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Predictors for talent acquisition in a cement industry

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Abstract
The objective of this study is to investigate the Person Organisation (P-O) fit, Person Job (P-I) fit, & Training and Development that are helpful for talent acquisition. This study was done in a cement manufacturing industry in Tamil Nadu. A Descriptive Research Design was used followed by simple random sampling. With a universe of 900 employees in the company, the unit of study considered for this research study purpose was 130 employees consisting of executive, senior managerial level, managerial level, and staff level which is 14.4% level. A semi-structure questionnaire was administered to the respondents with three constructs; Individual Career Planning with PO-PI fit and Training and Development and retention. For analysis purposes, the researchers applied SPSS.25 versions was used. The statistical tests like Regression Analysis and Bivariate Correlation analysis were done. This cement manufacturing industry is having positive PO and PJ fits with a strong assessment and feedback. The on boarding success is better with imparting training programmes. This study leads to future research integrating advanced technologies like AI in assessing PJ and PO fit during recruitment and to understand their effectiveness in improving hiring outcomes.

Keywords: P-O fit, P-J fit, training and development, talent acquisition, talent retention.

Introduction
Talent acquisition has been an important strategy for organizations, and industries. It remains an important factor in enhancing the functioning of organizations and companies and managing them well. It need not be understood as merely filling up the vacancies arising in industries and organizations but ensuring the right people for the right positions, capable of driving innovation, growth, and success. Though, labour force in India is huge, it becomes difficult for industries and organizations to find the right people for the right position. Still, it is a challenge for manufacturing industries, SMEs industries, IT industries, and Cement industries. Finding the right people for the right job is complex in the Indian context. Could it be, in the IT sector or any sector, it is a perennial problem, faced by the Indian organisations and industries. Retaining the managerial staff and employees is an ongoing problem and reality in organizations. The employees are likely to leave their organizations while the psychological attachment, commitment, and involvement are quite stronger (Abraham *et al*., 2023) [1].

The problems, employees are facing today in Indian industries and organizations are manifold; decrease in permanent employment, increased contract labour force, no decent salary, lack of recognition, and lack of employee talent-oriented programs and practices. In such situations, the organizations and industries are run. Currently, industries and organizations have remote opportunities for permanency of work. Making the employees permanent is similar to a liking for a horn-honey/tea. Employees have to wait for a longer time and on most occasions, it may not happen. Perhaps, they then leave the organizations and industries. Another reason that could be easily found is the increased contract labour force. It is a commonly found factor throughout the country wherein the employers also find it an opportunity for their organizations. Yet another reason is the lack of a decent salary which is a pressing problem today for employees leaving organizations and industries. Among all those problems, lack of recognition and appreciation is the non-monetary benefit that makes the employees respectable. Only large organizations and industries can have employee-oriented and talent-oriented progammes and practices. The rest i.e. smaller lever organizations and industries still have no such programmes and practices.

In this context, the researchers wished to undertake a research study on predictors of talent acquisition in a cement industry in Tamil Nadu. It is apt to know the concept of talent acquisition.

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Talent means the person's strength, giftedness, competency, and high potential (Meyers *et al*., 2020) [30]. Talent is defined as a 'pivotal role' of individuals who can effectively apply their knowledge and skills to real-world problems to create an impact on their company's overall strategy with their directions (Boudreau and Ramstad, 2007; Collings & Mellahi, 2009) [5, 9] and Deloitte's War for Talent Report (2005) underscored that talents are the future's unique source of gaining a competitive advantage (Handfield-jones *et al*., 2017) [31] *et al*. The Global Talent Pulse Report (2005) by Deloitte also describes how many organizations have shifted their focus from investment to attracting and retaining employees.

According to Deloitte (2019) [14], talent acquisition is a strategic method to discover, attract, and onboard elite talent to efficiently satisfy changing company needs. Talent acquisition is a set of concepts and strategies used to gain a competitive advantage in the recruitment process (Parthasarathy Mohan & Pingle Sameer Dr, 2014) [34]. Recruiting is also understood as talent acquisition as also consider as interchangeable terms. Recruiting, screening, interviewing, evaluating, choosing, and hiring are all included in recruiting, which also is a subset of training. In certain companies, this consists of the initial phases of onboarding, after which HR and the hiring manager share accountability with assistance from the learning organization. (Parthasarathy Mohan & Pingle Sameer Dr, 2014) [34].

HR department becomes important in acquiring talent. In any industry or organization, the HR department promotes talent acquisition strategies for hiring the right person for the right job. Indeed, the objective is to support companies' HR professionals in attracting, hiring, and retaining the best workforce (talents). The HR department in industries and organizations deals with talent acquisition. Because the process is a function owned by the HR department and plays a key role in it. According to Guthridge *et al*., (2018) [19] in McKinsey Quarterly, HR managers play a key role in shaping the organization's strategic approach to talent acquisition. This strategic planning goes beyond filling immediate needs; it involves aligning talent acquisition with the organization's long-term goals and business strategy (Bugg, 2015) [6].

To meet organizational goals, or person-organization (P-O) fit, talent management practices such as talent acquisition, development, and retention guarantee that organizations can have the right person for the right job, or person-job (P-J) fit, at the right time (Khatri *et al*., 2010; Stahl *et al*., 2012) [22, 37]. PJ fit means that individuals and their job functions are co-determinants of individual and organizational outcomes. On the other hand, P-O fit refers to the individuals' views, values, and desires to align with the organization's principles, culture, and characteristics. (Phillips and Edwards, 2009; Schneider, 2001) [36, 38]. Consequently, through the use of the attraction-selection-attrition model of Schneider *et al*., (1995) [39], it was determined that P-J fit and P-O fit is crucial in the talent acquisition process. Good talent management strategies guarantee and emphasize that organizations could have the right person for the right job i.e. person-job fit at the right time to meet organizational goals i.e. person-organization fit. This can be achieved through talent acquisition, development, management, and retention. As a result, investing in talent capabilities and developing effective strategies for attracting and retaining talent have a positive impact on employee morale, job satisfaction, motivation, dedication, productivity, and long-term performance, particularly in a period of ambiguous economic conditions (Maley, 2019; Stuart *et al*., 2021) [32, 41].

In the dynamic cement industry, the researchers have tried to explore the cement industry as a background for the research study purpose. Tamil Nadu is India's fourth-largest cement-producing state. Such cement industries are also contributing to the GDP growth in India. It deals with the cement industry located in Tamil Nadu, India. With this background, the researchers would like to raise the following research questions.

Research Questions
1. What are the key predictors influencing the adoption and practical implementation of talent acquisition strategies within the cement industry?
2. Why the HR practices are important for talent acquisition?

Literature Review
Theoretical Framework and Hypotheses development
Theoretical Background
Attraction-Selection-Attrition (ASA) theory of Schneider (1983) [42] opined that organizations attract, select, and retain employees of various kinds and argued that employees of similar type are attracted not only to jobs but specific type of organizations. The ASA theory of Schneider (1987) [43] very much fits the P-O fit and also applicable to the very day-to-day functioning of organizations. He went on to say that people become attracted to organizations and subsequently chosen to join them; if they are a good fit, they stay in the organization, and if not, they leave. He argued that individuals look for situations that are attractive but not randomly assigned. Therefore, to become part of that situation, individuals are chosen. The ASA model emphasizes values, and attracts people to agree to the norms and values Stated differently, it refers to individual characteristics that align with the values of the organization. Attraction is dealing with the congruence of the individual characteristics like values, motives with the organizational goals. Selection deals with the organization recruitment and hiring people. Most organization use 'fit' as a criterion relating to job satisfaction, turnover etc. If an employee becomes misfit, he/she will likely to experience dissatisfaction with the job. Attrition is referred to employee leaving the organization if he/she does not fit. Perhaps, it was through the usage of attraction-selection-attrition model of Schneider *et al*., (1995) [39], the P-J fit and P-O fit became the important ones in talent acquisition process. P-J fit has been described by Vogel and Feldman (2019) [47], reveals about employees obligation towards working for the organization and the incentives to satisfy the requirement of the employment concerned. So the employees likely to stay with their organization if their knowledge, skill and abilities fit their job requirement (Boxall and Purcell. 2011) [4]. Meanwhile P-O fit is the congruence of values and goals between individuals and organizations (Krisof-Brown *et al*., 2005; Kristof, 1996) [23, 25]. Organizations locate 'fit' during pre-hiring process giving importance to talent acquisition practices that are instrumental and effective in increasing organizational commitment (Khatri *et al*., 2010) [22].

Drawn from the reviews, especially from journals, they are directly focusing on talent acquisition; how person-job (P-J) fit and person-organization (P-O) fit correlate each other,

training positively impacting the on-boarding success and talent retention being influence by training and development. Perhaps, the reviews cited below are targeted on talent management practices like talent acquisition and talent retention.

Hypotheses development
Influence of Person Job fit (PJ) and Person Organization (PO) fit on talent acquisition
Schneider (1987) [43] has defined P-O fit as "the congruence between the individual's goals and the organizational goals". P-O fit established the congruence between the individual preferences, needs and the organizational systems and structures (Bretz *et al*., 1989; Cable & Judge, 1994). [7, 10] Kristof (1996) [25] had described P-O fit as "the compatibility between people and organisations and it happens when; i) at least one entity gives or provides while the other needs or ii) they share similar fundamental characteristics or both".

Edwards (1991) [14] referred P-J fit to "the relation between job requirements i.e. KSAs and applicant qualifications. In other words, the match between the needs of the applicant and the supplies from the job". P-J fit has been formalized into two dimensions i.e. need-supplies fit and demands-abilities fit. These types are being referred to the congruence between the needs, desires, and preferences of an individual with the environmental supplies fulfilled by the job, and the (perceived) congruence between the KSAOs of an individual with the requirements of the job (Edwards, 2008; Kristof Brown *et al*., 2005) [18, 23].

Person-organization fit (Chatman, 1989, p.339) [11] is the definition given here of the congruence between the norms and values of organizations and the values of individuals. Companies convey information about their values, cultures, and success criteria through the job descriptions, organizational documents, and activities they use to portray themselves to their employees (Dineen & Noe, 2009; Phillips *et al*., 2014) [12, 35]. Skills, culture, loyalty, and integrity are the factors (Abraham M and Kaliamma M, 2023) [1] contributing to have the right fit leading to staff retention and also commitment to the organization. In general, their study revealed the characteristics of a person, the job and the organization should be considered while determining the PO and PJ fit with attitudes, knowledge, and skills. These should be identified as 'fit' during the pre-hiring process emphasizing talent acquisition practices. It suggested that job descriptions and specifications should encompass the KSA and personal characteristics.

Krisof (1996) [25] suggested that perceived PJ and PO fits are likely to be interdependent. However, Lauver and Kristof-Brown (2001) [29] emphasised that though an employee may not share the organization values, the employee could be possessed with skills and knowledge, competent enough to pike in a job. As both — person-job fit and person-organization fit — had unique effects on employee attitudes (Cable & Judge, 1996; Kristof-Brown, 2000; Lauver & Kristof-Brown, 2001) [24, 10], so our study evaluates the impact of organisational and job fit on employees' creative work practices. Thus, it is seen that P-J fit and P-O fit had an influence over talent acquisition.

H₁: There is an influence of Person Job fit (PJ) and Person organization (PO) fit on talent acquisition.

Training is positively linked to on-boarding success
Training and development are essential components of organizational growth and employee success. These processes are designed to enhance employees' skills, knowledge, and capabilities, enabling them to perform their roles effectively and contribute to the achievement of organizational objectives. By investing in training initiatives, companies not only equip their workforce with the necessary skills for current tasks but also prepare them for future challenges and opportunities. Furthermore, training and development efforts foster a culture of continuous learning and improvement, promoting employee engagement, satisfaction, and retention. To improve performance, they should engage in appropriate training and development activities that boost their knowledge, problem-solving skills, exposure, and organizational abilities (Elnaga and Imran, 2013) [16]. These programs promote organizational productivity and provide positive outcomes in an economical manner (Salah, 2016) [44]. (Biswas & Chakraborty, 2020) [8].

A study A cross-sectional survey drawn from software professionals done by Gaurav G. Sharma, Klaas-Jan Stol, (2020) [45] on software professionals' turnover intention, organizational fit, and onboarding success revealed a mentor-mentee connection. A newcomer was considered a mentee and the experienced senior as a mentor. Which was a significant factor for a professional life of a person. It emphasized that mentors had the responsibility to accustom the newcomer to gain knowledge and, skills to succeed which was done through coaching, exposure, and challenging assignments. Thus the hypothesis i.e. training was positively linked to on-boarding success.

H₂: Training is having a positive link to onboarding success.

**Talent Retention has an influence over the talent acquisition**
Retention explains about the employer's efforts in retaining the skilled and desirable employees. It is done through achieving their organisation goals (Frank *et al*., 2004). It is also considered a mutual satisfaction between employers and employees (Kontoghiorghes and Frangou, 2009). Various research studies (Boxall and Purcell, 2011; Ortlieb and Sieben, 2012) [4, 33] have shown that competitive pay, workplace relation-communication, job security and autonomy are the most influential factors for making employees remain in the organization. Usually monetary rewards seem to be the primary one attracting the right talent. But in the long-run, it may not be the case. Not high pay, but competitive compensation considered to be fair, had a strong correlation with retention rates (Kochanski and Ledford, 2001) [26].

Positive factors that have an impact on employees' desire to remain with the organisation include trust, respect, opportunities to demonstrate off one's strengths and skills, workplace safety, job autonomy, and performance recognition (Gallup, 2023; Hausknecht *et al*., 2008; Lee *et al*., 2017) [20, 21, 28]. Typical retention elements include pay, employment features, and training and development opportunities. job prospects, commitment, and work-life balance (Van Dyk & Coetzee, 2012) [46].

Performance appraisal plays a central role in this process, where the employees performance over the years is thoroughly evaluated by both department and HR. This collaborative approach ensures that the appraisal is fair, focusing solely on the employee's performance rather than other merits. Additionally, training and development are crucial component of talent retention.

By investing in continuous learning and skill enhancement programs, the organization demonstrate its commitment to employee growth. These initiatives not only equip employees with the necessary skills to excel in their current roles but also prepare them for future opportunities within the company. Traditional retention elements include work-life balance, commitment, career chances, job features, training and development opportunities, and compensation (Van Dyk & Coetzee, 2012) [46].

H₃: Talent retention is influenced by training and development.
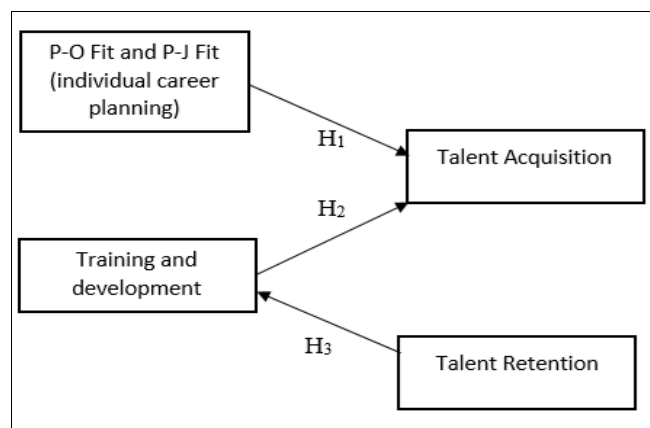
Source: Authors

Fig 1: Conceptual framework

Research Gap
Earlier studies have focused on the influence of personal, situational and organizational contexts on innovative work behaviour (IWB). But, today there is lack of research on interactional perspective where individual values are matched with organizational characteristics. It has been a belief that persons with the better level of P-O fit and P-J fit are considered better socialized with their colleagues that would produce and execute the ideas without dysfunctional work-associated conflicts. Eventually the innovation- trust could bring down the level of conflict. While most studies have been done in developed countries, the developing countries also have gone into studies related to talent management practices. It is slowly emerging as a subject of study. Thus the researchers are exploring the talent management practices from the following elements; Individual Career Planning (ICP) including talent attraction, Training and Development Practices (TDP), and Talent Retention (TR) which would fill gap in the research. These three elements are being analysed in this research study with

relevant statistical tests being applied for the purpose arriving at a solution.
The hypotheses framed in this study i.e. Influence of Person Job fit (PJ) and Person organization (PO) fit on talent acquisition, Training is positively linked to on-boarding success, and talent retention through training & development would be focussed and these variables would fill the gap and would lead to further studies.

Materials and Methods
The Specific objectives are as follows.
- To investigate the P-O, P-J fit of the respondents.
- To study about trainings and retention of the respondents.
- To make a few recommendations for future actions.

Hypotheses: The following hypotheses framed from the reviews are given explained below.

Hypothesis (H₁): Influence of Person Job fit (PJ) and Person Organization (PO) fit on talent acquisition

Hypothesis (H₂): Training is positively linked to on-boarding success

Hypothesis (H₃): Training and development are influenced by talent retention.

Area of the Study: This study was done in a cement industry, in Tamil Nadu.

Company Profile: This company is located in Tamil Nadu. Employing approximately 900 people, the plant has a workforce comprising around 150 executive-level employees and 750 contract-based workers. This industry not only excels in cement production but also operates in industries such as sugar, power, and refractory products, reflecting its diversified operations and making a significant contribution to the region's industrial landscape.

Pilot study: The pilot study was conducted among 60 respondents i.e. 6.6% of the total population. The researchers framed the questionnaire with three constructs; i) individual career planning, ii) training and development practices, and iii) talent retention. To test the questionnaire's internal construct, reliability and validity, the application of Cronbach's Alpha test was done. The table below describes Alpha test result.

Table 1: Reliability Statistics of the Manifest Variable under Latent Variable

Latent Variable	Manifest Variable	No of items	Cronbach's Alpha
ICP	The human resource team in the organization fills critical vacancies with the right skills.	2	0.737
	The company provides regular assessments and feedback on employee's career goals and aspirations.		
TDP	The company offers comprehensive training programs to improve the skills and abilities of the employees.	4	0.728
	The company promotes a culture of continuous learning and encourages employees to acquire new skills.		
	The organization provides opportunities for employees to participate in workshops, seminars, or conferences related to their field.		
	The company encourages employees to share their ideas, take initiative, and contribute to innovation.		
TR	The company implements efforts to retain the best talent within the company.	2	0.789
	The company recognizes and rewards the contributions and achievements of employees.		

Note: ICP (Individual career planning), TDP (Training and Development), TR (Talent Retention)

The research variable of talent acquisition stood for 8 manifest variables with 3 latent variables and resulted in 0.737, 0.728, 0.789 for each construct respectively and assumed to be good. The pilot study analysis found that all variables applied in the questionnaire were internally consistent within the frame. The reliability and validity have shown it as good fit for the further research.

Research design
The researcher has adopted a descriptive design as to explain the causative elements in each characteristic.

Sampling Method
The study was conducted in a cement industry with a total workforce of 900 employees in Tamil Nadu. The researchers have selected 130 employees at random from whom preliminary data were gathered. It meant that the researchers have selected 14.4% from the total population which is a good percentile for analysis purposes. It ensured a representative cross-section of the entire workforce in terms of departmental roles, tenure, and demographic characteristics. The simple random sampling is applied here for data collection purposes with 130 employees. The questionnaire employed a five-point Likert scaling with three constructs to assess various elements of talent acquisition. As it was a manufacturing company, with the help HR, filling up the questionnaire was done. The HR assembled the employees in a hall, who then gave them the questionnaire was done. The HR and the researchers have ensured all 130 respondents filled the questionnaire properly. The researchers reinstate that similar studies have been undertaken with 150 respondents and 130 respondents and they have been published. Studies done by Oluyemi Theophilus Adeosun and Adeku Salihu OHIANI (2020) [3], and Pallavi Srivastava and Jyotsna Bhatnagar (2010) [40] are such examples, the researchers would like to quote. Their studies on quality talent from firm perspective and employer brand for acquiring talent done in Nigeria and India are evident for also this study purpose.

Statistical tests applied: Regression analysis, and bivariate correlation analysis have been applied for analysis purposes.

Sources of data: Primary data were gathered from employees of the industry. It was done through a semi-structured questionnaire from the employees working in cement industry. The secondary data were collected from journals, like Open access journals.

Scope of this research
The researchers were able to get into the elements which was not sufficiently studied. Because the earlier studies were mostly done on personal, situational and organizational contexts on innovative work behaviour. But, today there is lack of research on interactional perspective where individual values are matched with organizational characteristics. Thus a focus was given to P-O fit, P-J fit, trainings and retention. These areas were underscored from the earlier studies. Therefore, the researchers gave focus to such elements for this research study.

Significance: The significance of this study lies in its potential to transform talent acquisition and management practices within the cement manufacturing industry, by delving into the PO and PJ fit. The research provides crucial insights into how well employees align with organizational culture and job requirement, which can enhance recruitment strategies and job design. The investigation into training effectiveness further sheds light on its impact on boarding success and overall employee performance, offering valuable guidance for developing more effective training programs. Additionally, by exploring the link between training and talent retention, the study highlights how targeted training initiatives can improve employee loyalty and reduce turnover. These findings not only aid in optimizing human resource practices but also contribute to better resource allocation and strategic decision making. While focused on the cement manufacturing sector, the insights gained have broader implications, potentially benefiting similar industries by offering framework for improving talent acquisition, development, and retention strategies.

Limitation
While the company is manufactures goods, it was challenging to get to know the employees. Whenever, the company or HRs permitted, at that time, the researchers were able to meet employees. The respondents were nervous and hesitant to answer to questions related to the managers, supervisor and staff.

Data Analysis and Interpretation
Demographic Profile of the respondents:
From the total of 130 respondents, 80 were males (61.5%), and 50 were females (38.5%). Regarding age, 53 (40.8%) respondents were between 51- 60 years of age group, 34 (26.2%) were from 42 - 50 years of age group, 24 (18.5%) respondents were between 31-40, and 19 (14.6%) respondents were from age group 21-30. As far as marital status is concerned, 94 (72.3%) respondents were married, and the remaining 36 (27.7%) respondents were unmarried. About educational attainment, 64 (49.2%) respondents had post-graduation, 30 (23.1%) had under-graduation, 29 (22.3%) respondents had doctorate, and only 7 (5.4%) respondents had diploma. The data revealed that the most common income category is "Above 60000", with 46 respondents, representing 35.4% of the total sample. The income categories "Less than 20000" and "30001 to 40000" are the least common, with 12 and 11 individuals representing 9.2% and 8.5% of the total population respectively.

The next one is the distribution of employees across various employment levels in the organization. The largest group, comprising 53.8% of the workforce, was at the Staff level, with 70 employees. This is followed by the Executive level, which included 31 employees, making up 23.8% of the total. The Manager level had 17 employees, representing 13.1% of the organization. Lastly, the Senior Manager level, with 12 employees, constituted 9.2% of the workforce. The table provides an overview of work experience among respondents, categorizing them into different groups based on the number of years they have worked. It reveals that the largest segment of respondents, 37.7%, have over 20 years of work experience, indicating a seasoned workforce. Following this, 18.5% of respondents fall within the 10 to 15 years of experience range, and 14.6% have 15 to 20 years of experience. Smaller proportions of the workforce have less experience, with only 6.2% having less than 1 year,

13.8% having 1 to 5 years, and 9.2% having 6 to 10 years of work experience.

It is inferred that the age distribution indicated a higher concentration of individuals in the older age groups. Overall, the data highlighted a typical organizational hierarchy, where the majority of employees are in lower-level positions, and fewer are in higher management roles.

On the whole the data showed a trend toward a workforce with substantial experience, with the majority having over a decade of professional experience.

Data analysis and interpretation
H₁: There is an Influence of Person Job fit (PJ) and Person Organization (PO) fit on talent attraction.

Table 2: Regression Analysis of ICP, TA

Predictors	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.111	-	7.882	.000
The human resource team in the organization fills critical vacancies with the right skills	0.159	0.213	2.104	.037
The company provides regular assessments and feedback on employees' career goals and aspirations	0.273	0.358	3.525	.001

Note: ICP (Individual Career Planning); TA (Talent Attraction)
Here, ICP represents Person Job fit (PJ) and Person Organization (PO)

Model Summary
The analysis reveals an R² value of 0.275, indicating that 27.5% of the variability in Talent Attraction is explained by the independent variables: "The HR team fills critical vacancies with the right skills" and "The company provides regular assessments and feedback on employees' career goals and aspirations." While this represents a moderate level of explanation, it highlights that other factors also contribute to Talent Attraction. The adjusted R² is slightly lower at 0.264, reflecting a small adjustment for the number of predictors in the model. This suggests the model provides a reasonable fit, though the unadjusted R² slightly overestimates its explanatory power.

The ANOVA analysis confirms the model's statistical significance (F = 24.109, $p<0.001$), indicating that the independent variables collectively impact Talent Attraction. Examining the coefficients further highlights their

contributions. The constant value (B = 2.111, $p<0.001$) represents the baseline level of Talent Attraction when both predictors are at zero. The variable "HR team fills critical vacancies" has a positive coefficient (B = 0.159, $p=0.037$), suggesting a moderate effect on Talent Attraction, with a standardized coefficient (Beta = 0.213). In comparison, "Regular assessments and feedback" shows a larger positive coefficient (B = 0.273, $p=0.001$) and a higher standardized coefficient (Beta = 0.358), making it the stronger predictor in the model.

Overall, while the model provides valuable insights into the factors influencing Talent Attraction, the R² value suggests the presence of additional unexplored variables. Future research could investigate these factors to enhance the model's explanatory power.

H₂: Training has positively linked to onboarding success.

Table 3: Bivariate Correlation Analysis

		The company provides regular assessments and feedback on employees' career goals and aspirations	The company encourages employees to share their ideas, take initiative, and contribute to innovation
The company provides regular assessments and feedback on employees' career goals and aspirations	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.000
	N	130	130
The company encourages employees to share their ideas, take initiative, and contribute to innovation	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.000	
	N	130	130

The table provided presents a Pearson correlation analysis between two variables:
1. The company provides regular assessments and feedback on employees' career goals and aspirations.
2. The company encourages employees to share their ideas, take initiative, and contribute to innovation.

Key Metrics
The Pearson correlation analysis reveals a coefficient of 0.404, indicating a moderate positive linear relationship between the two variables. This suggests that as one variable increases, the other tends to increase as well,

though not in a perfectly linear manner. The significance value (Sig. 2-tailed) is 0.000, which is less than 0.01, confirming that the correlation is statistically significant at the 0.01 level. This implies that the observed relationship is unlikely to be due to random chance. The analysis was based on a sample size of 130, which enhances the reliability of the findings, as larger sample sizes generally provide more robust results.

Hypo. 3: Talent retention has an influence Training and development

Table 4: Regression Analysis of TDP, TR

Predictors	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	T	Sig
(Constant)	1.489	-	6.603	.000
Talent Retention	.647	.717	11.629	.000

The analysis indicates a moderate, positive, and statistically significant correlation between providing regular assessments and feedback on employees' career goals and aspirations and encouraging employees to share ideas, take initiative, and contribute to innovation. In practical terms, this suggests that when a company is proactive in offering career feedback and guidance, there is a tendency for employees to feel more encouraged to participate in innovation and share their ideas. This relationship may indicate that structured support in career development fosters a culture of initiative and creativity within the company.

However, since the correlation is moderate, there are other factors at play influencing the extent to which employees contribute to innovation beyond just receiving career feedback.

Model Summary

The analysis shows that the R² value is 0.514, indicating that 51.4% of the variability in "Training and Development Practices" is explained by "Talent Retention." The correlation coefficient (R) is 0.717, which reflects a strong positive linear relationship between the two variables.

The ANOVA analysis supports the model's significance, with an F-statistic of 135.235 and a p-value of 0.000, indicating that the relationship between the predictor and the dependent variable is statistically significant at a level below 0.05.

Examining the coefficients further, the constant (B = 1.489) represents the intercept, or the expected value of "Training and Development Practices" when "Talent Retention" is zero. The slope (B = 0.647) indicates that for each unit increase in "Talent Retention," the score for "Training and Development Practices" is expected to rise by 0.647 units. The standardized coefficient (Beta = 0.717) also confirms a strong positive relationship between the variables. Additionally, the t-value (t = 11.629) demonstrates that the coefficient is significantly different from zero, and the associated p-value (Sig. = 0.000) confirms the statistical significance of the relationship.

Interpretation

1. **Model Fit**: The regression model explains 51.4% of the variability in "Training and development practices" based on "Talent Retention." The F-statistic is highly significant ($p<0.001$), indicating that the model provides a good fit to the data.
2. **Relationship**: There is a strong, positive relationship between "Talent Retention" and "Training and development practices." As "Talent Retention" increases, "Training and development practices" also increase significantly.
3. **Statistical Significance**: The p-values for both the overall model and the individual predictor are less than 0.05, confirming that the results are statistically significant.

Overall, the analysis suggests that "Talent Retention" is a significant predictor of "Training and development

practices."

4. Results and Discussions

The researchers have tried to candidly give this discussion part based on the objectives framed for the study purpose.

Among the demographic profile, quiet a many of the respondents are males. As for as age is concerned, the age group between 51- 60 years was found to be more and followed by the age group from 42 - 50 years of age group. regarding marital status, most respondents are married. Attainment of education revealed that just above half of the respondents had post-graduation, followed by under-graduation. Only a few respondents have diploma. Many are in the workforce of staff level and executive level. Going by work experience, many of the respondents have over 20 years of work experience and a small percentage of the workforce had below five years as experience.

While going through the P-O and P-J fit, they are positively influencing the talent acquisition. This research has shown that there is a positive coefficient (B = 0.159, $p=0.037$), indicating that as the HR team's effectiveness in filling critical vacancies increases, talent attraction also increases. Because, HR team plays an important role in accomplishing pre-hiring and hiring processes. Pre-hiring process is an initial phase in talent acquisition, and aimed at identifying, attracting, and evaluating potential employees before providing job offer. It begins with a thorough job analysis of defining job's roles, responsibilities, skills, and qualifications, followed by a detailed job description and specification which is similar to the findings of Dineen & Noe, (2009) [12]; Phillips *et al.*, (2014) [35]. This process ensures that the selected candidates not only meet the technical requirements but also aligns with the organizational culture and values, laying the ground work for a successful hiring outcome. Pre-hiring process is done on the basis of position previously they had it in other industries. In other words, it could be called as previous work experience. This is also being considered while the applicants appearing for interview. After a successful interview, document verification and background verification are done with salary negotiation.

For filling-up the vacancies towards talent attraction, the company conducts the learning and development classes. Special technical classes are also offered by the company if required for them. Advance courses are offered for the selected employees in top business schools in India for training purposes. Learning and development classes include technical skills training, such as industry specific knowledge and certification, as well as soft skill development in areas like communication, leadership and emotional intelligence. Abraham M and Kaliamma M, (2014) [1] studies revealed this factor.

According to studies of (Bretz *et al.*, 1989; Cable & Judge, 1994) [7, 10], P-O Fit, individual preferences, needs, and the organisational structures were congruent. This finding is connected to those findings. Their studies Dineen & Noe (2009) [12] and Phillips *et al* (2014) [35] described that companies convey information about their values, cultures, and success criteria through the job descriptions,

organizational documents, and activities.

Providing regular assessments and feedback is a stronger predictor of talent attraction: The consistent implementation of regular assessment and constructive feedback are significantly enhancing an organisation's appeal to attract talents. Employees assessment is done once a year by following 360-degree approach. Through this their performance is evaluated by personal, peer and superior levels. Based on this, the feedback is given to the employees concerned. Then it really boosts them to work for the industry.

This approach fosters personal and professional growth by providing clear pathways for advancement and offering real-time adjustment that help employees stay aligned with company goals. It cultivates a culture of test, transparency, and proactive development, where employees feel valued, empowered and supported in their career journey.

While a strong HR team is crucial, the personalized and continuous engagement offered by regular feedback can be a more powerful driver for attracting and retaining top talent. Skills, culture, loyalty, and integrity are the factors (Abraham M and Kaliamma M, 2023) [1] contributing to have the right fit leading to staff retention and also commitment to the organization. In general, their study revealed the characteristics of a person, the job and the organization should be considered while determining the P-O and P-J fit with attitudes, knowledge, and skills that are also suggested by Krisof (1996) [25] saying that both P-O, P-J are interdependent.

It is derived from the analysis that regular assessments and feedback are stronger predictors significantly influence Talent Attraction. This implies that organizations focusing on these aspects are more likely to attract talent effectively.

As regards to training, it has positively influenced the onboarding success. The company adopts on-boarding training. For, maintaining a strong mentor-mentee relationship during the on boarding process is crucial for helping new employees integrate successfully into the company. This relationship allows new hires to receive guidance, support, and insights from experienced colleagues, helping them navigate their new environment more effectively than before. To ensure these relationships are successful, HR takes an active role by organizing regular conclaves or meetings. Theses gathering provide a platform for mentors and mentees to discuss matters related to progress, challenges, and strengthening their bond. Additionally, the buddy concept - where a peer is assigned to the new hire offers an additional layer of informal support, making the on boarding experience smoother and more welcoming. These findings are revealed to the earlier study done by Gaurav G. Sharma, Klass-Jan Stol, (2020) [45]. Though this study was done in IT industries, its finds could be associated with manufacturing industries also.

As for as talent retention is concerned: Talent retention is a critical aspect of maintaining motivated and productive workforce. One of the key factors in retaining employees is offering competitive compensation, which includes regular salary hikes and opportunities for promotion. Studies by Boxall and Purcell, (2011) [4]; Ortlieb and Sieben, (2012) [33] have shown that competitive pay, workplace relation-communication, job security and autonomy are the most influential factors for making employees remain in the organization. All the above said factors are found in the cement industry having a strong focus on training and

development, combined with fair and performance based compensation, creates an environment where employees are encouraged to stay with the organization by feeling supported, valued and motivated. This study finding is similar to the study done Kochanski and Ledford, (2001) [26] wherein monetary rewards seemed to be the primary one attracting the right talent. But in the long-run, it may not be the case. Not high pay, but competitive compensation considered to be fair, had a strong correlation with retention rates.

Conclusion
More experienced employees over 20 years of work experience found in this industry showing from demographic profile is a strength. This study has revealed that P-O and P-J fit have positively influenced the talent acquisition with the variables like pre-hiring process and assessment and feedback shown a positive coefficient indicating that as the HR team's effectiveness in filling critical vacancies increased, talent attraction also increased in which providing regular assessments and feedback is a stronger predictor of talent attraction with 360-degree approach. The Pearson correlation coefficient has revealed a moderate positive correlation between training and on-boarding success. The p-value associated with the t-statistic, showing that the relationship between talent Retention and training and development practices is statistically significant. Ultimately, this cement manufacturing industry is having positive PO and PJ fits with a strong assessment and feedback. The onboarding success is better with imparting training programmes. This study is shedding insights to undertake future research studies on the integration of advanced technologies like AI in assessing PJ and PO fit during recruitment to understand their effectiveness in improving hiring outcomes. Further, the organisational culture, leadership, and technological advancement and automation.

Recommendations
The influence of P-J fit and P-O fit on talent acquisition, as well as the connection between training, on boarding success, and talent retention, could focus on several key areas.

Additionally, research could explore the role of customized training programme during on boarding, investigating how tailored approaches enhance new hires acclimatization and job performance.

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