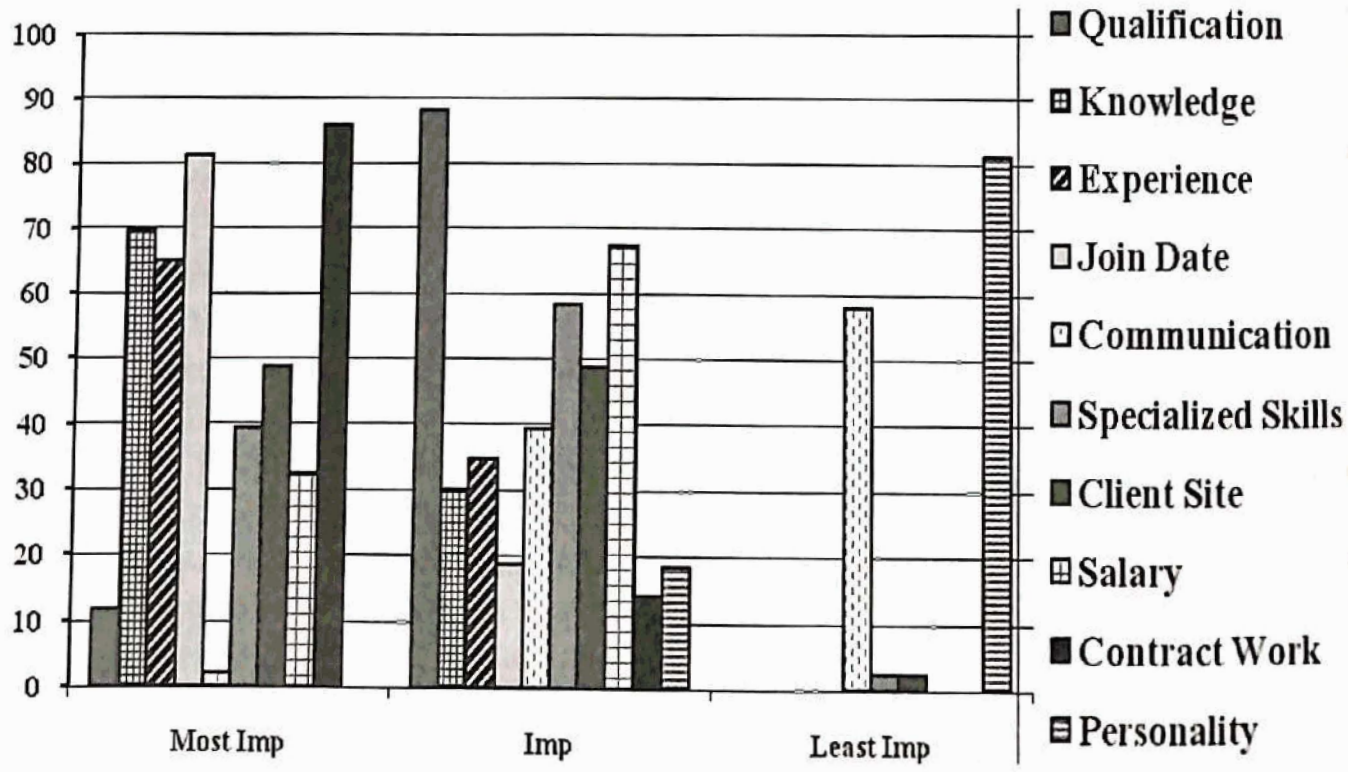


Table 1.2 and graph 1.1 show that while searching for candidates 86 per cent recruiters give more importance to candidates willing to work on temporary basis, 81.4 per cent recruiters agree on giving more importance to joining date, 69.8 per cent recruiters agree on giving more importance to sound knowledge and 65.1 per cent recruiters agree on giving more importance to experience. Only 11.6 per cent of the recruiters agree on qualification being the most importance criteria while looking for candidates whereas 18.6 per cent of the recruiters agree on giving importance to personality while 81.4 per cent of the recruiters agree on giving least importance to it. Considering the technical aspect of the job, knowledge is given more importance than the qualification and candidates are not expected to have high communication skills or personality, it is sufficient if they can put across their thoughts and understand what their superior expects from them. The findings also relate to the study of Drucker (2002), that the productivity of the people they supply to a client depends not only on the knowledge, experience, skill and personality of the temp workers but where those workers are placed, who manages and motivates them on which temp agency hardly has any control.

3. **Recruitment criteria of the Client Company :** The Study attempted to understand the Client Criteria for selecting a candidate according to its importance which is depicted in table 1.3. Table 1.3: Frequency distribution of the client criteria for selecting a candidate

Ranks Client Criteria	Most Imp	Percent	Imp	Percent	Least Imp	Percent	Total	Total Percent
Degree	17	51.5	16	48.5	0	0	33	100
Knowledge	31	93.94	2	6.06	0	0	33	100
All Requirement Fulfilled	15	45.5	18	54.5	0	0	33	100
Communication Skill	7	21.2	26	78.8	0	0	33	100
Talent	31	93.9	2	6.1	0	0	33	100
Team Player	33	100	0	0	0	0	33	100
Leadership Skills	14	42.4	19	57.6	0	0	33	100
Initiation Skills	24	72.7	9	27.3	0	0	33	100
Learning desire	20	60.6	13	39.4	0	0	33	100

Table 1.3 shows that while looking for candidates, out of the total 37 clients in bangalore, 33 responding clients agree on team work being the most important criteria followed by sound knowledge and talent agreed by 93.94% clients since established companies have time constraints they prefer trained employees with good knowledge, the client

companies consider this as to be the most important criteria. 51.5% clients agree on degree being the most important criteria while the remaining 48.5% clients agree on it being important. Considering the fact that there are companies involved in government projects so even degree and certification courses are given importance. This is in contrast with the Opterna's recruitment criteria to which company needs to pay attention. 45.5% of the clients expect candidates to meet all their expectations while only 42.4% of the clients agree on leadership skills being the most important criteria.

4. **Importance of the facilities provided by Opterna to its employees :** Considering Opterna to be a CMMI L5 (Capability Maturity Model Integration) company and its clients are also big players so providing good facilities, maintaining safety conditions is not a problem as agreed by 52.5 per cent of the recruiters. Company's temporary staffing provides employees with the opportunity of work sharing in certain conditions depending on the availability of alternate employee helping in work/life balance as indicated by 52.5 per cent recruiters. Since the project duration is for the short term client companies rarely provide training and expect trained employees. So 55.7 per cent recruiters disagree on providing training programmes. So the facilities and its work sharing programme can help in attracting and retaining employees but lack of training programme will prevent long term relation between employee and Opterna unless employee's don't enroll themselves in some training courses.

5. **Meeting the candidate requirement using various sources:**

Since candidates are not readily available most of the client companies depend on many other sources to meet their employee requirements as indicated by 37.8 per cent of the clients compared to 8.1 per cent depending only on Opterna. However there are other factors that contribute to deciding the number of companies like the contract charge, commission and meeting the requirement other than their response time in providing employees.

6. **Candidate's changing job expectations with their experience:**

The study has attempted to understand the candidate's expectation from the job vis-à-vis his/her experience. Table 1.4: Frequency distribution of the candidate's expectations from the job against their experience

Experience / Expectation		1-3 years	3-5 years	5-8 years	+8 years
Pay	SA	10	14	1	0
	A	2	19	13	2
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Company Brand	SA	9	26	7	2
	A	3	6	7	0
	N	0	1	0	0
	D	0	0	0	0
	SD	0	0	0	0
Designation	SA	6	31	14	2
	A	6	1	0	0
	N	0	1	0	0
	D	0	0	0	0
	SD	0	0	0	0
Job Security	SA	1	14	11	2
	A	11	19	3	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Benefits	SA	9	12	3	0
	A	3	20	11	2
	N	0	1	0	0
	D	0	0	0	0
	SD	0	0	0	0
Challenging Work	SA	9	31	14	2
	A	3	2	0	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Decision making	SA	3	15	13	2
	A	9	18	1	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0

Career	SA	3	16	13	2
	A	9	17	1	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Recognition	SA	9	32	14	2
	A	3	1	0	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Flexibility	SA	5	18	5	0
	A	5	15	9	2
	N	0	0	0	0
	D	2	0	0	0
	SD	0	0	0	0
Manager Support	SA	8	31	14	2
	A	4	2	0	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Training	SA	10	17	1	0
	A	2	16	12	2
	N	0	0	0	0
	D	0	0	1	0
	SD	0	0	0	0
Work Culture	SA	8	30	14	2
	A	4	3	0	0
	N	0	0	0	0
	D	0	0	0	0
	SD	0	0	0	0
Social Events	SA	0	10	10	1
	A	11	23	4	1
	N	0	0	0	0
	D	1	0	0	0
	SD	0	0	0	0

Going with the Maslow's need hierarchy, it can be seen that employees with 1-3 years of experience strongly agree on pay and training opportunities being the criteria as noted by 10 employees followed by company brand, benefits, challenging work and recognition as noted by 9 employees while looking for a job. These employees are comparatively less concerned with decision making opportunities and career planning as strongly agreed by 3 employees. Employees with more than 3 years but less than 5 years of experience strongly agree on recognition as noted by 32 employees, followed by designation,

challenging work and manager support as noted by 31 employees. Employees with 5 to 8 years of experience strongly agree on designation, challenging work, recognition and manager support being the most important criteria agreed by 14 employees followed by decision making power, career planning and job security. These employees however agree on pay being a factor while looking for job. Most of the employees look for settling and thus very few employees with more than 8 years experience exist in temporary job. Thus in case of temporary employees pay always plays part of job expectations also there are many factors affecting their job expectations like their previous job experience, financial commitments etc.

7. **Importance of employees' recommendations towards staffing company :** Although most of the employees have alternate job options still most of them are with the staffing company due to some form of necessity and so disagree on recommending the staffing company inspite of agreeing on views that the company takes care of their comfort. This indicates that the current scenario has opened up lot of job opportunities especially for the experienced employees but most of them are currently with the staffing firm for their necessity and are looking for some better options for switching jobs. Thus the staffing company needs to work on preventing attrition. Considering that the employees agree on not being loyal to their company getting employees will be difficult in future as word of mouth also is playing an important role for employee attraction.

8. **Employee's view pertaining to their client companies :** Considering that a large number of employees, 44.3 per cent strongly agree on speaking about their client companies followed by their high interest towards client also 80.33 per cent employees agree on honest work efforts without extra breaks. This entirely shows temporary employee's high interest towards joining the client company. 45.9 per cent of employees agree on distance being a factor for job selection so companies need to give attention to this aspect while understanding the talent acquisition practices. We also see 19.69 per cent of employees disagreeing on interest towards client with 11.5 per cent disagreeing on favourable work environment, this indicates there is a slight bias towards permanent employees compared to temporary employees and the work environment still needs to be developed for supporting temporary staffing.

9. **Importance of projects for temporary employees :** The Study has attempted to understand the views of temp employees towards their projects.

Table 1.5: Frequency distribution and percentage of the views of temp employees towards their projects.

	Happy with Project	Chance to give opinion	– —	Heavy Work load	Sufficient Trained
SA	30 (49.18%)	10 (16.4%)	5 (8.2%)	1 (1.6%)	17 (27.9%)
A	25 (41%)	38 (62.3%)	47 (77%)	7 (11.5%)	44 (72.1%)
N	2 (3.27%)	5 (8.2%)	4 (6.6%)	3 (4.9%)	0 (0%)
D	4 (6.55%)	8 (13.1%)	5 (8.2%)	45 (73.8%)	0 (0%)
SD	0 (0%)	0 (0%)	0 (0%)	5 (8.2%)	0 (0%)
Total	61 (100%)	61 (100%)	61 (100%)	61 (100%)	61 (100%)

Graph 1.2 : The percentage of the views of temp employees towards their projects.

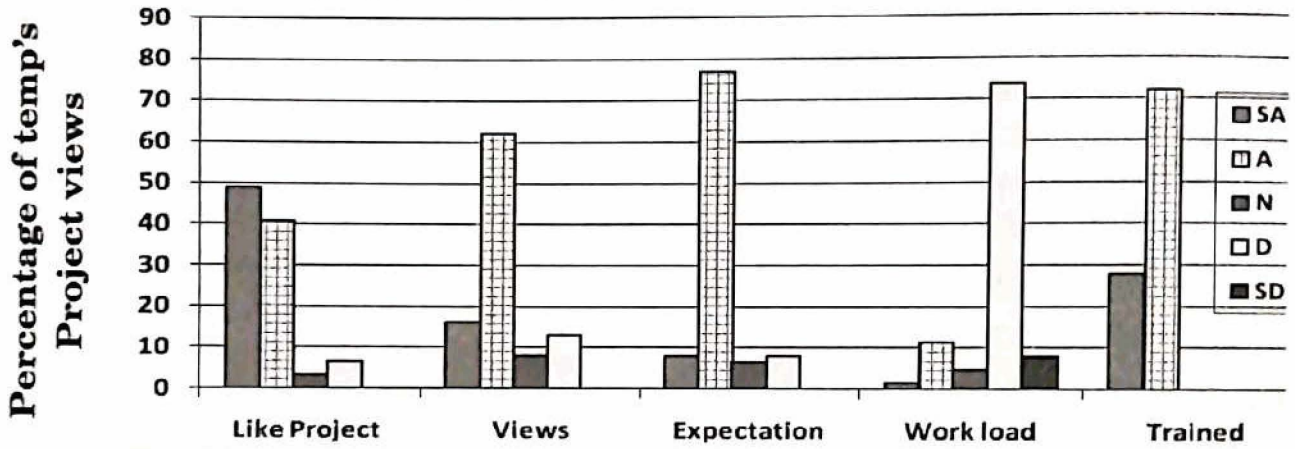


Table1.5 and graph 1.2 shows temp employees are highly satisfied with the projects they work and 30 employees strongly agree to this point and they do get an opportunity to give their views towards projects and are clear with expectations from them. Majority, 73.8 per cent of them agree with work load not being excess compared to permanent employees. Their view of they having sufficient training to handle their job shows they are the right person fit for task assigned so they can complete their allocated projects without issues. All this shows reduced dropout between projects. It can be seen that a large number of employees 77 per cent of them agree on being aware of job expectations, 62.3 per cent agree on getting a chance to voice their opinions and 41 per cent of them agree on being happy with the project and Thus being aware of the IT scenario and in spite of heavy deadlines if employees still show happiness over project then just by providing them the opportunity of working on the projects of their desire can lead to rise in talent acquisition.

10. **Influence of group on temporary employees :** The Study has attempted to understand the view of temp employees towards their group depicted in table 1.6 and graph 1.3

Table 1.6 : Frequency distribution and percentage of the views of temp employees towards their group

	Fair treat	Happy with Group	Emotional Attach	Approach team for help	Knowledge Sharing	Only Work related talk
SA	7 (11.5%)	5 (8.2%)	2 (3.3%)	12 (19.7%)	17 (27.86%)	2 (3.2%)
A	43 (70.5%)	38 (62.3%)	12 (19.7%)	43 (70.5%)	32 (52.46%)	14 (23%)
N	3 (4.92%)	7 (11.5%)	23 (37.7%)	2 (3.2%)	5 (8.2%)	2 (3.2%)
D	7 (11.48%)	11 (18%)	24 (39.3%)	4 (6.6%)	7 (11.48%)	33 (54.1%)
SD	1 (1.6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	10 (16.5%)
Total	61 (100%)	61 (100%)	61 (100%)	61 (100%)	61 (100%)	61 (100%)

Graph 1.3 : The percentage of the views of temp employees towards their group.

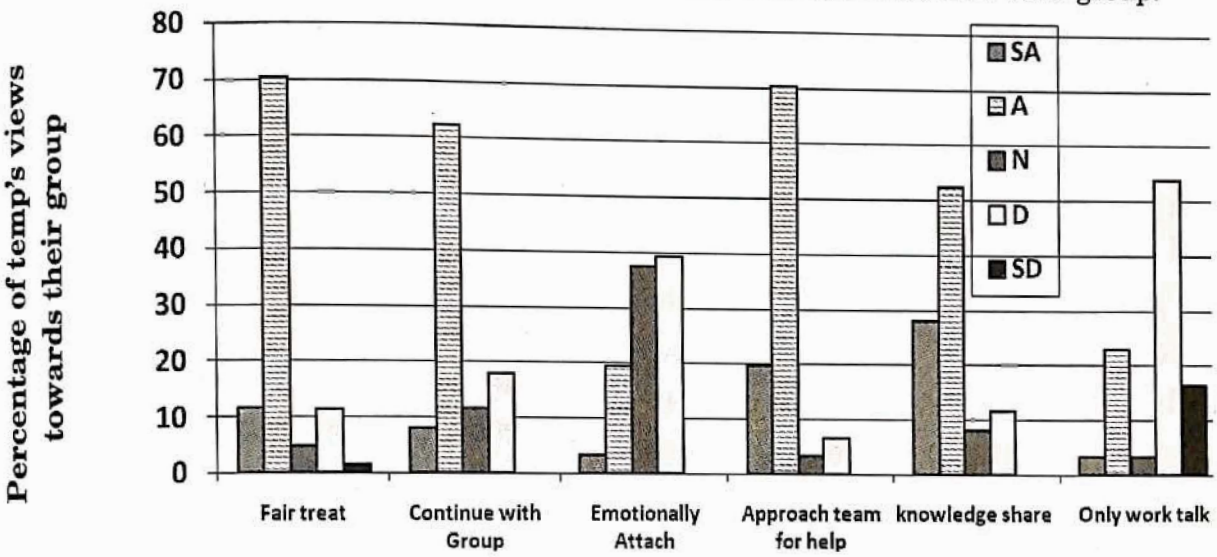


Table 1.6 and graph 1.3 show that view point towards their group members. 70.5 per cent of temp employees agree that they are fairly treated in the client firm and that they don't mind continuing with the firm. 39.3 per cent of them disagree to emotional attachment with the group indicates the fact that they are aware of not staying together for long. Thus it can be said that even though temporary staffing job cannot create a long term relation but some kind of bonding is built among likeminded employees that can help in reducing attrition. There is also an increased amount of knowledge sharing among the group and more of the casual talks than sticking strictly with work related talks.

Suggestions based on the findings

Opterna can conduct training for potential employees so as to solve the problem of candidates meeting the lack of requirements. Opterna requires strengthening its relation with its client companies and needs to exactly understand its client's requirements. A clear understanding of the labour market and communicating it to the

client regarding the time required to get candidates with expected skill sets will help in long term relations. It is also important for the company to understand and fulfill individual requirements so as to increase the talent attraction and retention. Understanding the gap between what the companies believes to be providing its employees and what the employees expect, meeting employees expectations may help in reducing the attrition rate. Since employees look for changing jobs only when they find their needs can't be met here but certainly are met outside. So meeting their needs is the first step in reducing the attrition.

Company needs to work on building its brand name; word of mouth has been playing an important role in talent acquisition practices. Research has shown that first Impression plays an important role in attracting and retaining talent and the first time impression remains for long time so company needs to make sure of delivering the promised and not overselling. Since temp employees spend most of their time in the client site, it is important to consider the fact that the client work climate, the project they work on and the group they are associated with are in harmony. Temp employees will be satisfied with their firm when they are happy with client and they show their inclination towards referrals. So company can come up with attractive incentives for successful referrals. The company can even consider entering into permanent staffing as current Indian scenario shows employees more concentrating on joining company as a permanent employee. Since there are lot of staffing firms coming up in Indian market, conducting research can help in changing the mindset of people regarding temporary staffing.

Conclusion

In a recruitment market where the concept of full-time employment is increasingly becoming a thing of the past, temporary staffing is emerging as the viable option. This does not mean the companies need to appreciate the value of existing employees and not just concentrate on increasing their headcount. A well developed staffing industry that offers an organized and transparent work arrangement will certainly enhance employment opportunities for workers. Since Temp staffing is associated with number of negative attributes like low employment security, low level of training, discrimination from permanent employees act as hindrances to temporary staffing development in India. However, good HR practices along with brand building and adopting innovative approaches can minimize impact of employee turnover. Since temporary staffing is expected to grow exponentially in the country, it is necessary for outsourcing partners to be equipped with vertical and functional specializations, with key differentiators customized to the Indian employment scenario. Respect, recognition and rewards can play a major role in reducing

the employee turnover in addition to increasing productivity, reducing absenteeism, creating a more pleasant work environment and improving the profits.

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