



A CASE STUDY ON TALENT ACQUISITION IN RETAIL AND E COMMERCE INDUSTRY

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Abstract - This study focuses on analyzing talent acquisition practices in the retail and e-commerce industry, with special emphasis on the role of digital tools and social media in recruitment. The rapid growth of the industry, driven by technological advancements and changing consumer behavior, has increased the demand for skilled professionals across various domains such as IT, logistics, marketing, and customer service.

The research adopts a descriptive and analytical approach using both primary and secondary data. Primary data is collected through structured questionnaires with HR professionals and employees, while secondary data is gathered from journals, reports, and case studies.

The study examines recruitment strategies, effectiveness of hiring channels, impact of technology, and challenges such as high employee turnover and skill shortages. The findings highlight that digital platforms, employer branding, and AI-based recruitment tools significantly improve hiring efficiency and candidate quality. However, issues like talent scarcity and retention continue to affect organizational performance.

The study concludes with recommendations to enhance recruitment practices through technology adoption, skill-based hiring, and improved employer branding.

1. INTRODUCTION

The retail and e-commerce industry has emerged as one of the fastest-growing sectors globally, driven by digital transformation, changing consumer behavior, and increasing internet penetration. Organizations in this sector are not only competing in terms of product offerings and customer experience but also in attracting and retaining the right talent.

Talent acquisition has become a strategic function rather than a routine HR activity. The industry requires a diverse workforce ranging from frontline retail staff to IT professionals, logistics managers, and digital marketers. With the rise of artificial intelligence, social media, and digital platforms, recruitment practices have undergone a significant transformation.

This research focuses on understanding the evolving trends, strategies, and challenges of talent acquisition in the retail and e-commerce industry. It also evaluates how technology and employer branding contribute to attracting and retaining skilled professionals.

2. OBJECTIVES

· **To analyze the talent acquisition strategies adopted by retail and e-commerce companies**

Understanding how organizations attract, recruit, and select employees in a highly competitive market.

· **To examine the effectiveness of recruitment channels and tools**

Studying the role of social media, online job portals, campus recruitment, and employee referral programs in hiring the right talent. **To identify challenges faced in talent acquisition**

- Exploring issues such as skill shortages, high employee turnover, competition for talent, and adapting to technological changes.

· **To evaluate the role of employer branding in attracting skilled professionals**

- Assessing how companies' reputation, culture, and HR policies influence candidate attraction and retention.

3. LITERATURE REVIEW

The literature review highlights previous studies and research conducted in the field of talent acquisition and human resource management.

Several researchers have emphasized the importance of structured recruitment processes and strategic staffing. Studies indicate that organizations adopting systematic hiring practices aligned with business goals perform better in talent acquisition.

Research also shows that technology plays a critical role in modern recruitment. The use of artificial intelligence, applicant tracking systems, and online job portals has significantly improved efficiency and reduced hiring time.

Employer branding has been identified as a major factor influencing candidate attraction. Organizations with a strong reputation, positive work culture, and visible digital presence attract better-quality candidates.

However, studies also highlight persistent challenges such as high attrition, skill shortages, and increasing competition for talent. The retail sector, in particular, faces issues related to employee retention and workforce stability.

Overall, the literature suggests that while technological advancements have improved recruitment processes, organizations must integrate talent acquisition with long-term workforce planning and employee development.

Anika, A. (2024). *Examining the Challenges and Opportunities of Talent Acquisition in Urban Retail Stores*

This study explores recruitment processes, challenges in attracting top talent, and strategies employed to improve talent acquisition in urban retail stores in Bangladesh.

Rehman, S., et al. (2022). *Talent Acquisition and Technology: A Step Towards Sustainable Development*

Investigates how emerging technologies like AI and automation are addressing challenges in talent acquisition, focusing on the recruitment industry's evolving landscape.

Jocelyn, G. G., & Nitta, J. J. (2025). *The Effectiveness and Challenges of Online Platforms for Talent Sourcing: A Perception Study of Recruiters in the IT Sector*

Examines the role of online recruitment platforms in sourcing talent, highlighting effectiveness, challenges, and platform preferences.

Patil, B., et al. (2024). *Talent Acquisition Strategies in the Digital Age: Leveraging Technology for Recruitment Success*

Analyzes how companies use technology, including AI and automation, to streamline recruitment processes and improve candidate quality and experience.

Paramita, D. (2020). *Digitalization in Talent Acquisition*

Reviews the impact of digitalization on recruitment and selection processes, emphasizing the role of artificial intelligence in transforming talent acquisition.

Yuen, M. R. F. (2021). *Talent Management and Competitive Advantage Among Apparel Retailers*

Investigates the relationship between talent management practices and digital-related competitive advantage in apparel retail, highlighting the importance of experienced talent.

Ganguly, A., et al. (2025). *A Pragmatic Analysis of Talent Management and Its Influence on Employee Performance in Retail Organizations of West Bengal*

Examines how talent management practices, such as recognition programs and performance incentives, impact employee performance and satisfaction in retail organizations.

Chau, H. K. L. (2025). *Human-AI Interaction in E-Commerce: The Impact of AI on Customer Satisfaction and Purchase Intentions*

Explores the influence of AI on customer satisfaction and purchase intentions in e-commerce, highlighting the intersection of technology and consumer behavior.

Adanyin, A. (2024). *Ethical AI in Retail: Consumer Privacy and Fairness*

Analyzes ethical challenges associated with AI applications in retail, focusing on consumer privacy and fairness, and provides recommendations for ethical AI practices.

Patro, G. K., et al. (2022). *Fair Ranking: A Critical Review, Challenges, and Future Directions*

Provides a critical overview of fair ranking literature, detailing challenges and future directions in ensuring fairness in online platforms, including e-commerce.

4. RESEARCH METHODOLOGY (METHODS)

4.1 Research Design

The study adopts a descriptive and analytical research design. It aims to analyze talent acquisition practices and identify trends and challenges in the industry.

4.2 Research Approach

A single method approach has been used:

Quantitative: Survey-based data collection

4.3 Data Collection

Primary Data

- Structured questionnaires

Respondents: HR professionals, recruiters, employees

Secondary Data

- Research papers and journals
- Company reports
- Industry publications

4.4 Sampling Design

Sampling Method: Purposive sampling

Sample Size: 20 - 30 respondents

Target Group: HR managers, recruiters, employees

4.5 Data Analysis Techniques

Percentage analysis

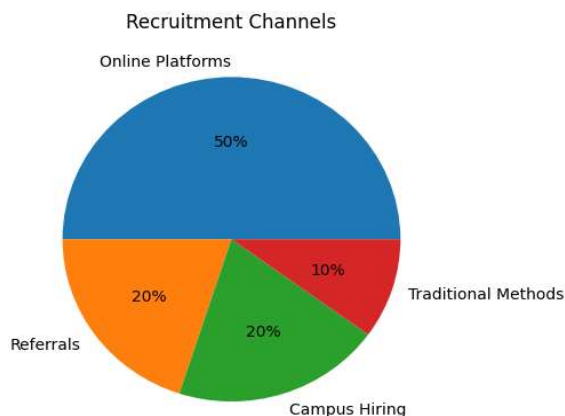
Thematic analysis

Comparative interpretation

4.6 Data analysis and Interpretation

1. Recruitment Channels

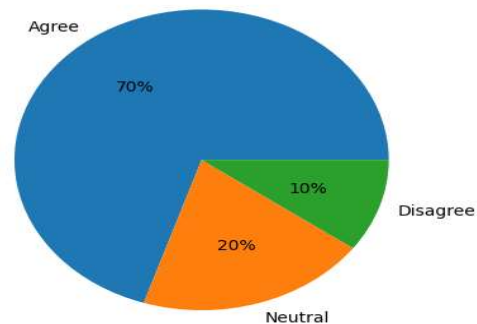
Most organizations prefer online platforms for recruitment, as they provide wider reach and faster hiring compared to traditional methods.



2. Impact of Technology

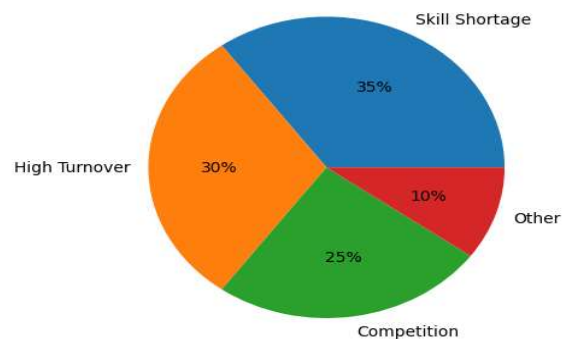
The majority of respondents agree that technology improves recruitment efficiency, making the hiring process faster and more effective.

Impact of Technology in Recruitment



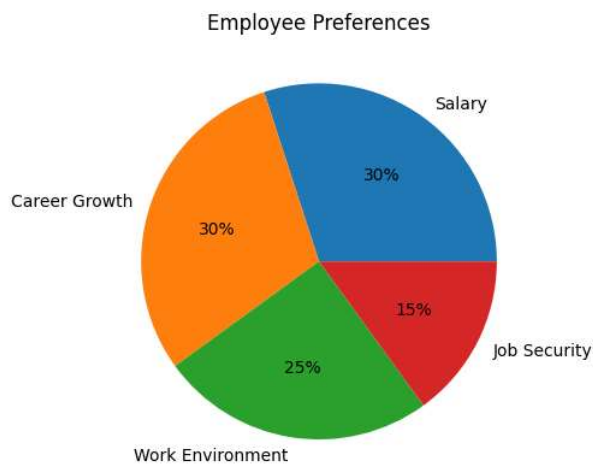
3. Talent Acquisition Challenges Skill shortage and high employee turnover are the major challenges faced by companies in talent acquisition.

Talent Acquisition Challenges



4. Employee Preferences

Employees mainly prioritize salary and career growth while choosing jobs, followed by work environment and job security.



5. FINDINGS OF THE STUDY

The study reveals several important insights into talent acquisition practices in the retail and e-commerce industry:

1. Most organizations follow structured talent acquisition strategies.
2. Employee referrals and recruitment agencies are the most preferred hiring methods.
3. Online job portals and digital platforms are widely used.
4. Technology has significantly improved recruitment efficiency.
5. Employer branding plays a key role in attracting skilled candidates.
6. High employee attrition remains a major challenge.
7. Skill shortages and competition for talent affect hiring outcomes.
8. Recruitment strategies are often focused on speed rather than long-term planning.

These findings indicate that while organizations are adopting modern practices, challenges related to retention and workforce planning still persist.

6. LIMITATIONS OF THE STUDY:

Despite careful execution, the study has certain limitations:

1. The sample size is limited and may not represent the entire industry.
2. The study is restricted to a specific geographical region.
3. Time constraints limited in-depth analysis.
4. Data is based on self-reported responses, which may include bias.
5. Limited access to confidential organizational data.
6. Rapid changes in the industry may affect the relevance of

findings.

7. The study focuses only on talent acquisition and not other HR functions.

7. CONCLUSION

The study concludes that talent acquisition in the retail and e-commerce industry has evolved into a strategic function supported by technology and digital tools. Organizations are increasingly adopting structured recruitment practices to meet growing workforce demands.

Employee referrals, recruitment agencies, and online platforms are widely used due to their effectiveness in bulk hiring. However, high attrition remains a significant issue, especially in frontline roles.

Employer branding has emerged as a powerful tool in attracting quality talent, while technology has improved efficiency, reduced costs, and enhanced candidate experience.

To remain competitive, organizations must focus on integrating recruitment with retention strategies, investing in skill development, and adopting advanced workforce planning techniques.

Overall, the industry shows strong progress in talent acquisition practices, but continuous improvement is required to address future workforce challenges.

8. SUGGESTIONS

1. Improve workforce planning
2. Reduce dependency on recruitment agencies
3. Strengthen employer branding
4. Invest in recruitment technology
5. Focus on employee retention strategies
6. Enhance candidate experience
7. Develop future-ready talent pipelines

9. REFERENCES

Research journals on HRM and Talent Acquisition
Industry reports (Deloitte, LinkedIn, etc.)
Company case studies (Amazon, Flipkart)
Academic textbooks on Human Resource Management