

CHAPTER 13

Evaluating the Effectiveness of Talent Acquisition Practices: An Employee-Based Empirical Study at Steelcase Asia Pacific Holdings Pvt. Ltd.

*Rupali Shende**

ABSTRACT

Talent acquisition plays a critical role in ensuring organizational competitiveness by attracting, selecting, and retaining skilled human capital. This study examines the talent acquisition practices followed at Steelcase Asia Pacific Holdings Pvt. Ltd. with the objective of evaluating their effectiveness and identifying areas for improvement. Primary data were collected from 100 employees using a structured questionnaire, while secondary data were obtained from company documents, HR reports, and relevant academic literature. The study assessed key dimensions of recruitment, including job role clarity, interview effectiveness, hiring timelines, employer branding, fairness in selection, and overall candidate satisfaction. The findings indicate that Steelcase follows a disciplined, structured, and technology-driven recruitment process that aligns well with organizational goals and contributes to high levels of employee satisfaction and engagement. However, certain challenges were identified, such as communication gaps between recruiters and candidates, extended selection cycles, and limited feedback mechanisms. To enhance hiring efficiency and improve candidate experience, the study recommends streamlining recruitment procedures, strengthening communication strategies, leveraging recruitment analytics, and adopting continuous process improvement practices.

Keywords: Talent acquisition; Recruitment; Selection; Employer branding; Human resource management.

1.0 Introduction

Organizations operate in a highly competitive, talent-intensive, and technologically advanced marketplace in the modern business world. Human capital has become the most important factor in determining long-term performance and sustainability among all organizational resources. Productivity, creativity, service quality, and competitive advantage are all directly impacted by an organization's capacity to draw in, choose, and keep talented workers. As a result, talent acquisition is no longer a regular administrative task but rather a strategic human resource function.

**Assistant Professor, Department of Management, RJSPM'S ICMR, Pune, Maharashtra, India
(E-mail: shenderupali21@gmail.com)*

Talent acquisition refers to a thorough and systematic process of identifying labor needs, attracting possible individuals, assessing their fit, and integrating them into the firm. Talent acquisition places more emphasis on long-term workforce planning, employer branding, candidate experience, and alignment with company culture and objectives than traditional recruitment, which is mainly concerned with filling positions (Dessler, 2020). Effective talent acquisition ensures that the right talent is hired at the right time and at the right cost, hence facilitating organizational growth and adaptation.

Globalization, rapid technological improvements, and shifting employee expectations have substantially impacted recruitment procedures. Digital platforms, application tracking systems, social media sourcing, and data-driven decision-making have altered how firms locate and engage talent.

According to the Society for Human Resource Management (SHRM, 2022), firms that embrace structured and technology-enabled recruiting procedures report higher quality of hiring, reduced time-to-fill, and enhanced candidate satisfaction. Furthermore, company branding and organizational reputation play a key role in attracting high-quality people in competitive labor markets.

To be relevant and successful in this environment, companies must constantly assess and improve their talent acquisition tactics. Known for its people-centric culture and dedication to diversity, inclusiveness, and sustainability, Steelcase Asia Pacific Holdings Pvt. Ltd., a division of Steelcase Inc., is a world leader in workplace design and innovation. The company prioritizes hiring people who share its values and long-term goals in addition to having technical proficiency.

The purpose of this study is to assess how well Steelcase Asia Pacific Holdings Pvt. Ltd.'s talent acquisition procedures suit organizational needs and improve employee satisfaction. The study aims to determine the advantages and disadvantages of the current system by examining employee opinions of recruiting schedules, interview efficacy, recruitment procedures, and company image.

The findings are likely to provide useful insights for increasing recruiting efficiency, candidate experience, and strategic workforce planning.

2.0 Objectives of the Study

The objectives of the study were:

- To examine the talent acquisition process at Steelcase Asia Pacific Holdings Pvt. Ltd.
- To evaluate the effectiveness of recruitment and selection practices.
- To identify challenges faced in the hiring process.
- To suggest measures for improving talent acquisition efficiency and candidate experience.

3.0 Research Methodology

Research methodology provides a systematic framework for collecting, analyzing, and interpreting data to address the research objectives effectively. The present study adopts a structured methodological approach to examine the talent acquisition practices at Steelcase Asia Pacific Holdings Pvt. Ltd. The methodology was designed to ensure reliability, validity, and relevance of findings in line with established human resource research practices.

3.1 Research design

The study adopts a descriptive research design, which is suited for examining existing behaviors, attitudes, and views of employees on talent acquisition processes. In human resource management studies, descriptive research is frequently employed to methodically characterize organizational practices and assess their efficacy without changing variables (Kothari, 2019). The researcher can obtain real-time insights into the organization's recruitment and selection processes thanks to this approach.

3.2 Population and sample

The population for the study comprised employees of Steelcase Asia Pacific Holdings Pvt. Ltd. across various functional departments, including Design, Finance, Material Management, and Quality Control.

A simple random sampling technique was adopted to ensure equal representation and to minimize sampling bias. Simple random sampling is considered effective when the population is relatively homogeneous and when each respondent has an equal chance of selection (Sekaran & Bougie, 2020).

Sample size: 100 employees

Sampling technique: Simple random sampling

3.3 Sources of data

Both primary and secondary data were used in the study to ensure comprehensive analysis.

Primary data: Primary data were collected directly from employees using a structured questionnaire. The questionnaire consisted of closed-ended and multiple-choice questions focusing on:

- Clarity of job descriptions
- Effectiveness of interview and selection process
- Hiring duration
- Candidate communication and feedback

- Overall satisfaction with talent acquisition practices
- Questionnaire-based surveys are commonly used in HR research due to their efficiency in collecting standardized data from a large sample (Saunders, Lewis & Thornhill, 2019).

Secondary Data: Secondary data were obtained from:

- Company HR manuals and internal reports
- Textbooks on human resource management
- Research journals and articles
- Reputed HR websites such as SHRM and People Matters

3.4 Instrument design

The questionnaire was designed based on established recruitment and selection literature to ensure content validity. Most items were measured using a five-point Likert scale, ranging from “Strongly Agree” to “Strongly Disagree” or from “Highly Satisfied” to “Dissatisfied.” Likert scales are widely accepted for measuring attitudes and perceptions in social science research (Likert, 1932). A pilot review of the questionnaire was conducted to ensure clarity, relevance, and ease of understanding before final administration.

3.5 Data collection procedure

The data collection was carried out over a period of three months. Questionnaires were distributed to respondents both physically and electronically, ensuring confidentiality and voluntary participation. Respondents were informed about the purpose of the study to enhance response accuracy and ethical compliance.

3.6 Data analysis techniques

After data collection, responses were systematically coded and analyzed using descriptive statistical tools such as:

- Percentage analysis
- Frequency distribution
- Graphical representation (pie charts and bar diagrams)
- Descriptive statistics are effective in summarizing large datasets and presenting findings in a clear and interpretable format (Cooper & Schindler, 2014).

3.7 Ethical considerations

Ethical principles were strictly followed throughout the study. Participation was voluntary, and respondents’ identities were kept confidential. Data were used solely for academic research purposes, ensuring compliance with ethical research standards (Saunders et al., 2019).

4.0 Results and Discussion

This section presents the analysis of primary data collected from 100 employees of Steelcase Asia Pacific Holdings Pvt. Ltd. and discusses the results in the context of talent acquisition effectiveness and existing human resource management literature.

4.1 Demographic profile of respondents

The departmental distribution of respondents indicates that a significant proportion of employees belonged to the Material Management (40.8%) and Quality Control (29.1%) departments, followed by Design (26.2%) and Finance (3.9%). This suggests higher recruitment activity and workforce intensity in operational and quality-related functions, which typically experience greater talent demand due to dynamic operational requirements.

Figure 1: Departments

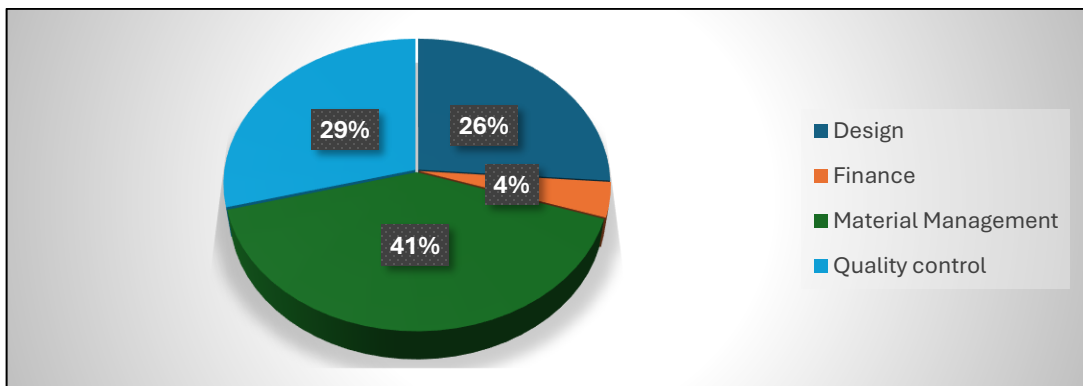
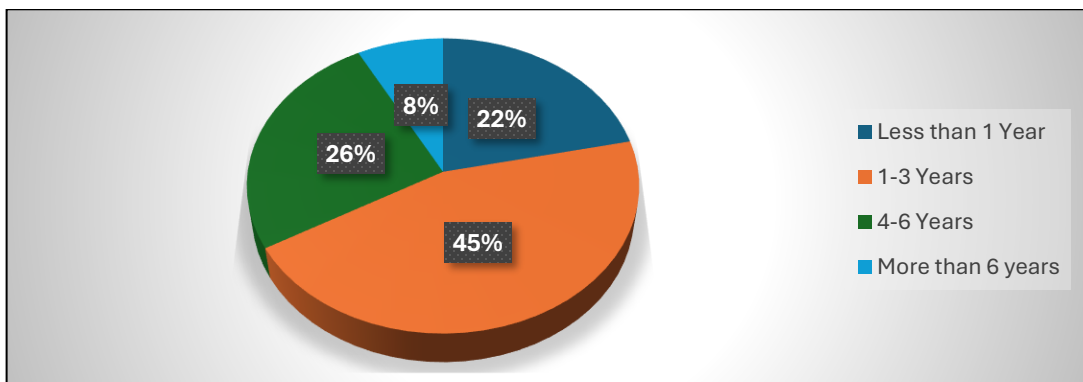


Figure 2: Years of Experience in the Company

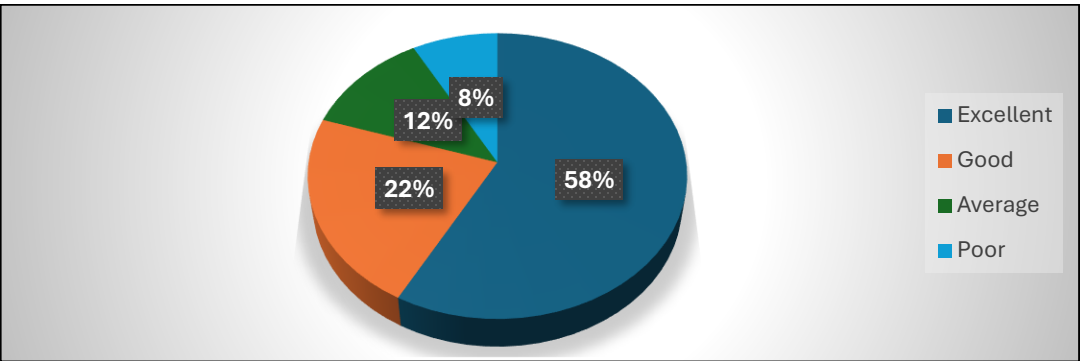


Regarding tenure, the majority of respondents (45.1%) had 1–3 years of experience, followed by 25.5% with 4–6 years, and 21.6% with less than one year of service. This indicates a relatively young workforce and consistent hiring, emphasizing the importance of effective onboarding and engagement strategies.

4.2 Effectiveness of recruitment process

A substantial proportion of respondents rated the overall recruitment process as excellent (58%) or good (22%), indicating strong satisfaction with hiring practices. This reflects the organization’s structured recruitment framework and alignment with best HR practices. According to Dessler (2020), well-defined recruitment systems improve candidate trust and organizational credibility.

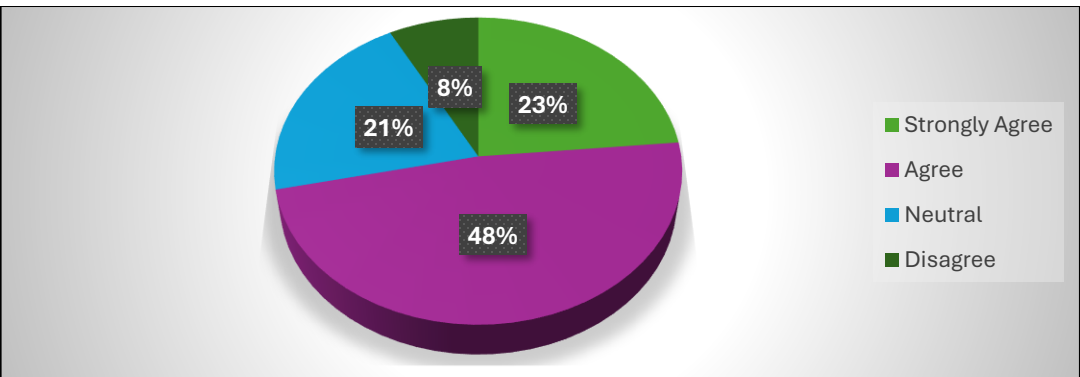
Figure 3: Effectiveness of Recruitment Process



4.3 Clarity of job descriptions

More than 71% of respondents agreed or strongly agreed that job descriptions provided during recruitment were clear and accurate.

Figure 4: Clarity of Job Descriptions

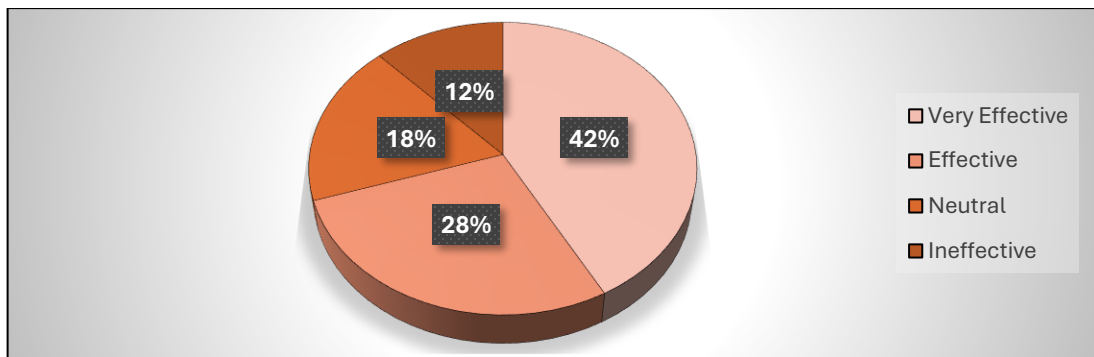


Clear job descriptions reduce role ambiguity, enhance candidate self-selection, and contribute to better job–person fit. This finding supports earlier studies which emphasize the role of job clarity in reducing early attrition and improving employee satisfaction (Armstrong, 2021).

4.4 Effectiveness of interview and selection process

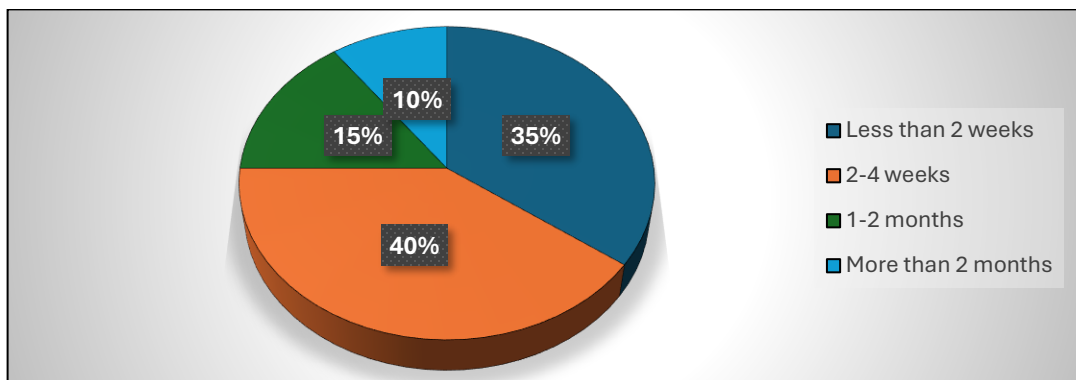
The interview process was perceived as very effective or effective by 70% of respondents, suggesting that structured interview methods are being employed to assess candidate skills and suitability. Structured interviews have been shown to enhance predictive validity and fairness in selection decisions (Breaugh, 2017). However, 12% of respondents rated the process as ineffective, indicating scope for further refinement in interviewer training or assessment techniques.

Figure 5: Effectiveness of Interview and Selection Process



4.5 Duration of selection process

Figure 6: Duration of Selection Process

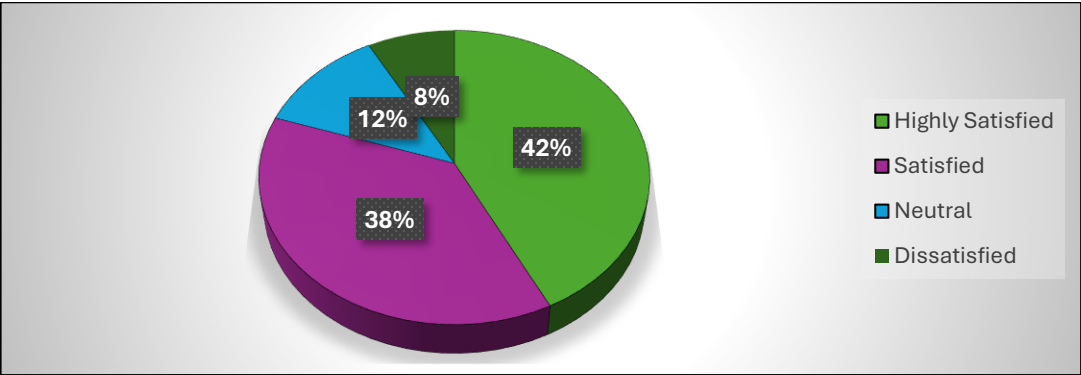


The majority of respondents (75%) reported that the hiring process was completed within four weeks, demonstrating operational efficiency. Nevertheless, 25% experienced longer timelines, which may negatively impact candidate experience and lead to loss of high-quality talent in competitive markets. Previous research highlights that prolonged hiring cycles increase candidate drop-off rates (SHRM, 2022).

4.6 Candidate satisfaction with interview process

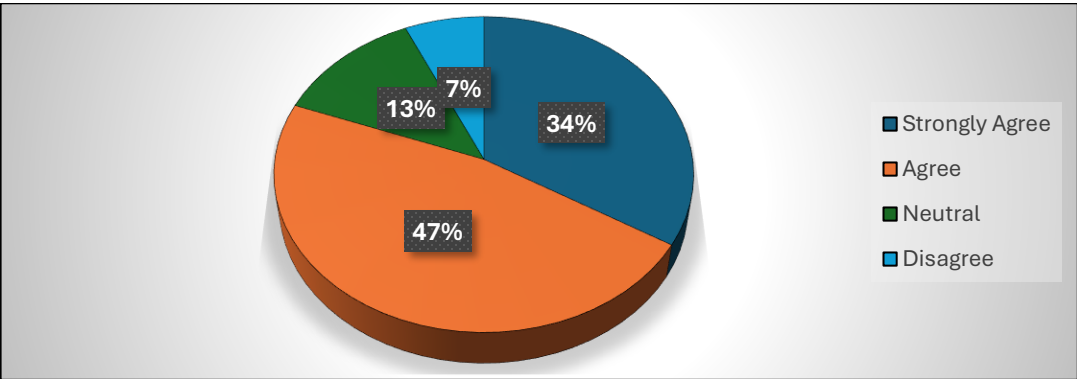
More than 81% of respondents were satisfied or highly satisfied with the interview process. High satisfaction levels suggest positive candidate experience, which plays a crucial role in strengthening employer brand and increasing offer acceptance rates.

Figure 7: Candidate Satisfaction with Interview Process



4.7 Employer branding and talent attraction

Figure 8: Employer Branding and Talent Attraction

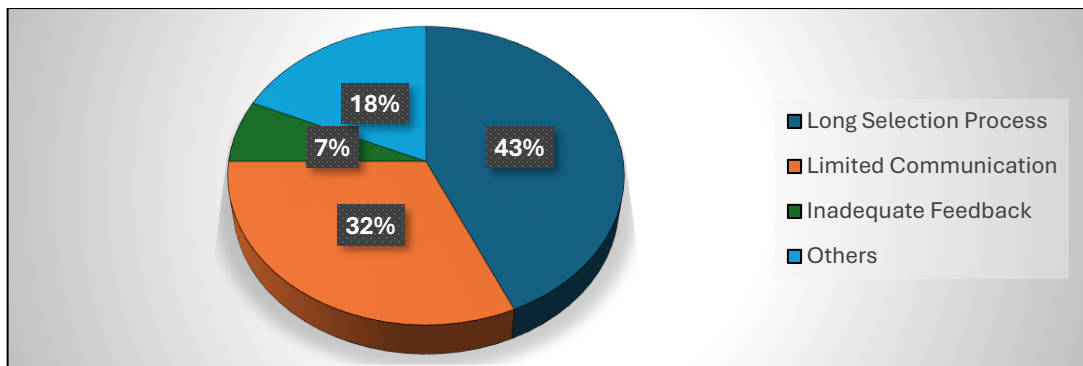


Approximately 80.8% of respondents agreed that Steelcase attracts high-quality talent through its recruitment strategies. Additionally, 81% rated the company's employer image as excellent or good. This highlights the organization's strong reputation in the job market, supported by its focus on workplace culture, diversity, and innovation.

4.8 Challenges in the recruitment process

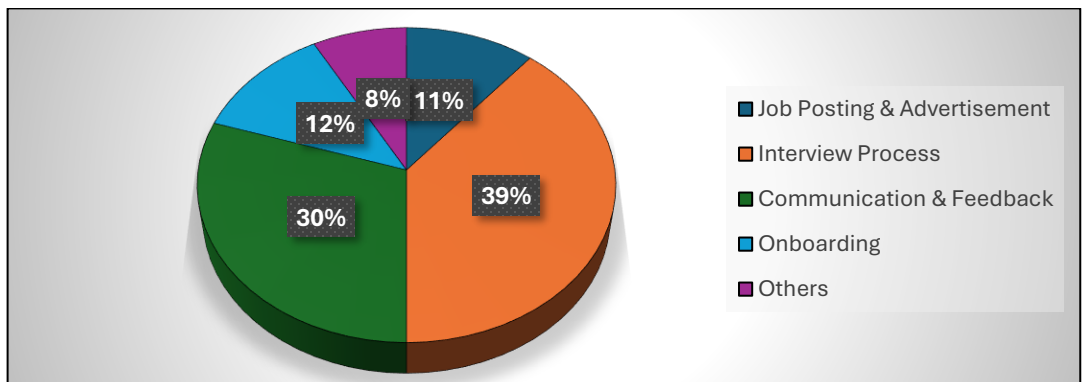
Despite overall satisfaction, 43.3% of respondents identified long selection processes as a major challenge, followed by limited communication (31.7%). These findings indicate that process efficiency and communication transparency require improvement. Similar challenges have been identified in contemporary HR studies, emphasizing the need for automation and proactive communication (Saunders et al., 2019).

Figure 9: Challenges in the Recruitment Process



4.9 Areas for improvement

Figure 10: Areas for Improvement



The interview process (39%) and communication and feedback mechanisms (30%) were identified as priority areas for improvement. This suggests that while systems are largely effective, refinement in interviewer consistency and candidate engagement can significantly enhance overall recruitment effectiveness.

5.0 Findings

Based on the analysis and discussion, the following key findings were derived:

- Steelcase Asia Pacific Holdings Pvt. Ltd. follows a systematic and structured talent acquisition process aligned with modern HR practices.
- The workforce profile indicates a young and growing employee base, emphasizing continuous recruitment and onboarding needs.
- Employees perceive job descriptions and recruitment procedures as clear, transparent, and fair.
- The interview and selection process is largely effective in evaluating candidate skills and organizational fit.
- The organization enjoys a strong employer brand and positive perception in the job market.
- Majority of hires are completed within a reasonable timeframe, reflecting operational efficiency.
- The most prominent challenges identified were long selection timelines and limited communication during recruitment stages.
- Interview consistency and feedback mechanisms were highlighted as areas requiring improvement.
- Overall satisfaction with talent acquisition practices is high, indicating successful HR strategy implementation.
- Continuous improvement in recruitment processes can further enhance candidate experience and hiring quality.

6.0 Conclusion

This study evaluated the efficacy of Steelcase Asia Pacific Holdings Pvt. Ltd.'s talent acquisition procedures from the viewpoint of its employees. According to the results, the company has set up a methodical and strategically coordinated hiring process that is distinguished by precise job descriptions, methodical interview processes, and a powerful employer brand. High employee satisfaction ratings show that the current framework for talent acquisition successfully supports organizational goals and workforce quality.

The investigation found operational inefficiencies pertaining to the length of the selection cycle and the openness of communication throughout the hiring process, notwithstanding these advantages. If left unchecked, these restrictions could negatively impact the applicant experience and make it harder for the company to find top talent in a cutthroat job market. Although process effectiveness is good, the results indicate that more optimization through technology-enabled communication and workflow simplification is required. In order to improve objectivity and candidate participation, the study also emphasizes the significance of interview standards and feedback channels. Enhancing these aspects can strengthen company credibility and increase recruiting decisions' consistency. Overall, the results show that Steelcase has strong and competitive hiring methods, but ongoing improvement through data-driven recruitment tactics is necessary to maintain organizational performance and long-term talent effectiveness.

References

1. Kothari, C. R. (2019). *Research Methodology: Methods and Techniques* (4th ed.). New Age International Publishers.
2. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students* (8th ed.). Pearson Education.
3. Sekaran, U., & Bougie, R. (2020). *Research Methods for Business: A Skill-Building Approach* (8th ed.). Wiley.
4. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12th ed.). McGraw-Hill.
5. Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22(140), 1–55.
6. Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson Education.
7. Society for Human Resource Management (SHRM). (2022). *Talent Acquisition and Recruitment Trends*. www.shrm.org
8. Armstrong, M. (2021). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
9. Breugh, J. A. (2017). *Talent Acquisition: A Guide to Understanding and Managing the Recruitment Process*. SHRM Foundation.