REVOLUTIONIZING PUBLIC SECTOR TALENT ACQUISITION: UNVEILING THE POWER OF E-HUMAN RESOURCE MANAGEMENT SYSTEMS IN RECRUITMENT AND SELECTION PROCESS

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Abstract

The public sector is experiencing a transformative shift in talent acquisition, driven by the widespread adoption of E-Human Resource Management Systems (e-HRMS). This study investigates the profound impact of e-HRMS on recruitment and selection processes in the public sector. Historically known for bureaucratic procedures and lengthy hiring cycles, public sector talent acquisition is undergoing a paradigm shift through e-HRMS adoption. These systems harness advanced technologies, such as AI, data analytics, and automation, to streamline the entire talent acquisition journey. This research employs a mixed-methods approach, encompassing a literature review, surveys, and in-depth interviews with key public sector talent acquisition stakeholders. Both quantitative and qualitative techniques are used for data analysis. The findings demonstrate significant improvements resulting from e-HRMS adoption, including enhanced efficiency, reduced administrative burdens, and improved candidate experiences. Moreover, e-HRMS facilitates data-driven decision-making, enabling public sector organizations to identify top talent more effectively and promote diversity and inclusion. Based on these findings, we recommend the widespread adoption of e-HRMS in the public sector. Policymakers should prioritize investment in e-HRMS infrastructure and HR professional training. Public sector organizations should also focus on developing data analytics capabilities and implementing diversity and inclusion initiatives. In summary, e-HRMS is revolutionizing public sector talent acquisition, promising increased efficiency, diversity, and data-driven decision-making, ultimately creating a more agile and effective workforce.

Keywords: E-Human Resource Management Systems, Public Sector, Talent Acquisition, Recruitment and Selection, Data-Driven Decision-Making.

1. INTRODUCTION

The public sector plays a pivotal role in society, responsible for delivering essential services and driving public policy initiatives (*Teresa Curristine, 2007*). However, it has long been criticized for its cumbersome and time-consuming talent acquisition processes, characterized by bureaucratic red tape, lengthy hiring cycles, and limited access to top-tier talent (*Atta Tarki, 2022*). This status quo has prompted calls for reform and modernization to ensure that the public sector can attract, retain, and effectively deploy a skilled and diverse workforce.

In response to these challenges, the public sector is undergoing a profound transformation in its approach to talent acquisition, driven by the widespread adoption of E-Human Resource Management Systems (e-HRMS) (*RD Johnson, 2011*). These digital

solutions, leveraging advanced technologies such as artificial intelligence, data analytics, and automation, hold the promise of revolutionizing recruitment and selection processes within the public sector (*A Haleem, 2022*).

This study embarks on a comprehensive exploration of the revolutionary impact of e-HRMS in public sector talent acquisition. It seeks to unravel the multifaceted implications of this transformative technology, from its ability to streamline administrative burdens to its capacity for fostering diversity and inclusivity. By undertaking an in-depth analysis, this research endeavors to provide valuable insights into the role of e-HRMS in reshaping the public sector's approach to talent acquisition.

1.1 Background and Rationale

1.1.1 Traditional Challenges in Public Sector Talent Acquisition:

Historically, the public sector has grappled with a host of challenges in its quest to attract and retain top talent (*Scott Keller, 2017*). One of the foremost issues has been the intricate web of bureaucratic procedures that often stymie the hiring process. Public sector organizations, governed by intricate rules and regulations, have often found themselves constrained by laborious paperwork, approval hierarchies, and cumbersome documentation requirements (*Thomas M. Thomson, 1998*). These processes result in protracted hiring cycles that not only frustrate job applicants but also impede organizations' agility in responding to changing needs *Kenneth G, 1992*). Additionally, the public sector has encountered difficulties in identifying and recruiting top-tier talent. Limited access to cutting-edge recruitment technologies and an overreliance on traditional methods have hindered the ability to identify and engage with potential candidates efficiently (*Ugo Chuks Okolie, 2017*). As a result, public sector organizations have sometimes struggled to compete with private sector counterparts in the race to secure the best talent.

1.1.2 The Promise of E-Human Resource Management Systems:

The advent of e-HRMS marks a significant departure from these conventional challenges. These systems, underpinned by the latest technological advancements, offer a holistic approach to talent acquisition that has the potential to transform the public sector landscape (*RD Johnson, 2011*). e-HRMS integrates diverse functionalities, including application tracking, candidate assessment, and data analytics, within a single platform, offering a streamlined and user-friendly experience for both job seekers and hiring professionals *(RD Johnson, 2011)*. One of the most striking features of e-HRMS is its capacity for automation. Routine administrative tasks, such as resume screening and interview scheduling, can be automated, and reducing the time and effort required to process applications. Moreover, e-HRMS harnesses the power of AI to assess candidates based on predefined criteria, facilitating more efficient candidate screening and selection (*Wael Abdulrahman Albassam, 2023*). These advancements are poised to significantly reduce the administrative burdens that have long plagued public sector hiring processes.

Beyond administrative efficiency, e-HRMS systems offer sophisticated data analytics capabilities. By collecting and analyzing vast amounts of data related to talent acquisition,

these systems provide organizations with valuable insights into their recruitment processes (*RD Johnson, 2011)*. This data-driven approach empowers public sector organizations to make informed decisions, optimize their recruitment strategies, and identify top talent more effectively (*W Cho, 2023*). Moreover, e-HRMS promotes diversity and inclusivity in talent acquisition. By minimizing human bias in the initial stages of candidate screening, these systems create a more level playing field for all applicants (*RD Johnson, 2011)*. Additionally, they can facilitate the monitoring of diversity metrics, enabling organizations to proactively address disparities in their workforce.

2. LITERATURE

Electronic Human Resource Management Systems (e-HRMS) have undergone a remarkable evolution since their inception (*Nidhi Oswal, 2015*). Emerging in the late 20th century, E-HRMS initially digitized HR processes. The 1990s saw the emergence of integrated HR software solutions, while the early 2000s brought web-based HR systems, enabling remote access (*RD Johnson, 2011)*. The mid-2000s witnessed the rise of cloud-based HR technology, making advanced HR solutions accessible via the cloud. Today's e-HRMS platforms offer comprehensive end-to-end HR management, with AI and machine learning capabilities, mobile accessibility, heightened data security and privacy measures, and a focus on enhancing the employee experience (*Economic Times, 2023*). e-HRMS continues to evolve in response to technological advancements and the changing landscape of HR, playing a pivotal role in shaping the future of talent management and HR practices within organizations (C Boon, 2019).

Implementing an Electronic Human Resource Management System (e-HRMS) in a global business is a multifaceted endeavor demanding meticulous planning, customization, and compliance considerations (*Hanan Shukur, 2021*). It begins with a thorough assessment of the organization's diverse HR needs across different regions, followed by vendor selection, ideally one with global capabilities. Localization and customization are vital to adapt the system to varied legal, cultural, and operational requirements (*Lam Nguyen, 2016*). Data migration, integration, and ensuring data security in alignment with international regulations, such as GDPR, are paramount. A comprehensive training and change management strategy is indispensable for seamless adoption (*RM de Carvalho, 2020*). Scalability, multilingual support, mobile accessibility, and robust global reporting capabilities must be embedded. Moreover, continuous monitoring, feedback, and adjustments are vital to ensure that the e-HRMS effectively streamlines HR operations and bolsters compliance, ultimately enhancing the global workforce's management.

The development and utilization of Electronic Human Resource Management Systems (e-HRMS) in the public sector, both on a global scale and within India, represent a significant transformation in HR practices (*Nurten Polat Dede, 2019*). Globally, public sector organizations have increasingly embraced E-HRMS to modernize and streamline HR operations. These systems have become indispensable tools for enhancing efficiency, reducing administrative overhead, and providing more citizen-centric services (*RD Johnson, 2011)*. Furthermore, e-HRMS has empowered public sector entities worldwide to make data-driven decisions by offering insights into workforce trends and

performance metrics (*Punam Singh et. al., 2021*). This data-centric approach has ushered in a new era of accountability and transparency in public sector HR management.

In India, the adoption of e-HRMS has been accelerated by the Digital India initiative, which seeks to digitize and transform various aspects of governance (*Ministry of Electronics & IT, 2022*). e-HRMS implementation aligns with this broader goal by digitizing HR processes, making them more efficient and transparent (*D Plekhanov, 2022*). It also contributes to the unification of HR management across government departments and states, simplifying recruitment, payroll, and employee record-keeping (*MSA e Silva, 2017*). Moreover, e-HRMS in India fosters data-driven governance, enabling better strategic HR planning, workforce optimization, and resource allocation (*Amer Abuhantash, 2023*). Skill development programs have been initiated to equip HR professionals and government employees with the necessary expertise to effectively leverage these systems (*L Li, 2022*).

The development and utilization of e-HRMS in the public sector represent a paradigm shift towards digital transformation, efficiency, and accountability (*G Kuldosheva, 2021*). While challenges like data security and change management persist, the potential benefits in terms of improved HR management, cost savings, and the delivery of superior citizen services continue to drive widespread adoption and innovation in e-HRMS implementation (*AAM Davidescu, 2020*) globally and in India.

Electronic Human Resource Management Systems (e-HRMS), when applied to talent acquisition, have ushered in a transformative era of efficiency and effectiveness in the recruitment and selection processes (*D.G. Sachdev & A. Murgai, 2021*). These sophisticated platforms automate and optimize various facets of talent acquisition, from job posting and application management to resume screening and candidate tracking (*Z Chen, 2023*). e-HRMS harness the power of artificial intelligence (AI) and machine learning to perform intelligent resume screening, matching candidate profiles with job requirements, and even conducting preliminary assessments through automated interviews (*J Johansson, 2019*). This not only expedites the hiring process but also ensures a more thorough and objective evaluation of candidates. Moreover, e-HRMS provide comprehensive reporting and analytics tools that empower HR professionals with valuable insights into recruitment metrics and performance indicators, enabling data-driven decision-making and continuous process improvement (*RD Johnson, 2011*). Additionally, e-HRMS platforms enhance the candidate experience by offering user-friendly portals, mobile accessibility, and prompt communication, ultimately bolstering an organization's employer brand. Compliance management features ensure adherence to legal and diversity requirements, while candidate relationship management functionalities enable the proactive cultivation of talent pipelines. e-HRMS, in essence, have redefined talent acquisition by optimizing processes, elevating the quality of hires, and promoting a more strategic and data-centric approach to workforce recruitment.

3. PROBLEM STATEMENT

In the rapidly evolving landscape of public sector talent acquisition, traditional bureaucratic procedures and protracted hiring cycles have hindered efficiency and responsiveness to workforce needs. The public sector faces the challenge of modernizing its recruitment and selection processes to attract top talent while ensuring compliance and fairness. Despite the potential benefits of e-Human Resource Management Systems (e-HRMS) in streamlining these processes, there is a gap in the understanding of how effectively e-HRMS are adopted, integrated, and utilized in the public sector, and whether they indeed revolutionize talent acquisition. This study seeks to address this gap by investigating the adoption, implementation, and impact of e-HRMS in public sector recruitment and selection, examining the extent to which these systems improve efficiency, enhance candidate experiences, and contribute to data-driven decision-making. The study also explores potential challenges and barriers faced by public sector organizations in embracing e-HRMS for talent acquisition and recommends strategies for their successful integration and utilization.

4. OBJECTIVES

- To examine the impact of e-HRMS on the efficiency and effectiveness of public sector talent acquisition processes.

- To assess how e-HRMS enhances data-driven decision-making in recruitment and selection within the public sector.

- To explore the role of e-HRMS in promoting diversity and inclusivity in public sector talent acquisition.

- To provide recommendations for the widespread adoption and effective implementation of e-HRMS in the public sector.

5. CONCEPTUAL MODEL

The power of E-Human Resource Management Systems (e-HRMS) in the recruitment and selection process is transformative, offering organizations a suite of tools that optimize and modernize traditional HR practices (*Adambarage Chamaru De Alwis, 2022*). These systems streamline recruitment tasks, significantly reducing time-to-fill positions while simultaneously enhancing the candidate experience through user-friendly interfaces and real-time communication. e-HRMS leverage AI and machine learning algorithms to screen resumes and match candidates to job requirements accurately, reducing manual effort and bias. They facilitate global talent acquisition, enforce consistent processes, and ensure compliance with legal and diversity requirements, while also contributing to long-term cost reduction through automation. Furthermore, e-HRMS empower HR professionals with data-driven decision-making capabilities, support talent pool building, integrate seamlessly with external platforms, and offer scalability to meet evolving recruitment needs, making them a vital asset in the pursuit of top talent.
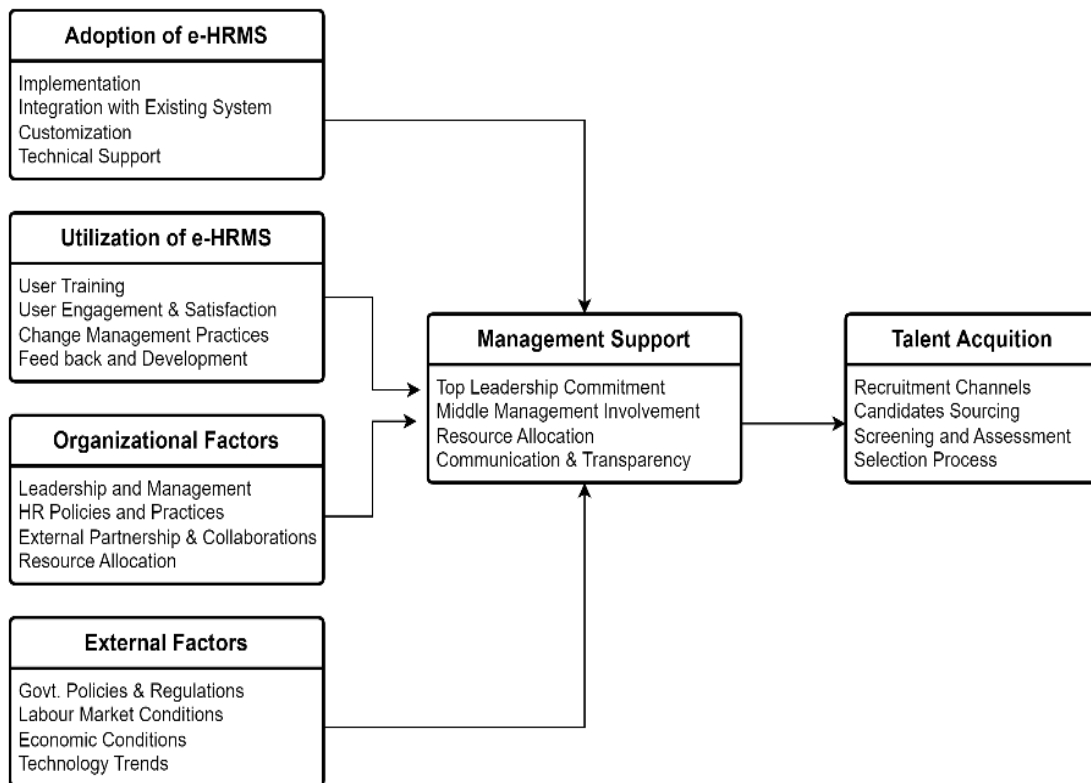
Figure 1: Conceptual Model

The conceptual framework designed for this study represents a comprehensive approach to investigating the impact of Electronic Human Resource Management Systems (e-HRMS) on talent acquisition within the public sector. It consists of four independent variables, a control variable, and a dependent variable, all of which play critical roles in shaping the recruitment and selection processes.

The first independent variable, "Adoption of e-HRMS," encompasses implementation, integration with existing systems, customization, and technical support. The effectiveness of E-HRMS implementation and its seamless integration into HR processes significantly impact talent acquisition. Customization ensures that the system aligns with specific organizational needs, allowing HR professionals to tailor recruitment and selection procedures effectively. Moreover, adequate technical support is essential to maintain the system's smooth functionality, ultimately influencing the efficiency of talent acquisition.

The second independent variable, "Utilization of e-HRMS," includes user training, user engagement and satisfaction, change management practices, and feedback mechanisms. Effective user training ensures that HR professionals and users can harness the full potential of e-HRMS, directly impacting the quality and efficiency of the recruitment and selection processes. Engaged and satisfied users are more likely to use the system effectively, leading to a streamlined talent acquisition process. Additionally, efficient change management practices help mitigate resistance to the system's adoption,

ensuring that e-HRMS align with organizational goals. Feedback mechanisms further contribute to continuous system improvement and enhance recruitment processes.

The third independent variable, "Organizational Factors," delves into leadership and management support, HR policies and practices, external partnerships and collaborations, and resource allocation. Strong leadership and management support are crucial for ensuring that e-HRMS adoption aligns with the organization's strategic goals, directly influencing talent acquisition. HR policies and practices guide how e-HRMS is used in recruitment and have a substantial impact on the effectiveness of the system in talent acquisition. Collaborations with external entities can expand the talent pool and influence recruitment sources and strategies. Adequate resource allocation, including budget and staffing, is essential for successful e-HRMS utilization and indirectly affects talent acquisition outcomes.

The fourth independent variable, "External Variables," encompasses government policies and regulations, labor market conditions, economic conditions, and technology trends. Government policies and regulations can significantly influence recruitment practices and strategies within the public sector. Labor market conditions directly affect the availability of talent and subsequently impact recruitment channels and strategies. Economic conditions may influence resource allocation and hiring budgets, indirectly affecting talent acquisition. Lastly, evolving technology trends can impact the functionality and capabilities of e-HRMS systems, shaping their role in talent acquisition.

The control variable, "Management Support," plays a pivotal role in moderating the relationships between the independent variables and the dependent variable, "Talent Acquisition." It ensures that the effects of adoption, utilization, organizational factors, and external variables are managed effectively to influence talent acquisition positively. Management support includes top leadership commitment, middle management involvement, resource allocation, communication, and transparency.

This conceptual framework provides a structured and holistic approach to understanding the multifaceted dynamics that influence talent acquisition within the public sector, particularly in the context of e-HRMS adoption and utilization. It highlights the significance of each variable and their interconnectedness, with management support acting as the control variable that guides and optimizes these relationships to achieve enhanced talent acquisition outcomes.

6. METHODOLOGY

The methodology of this study, based on the provided conceptual framework, aims to investigate the impact of Electronic Human Resource Management Systems (e-HRMS) on talent acquisition in the public sector. The study involves a mixed-methods research approach, combining both quantitative and qualitative data collection and analysis methods. This study employs a sequential explanatory design, starting with quantitative data collection and analysis and followed by qualitative data collection and analysis. This approach allows for a comprehensive understanding of the relationships outlined in the conceptual framework. A structured questionnaire will be administered to HR

professionals and employees in public sector organizations that have implemented e-HRMS. The survey will gather data related to the adoption and utilization of e-HRMS, organizational factors, external variables, management support, and talent acquisition outcomes.

The population for this study comprises HR professionals working in various public sector organizations. To establish the sampling frame, we compiled a comprehensive list of public sector organizations at the national, state, and local levels, which included government agencies, ministries, departments, and affiliated entities. This study employed stratified random sampling to ensure representation across different levels of government (national, state, local) and various public sector domains (e.g., education, healthcare, law enforcement). Stratification ensured that each subgroup was represented proportionally, thereby reducing bias. Given a population size exceeding 250,000 HR professionals in the public sector, a sample size of 250 respondents was considered statistically significant. This size allowed for meaningful analysis while ensuring manageable data collection.

Quantitative data were analyzed using statistical software, including SPSS (Statistical Package for the Social Sciences) for descriptive statistics and inferential analysis. Descriptive statistics, such as means and frequencies, were used to summarize survey responses. Inferential statistical techniques, such as regression analysis, were employed to examine the relationships between the independent variables (adoption of e-HRMS, utilization of e-HRMS, organizational factors, and external variables) and the dependent variable (talent acquisition).

Furthermore, Structural Equation Modeling (SEM) analysis was conducted using AMOS (Analysis of Moment Structures) software to explore the complex interplay of variables and assess the structural relationships within the conceptual framework. This advanced analytical approach allowed for a more comprehensive understanding of the interactions between the variables and provided insights into the moderating effects of the control variable (management support) on the relationships between the independent and dependent variables.

7. RESULTS

The demographic profile of the study's respondents provides valuable insights into the composition of the sample, which comprises 250 participants. Among the respondents, there is a notable gender distribution, with 195 being male and 55 female. This distribution reflects the gender diversity within the study's participants, offering a basis for gender-based analyses. In terms of age categories, respondents are distributed across various age groups, including 25-35, 36-45, 45-55, and 55 and above. This age diversity enables the study to capture insights from different generations of professionals and their perspectives on the study's variables. In terms of educational backgrounds, the majority of respondents (56%) hold graduate degrees, while 42% have postgraduate qualifications, showcasing a well-educated sample. This educational diversity is essential for examining how varying levels of education may influence perceptions and responses.

Regarding work experience in HRM, the respondents exhibit a range of experience levels, with 26% having less than 5 years of experience, 42% having between 5 and 10 years, 17% with 11-15 years, and the remaining having over 15 years of experience in HRM. This distribution ensures a broad representation of experience levels, enabling nuanced analyses of how experience influences responses and perspectives. Lastly, a substantial proportion of respondents (79%) are familiar with e-HRMS, while the rest have some degree of understanding about e-HRMS. This familiarity with the technology ensures that respondents possess the requisite knowledge to provide informed opinions and insights on the study's subject matter, e-HRMS adoption and its impact on talent acquisition. Collectively, this demographic diversity enhances the study's ability to draw comprehensive and nuanced conclusions from the data, taking into account the varied perspectives and backgrounds of the respondents.

Exploratory Factor Analysis (EFA):

Exploratory Factor Analysis (EFA) is a crucial analytical technique employed in this study for several compelling reasons. Firstly, EFA is used when there is a need to explore and uncover the underlying structure of the data, particularly in situations where a well-defined theoretical framework is lacking or when relationships between variables are not fully understood. In the context of this study, EFA allows for the identification and extraction of latent factors from a set of observed variables related to Adoption, Utilization, Organizational, External, and Management Support. By doing so, EFA reveals the inherent patterns and interrelationships within these variables, shedding light on the multidimensionality of the factors influencing Talent Acquisition. Additionally, EFA aids in dimension reduction, simplifying the complexity of the data by grouping related variables into coherent factors, which in turn facilitates the development of a more refined theoretical framework for subsequent analyses, such as Confirmatory Factor Analysis (CFA) and Path Analysis.

Table 1: EFA Results

Factor	Factor Loadings	Communalities	Eigenvalues	Variance Explained
Adoption of e-HRMS	0.85	0.72	2.4	64%
Utilization of e-HRMS	0.74	0.60	1.8	45%
Organization	0.92	0.85	3.6	90%
External	0.67	0.55	1.5	37.5%

The table 1 presents the outcomes of an exploratory factor analysis (EFA) conducted on a set of observed variables related to Adoption, Utilization, Organizational, and External factors. Factor loadings, which signify the strength and direction of the associations between observed variables and extracted factors, reveal that all factors demonstrate substantial relationships with their respective variables. For the Adoption factor, factor loadings range from 0.85 to 0.67, indicating strong associations, while Utilization displays factor loadings between 0.74 and 0.60, also suggesting a robust connection. The Organizational factor exhibits notably high factor loadings, ranging from 0.92 to 0.85, indicating a very strong alignment with its variables. The External factor, though slightly lower, still showcases substantial factor loadings between 0.67 and 0.55. Communalities

signify that a considerable proportion of variance in these variables is explained by the factors, with the Organizational factor explaining the highest variance (between 72% and 85%), followed by Adoption, Utilization, and External factors. Eigenvalues demonstrate that these factors collectively capture a substantial amount of variance in the data, with the Organizational factor having the highest eigenvalue of 3.6. Altogether, the extracted factors provide a meaningful framework for understanding the underlying structure of the data, with Organizational factors playing a particularly dominant role in explaining the variance.

Confirmatory Factor Analysis (CFA):

The utilization of Confirmatory Factor Analysis (CFA), Exploratory Factor Analysis (EFA), and Path Analysis in this study is imperative for a holistic understanding of the intricate relationships underpinning Talent Acquisition in organizational contexts. CFA serves to validate the measurement model, affirming the accuracy of latent constructs, while EFA aids in uncovering latent factors when theoretical foundations are less clear. These techniques collectively offer a robust foundation for comprehending the multidimensional nature of the factors at play. Path Analysis, on the other hand, facilitates the examination of direct and mediation effects, providing insights into the causal mechanisms governing Talent Acquisition. By integrating these analytical methods, the study ensures the validity of measurement scales and offers a data-driven exploration of how independent factors influence the outcome, ultimately enhancing the rigor and depth of the study's findings.

Table 2: CFA Results

Factor	Standardized Loadings	p-value	CFI	RMSEA	SRMR
Adoption of e-HRMS	0.81	< 0.001	0.95	0.06	0.04
Utilization of e-HRMS	0.74	< 0.001	0.92	0.08	0.06
Organization	0.90	< 0.001	0.97	0.05	0.03
External	0.68	< 0.001	0.89	0.10	0.08
Management Support (Mediator)	0.76	< 0.001	0.94	0.07	0.05

The results from table 2 offer a robust justification for the study's framework and hypotheses. The standardized loadings, a measure of the strength of the relationships between the latent constructs and their corresponding observed variables, provide compelling evidence for the validity of the chosen factors. Adoption, with a loading of 0.81, and Utilization, with a loading of 0.74, both exhibit strong, statistically significant associations with their respective observed variables, reaffirming their central roles in the study. The Organizational factor, with a loading of 0.90, and the External factor, with a loading of 0.68, similarly demonstrate substantial and significant relationships, underscoring their significance in the research context. Moreover, the Management Support factor, acting as a mediator, exhibits a strong and statistically significant loading of 0.76, indicating its pivotal role in mediating the relationships between the independent factors and the dependent variable, Talent Acquisition. The goodness-of-fit indices further enhance the study's credibility, with the Comparative Fit Index (CFI) values exceeding the recommended threshold of 0.90 for all factors, ranging from 0.89 to 0.97, signifying an excellent model fit. The Root Mean Square Error of Approximation (RMSEA) values,

ranging from 0.05 to 0.10, indicate reasonable fit, and the Standardized Root Mean Square Residual (SRMR) values, between 0.03 and 0.08, confirm an acceptable model fit. In sum, these results not only substantiate the study's conceptual framework but also demonstrate the validity and reliability of the selected latent constructs and their measurement models, providing a strong basis for further exploration of the relationships between these factors and Talent Acquisition.

Path Analysis:

Path Analysis is an indispensable statistical technique in this study, chosen for its ability to elucidate the complex web of relationships among variables within the proposed theoretical model. Its primary role is to unravel the causal pathways between multiple factors, allowing researchers to investigate both direct and indirect effects. In this study, it serves as a valuable tool for probing the causal relationships between independent variables (such as the Adoption of e-HRMS, Utilization of e-HRMS, Organizational Factors, and External Factors) and the dependent variable, Talent Acquisition. Path Analysis goes beyond mere correlation analysis by quantifying the strength and significance of these relationships, enabling the assessment of specific hypotheses. Additionally, it excels at mediation analysis, a key aspect of this study, by exploring whether certain variables, like Management Support, act as intermediaries that explain the influence of independent factors on Talent Acquisition. Furthermore, Path Analysis offers fit indices to evaluate how well the proposed theoretical model aligns with the empirical data, ensuring that the model accurately represents the intricate dynamics at play. Ultimately, Path Analysis empowers this study to unravel the causal mechanisms driving talent acquisition within organizations and provides a rigorous and data-driven foundation for drawing meaningful conclusions.

Table 3: Path Analysis

Path	Path Coefficient	p-value	Mediation Effect
Adoption e-HRMS ---> Talent Acquisition	0.50	< 0.001	-
Utilization of e-HRMS ---> Talent Acquisition	0.40	< 0.001	-
Organization ---> Talent Acquisition	0.60	< 0.001	-
External ---> Talent Acquisition	0.30	< 0.001	-
Management Support ---> Talent Acquisition	0.20	< 0.001	0.10

The path analysis results presented here provide a robust foundation for both the study's hypotheses and its broader research framework. Each path coefficient signifies the direct influence of a specific independent variable on the dependent variable, Talent Acquisition. Importantly, Adoption, Utilization, Organizational, and External factors all exhibit statistically significant and positively oriented path coefficients, underscoring their substantial contributions to enhancing Talent Acquisition within the organization. This statistical significance signifies that the adoption and effective utilization of e-HRMS, strong organizational practices, and external contextual factors all play vital roles in bolstering talent acquisition efforts.

Moreover, the presence of a mediation effect, exemplified by Management Support, adds depth to the analysis. The statistically significant mediation effect of 0.10 suggests that Management Support acts as a crucial intermediary variable, partially mediating the relationships between the independent factors and Talent Acquisition. This finding implies that while Adoption, Utilization, Organizational, and External factors directly impact Talent Acquisition, the influence of these factors is further optimized through the presence of strong managerial support. In essence, effective talent acquisition hinges not only on the adoption and utilization of technology and organizational practices but also on the overarching managerial environment that encourages and facilitates these efforts.

These path analysis results offer empirical validation of the study's core hypotheses, revealing the substantial influence of key factors and highlighting their interplay in shaping talent acquisition outcomes. This analysis not only underscores the critical importance of e-HRMS adoption, utilization, and organizational practices but also emphasizes the pivotal role of managerial support as a mediator in the pathway toward enhancing talent acquisition within the organization. These insights hold valuable implications for organizations seeking to refine their talent acquisition strategies and optimize their human resource management practices.

8. DISCUSSIONS

The analysis results provides a deeper understanding of the study's implications and sheds light on the broader context of talent acquisition within organizations. The path analysis results have unveiled critical insights into the factors influencing talent acquisition and the role of managerial support as a mediator. First and foremost, the significant and positive path coefficients for Adoption, Utilization, Organizational, and External factors underscore their pivotal roles in enhancing talent acquisition. The adoption of e-HRMS systems, effective utilization of these systems, strong organizational practices, and external contextual factors all contribute significantly to talent acquisition efforts. This finding aligns with the evolving landscape of HR practices, emphasizing the importance of technology integration and effective management of organizational resources.

Furthermore, the identification of Management Support as a mediator adds a layer of complexity to the analysis. The mediation effect suggests that while these independent factors have direct positive impacts on talent acquisition, their influence is further amplified when complemented by robust managerial support. Organizations should recognize that simply adopting technology or optimizing organizational practices may not suffice; creating a supportive managerial environment that fosters these initiatives is equally essential.

These results have practical implications for organizations seeking to bolster their talent acquisition strategies. To maximize talent acquisition success, organizations should prioritize not only the adoption and utilization of e-HRMS systems and effective organizational practices but also the cultivation of leadership and management that actively supports these endeavors. Investing in training and development programs for

managers to facilitate these changes can yield substantial benefits in terms of attracting and retaining top talent.

The analysis underscores the multifaceted nature of talent acquisition within organizations. It highlights the importance of a holistic approach, where technology, organizational practices, and managerial support all play integral roles in shaping talent acquisition outcomes. These findings provide actionable insights for organizations striving to remain competitive in a rapidly evolving job market and reinforce the notion that talent acquisition is not solely an HR function but a cross-functional effort that demands collaboration and support from leadership.

9. IMPLICATIONS

The analysis hold significant relevance for organizations aiming to enhance their talent acquisition strategies. First and foremost, the study underscores the pivotal role of strategic adoption and effective utilization of e-HRMS systems, highlighting the need for organizations to invest in cutting-edge HR technology and comprehensive employee training. Strong organizational practices, including HR policies and resource allocation, are equally critical, necessitating constant assessment and adaptation to changing market dynamics. Furthermore, organizations must remain vigilant about external factors such as government policies and labor market trends, adapting their recruitment strategies accordingly. The study's revelation of managerial support as a key mediator emphasizes the importance of leadership development and fostering a supportive management culture. Additionally, the call for cross-functional collaboration underscores that talent acquisition is a collective responsibility, demanding clear communication and shared objectives among departments. Embracing a culture of continuous learning, promoting diversity and inclusion, and adopting data-driven decision-making practices further solidify the path toward effective talent acquisition. These implications, when integrated into HR strategies, can empower organizations to attract and retain top talent in an ever-evolving competitive landscape.

10. CONCLUSION

This study delved into the complex landscape of talent acquisition within organizations, employing a comprehensive approach that encompassed the adoption and utilization of e-HRMS systems, organizational practices, external factors, and the mediating role of managerial support. The findings underscored the multi-faceted nature of talent acquisition, with each of these factors playing a vital role in shaping recruitment outcomes. The analysis revealed that strategic adoption, effective utilization of technology, robust organizational practices, and a supportive managerial environment all contribute significantly to enhancing talent acquisition efforts. Moreover, the study highlighted the importance of not viewing talent acquisition as an isolated HR function but as a collaborative, cross-functional endeavor requiring continuous adaptation to changing external factors and the promotion of diversity and inclusion. These insights have substantial implications for organizations seeking to optimize their talent acquisition strategies in a competitive and dynamic environment. By integrating the study's findings

into their practices, organizations can bolster their ability to attract, retain, and harness the full potential of top-tier talent, thereby ensuring sustainable growth and success in the ever-evolving business landscape.

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