"A STUDY ON THE TALENT ACQUISITION PRACTICES IN SAUDI ARABIA: NEW TRENDS IN HR STRATEGIES"

ABSTRACT:

Talent acquisition may be a recently invented word for those of us but for HR professionals it is not first-hand. The success of the organization in today's knowledge economy is very dependent on the efficiency of managing human resources (HRM). Technological advances have a major effect on the workplace particularly employee recruitment. This research aims to recognize the effective Talent acquisition in Saudi Arabia as well as emerging trends in HR techniques to analyze the acquisition of HR expertise in Saudi Arabia for recruiting processes. This helps to recognize the latest patterns in the practice of talent management. The study has developed five hypotheses that have been tested and a descriptive survey design has been implemented. In addition, the analysis implemented a theory of positivism that obtained through observation various categories of employees in different organizations. The researcher used a simple random sampling technique to collect from the Talent Acquisition Managers and HR Managers the optimal sample size of 500 respondents. This was a quantitative study and the details where gathered using self-administered questionnaires. Saudi Arabia selected the manufacturing, the IT, bank and health sectors and circulated the questionnaire to the employees. The statistical method SPSS was used for producing descriptive statistics. The collected results have been evaluated with correlation, regression and T-tests of the Pearson product moment. In the test findings, the retention and recruiting of employees is the only factor which is positively correlated whose other factors are non-significant. Furthermore, the research findings demonstrate that the impact factor and the relationship of the dependent and independent variables is the organization. The outcomes have shown that the analyst has been able to handle talent in accordance with the company's talent acquisition approach.

Keywords: Talent Acquisition, Human Resource Managers, Information technology, Banking, Health sectors, E-Recruitment and Selection, Technology and Development, hard skills and soft skills, Job satisfaction, Employee Retention.

الملخص:

قد يكون اكتساب المواهب كلمة تم اختراعها مؤخرًا بالنسبة لنا، ولكن بالنسبة لمتخصصي الموارد البشرية، فهي ليست مباشرة. يعتمد نجاح المنظمة في اقتصاد المعرفة اليوم بشكل كبير على كفاءة إدارة الموارد البشرية (HRM) التقدم التكنولوجي له تأثير كبير على مكان العمل وخاصة توظيف الموظفين. يهدف هذا البحث إلى التعرف على اكتساب المواهب الفعال في المملكة العربية السعودية بالإضافة إلى الاتجاهات الناشئة في تقنيات الموارد البشرية لتحليل اكتساب خبرات الموارد البشرية في المملكة العربية السعودية لعمليات التوظيف. يساعد هذا في التعرف على أحدث الأنماط في ممارسة إدارة المواهب. طورت الدراسة خمس فرضيات تم اختبارها وتنفيذ تصميم المسح الوصفي. بالإضافة إلى ذلك، طبق التحليل نظرية الوضعية التي تم الحصول عليها من خلال ملاحظة فئات مختلفة من الموظفين في المنظمات المختلفة. استخدم الباحث أسلوب أخذ عينات عشوائي بسيط ليجمع من مديري اكتساب المواهب ومديري الموارد البشرية الحجم الأمثل للعينة البالغ 500 مستجيب. كانت هذه دراسة كمية وتم جمع التفاصيل باستخدام الاستبيانات ذاتية الإدارة. اختارت المملكة العربية السعودية قطاعات التصنيع وتكنولوجيا المعلومات والبنوك والصحة ووزعت الاستبيان على الموظفين. تم استخدام الطريقة الإحصائية SPSS لإنتاج الإحصاء الوصفي. تم تقييم النتائج المجمعة بالارتباط والانحدار واختبارات T لعزم منتج Pearson. في نتائج الاختبار، يعتبر الاحتفاظ بالموظفين وتوظيفهم هو العامل الوحيد الذي يرتبط ارتباطًا إيجابيًا بالعوامل الأخرى غير المهمة. علاوة على ذلك، تظهر نتائج البحث أن عامل التأثير والعلاقة بين المتغيرات التابعة والمستقلة هي المنظمة. أظهرت النتائج أن المحلل كان قادرًا على التعامل مع المواهب وفقًا لنهج اكتساب المواهب في الشركة.

الكلمات المفتاحية: اكتساب المواهب، مدراء الموارد البشرية، تكنولوجيا المعلومات، البنوك، القطاعات الصحية، التوظيف الإلكتروني والاختيار، التكنولوجيا والتطوير، المهارات الصعبة والمهارات الشخصية، الرضا الوظيفي، الاحتفاظ بالموظفين.

1. INTRODUCTION:

In several organizations, the acquisition of talent remains a hot challenge. CEOs and other top managers are concerned about having the talent to take their businesses forward and they often concentrate on talent acquisition [1]. They may feel that they need to recruit excellent people via the use of headhunters who can poach talent from other companies. There is no doubt that businesses often have to recruit senior people from outside. But there have been many notable failures in this strategy, especially where the incoming person does not adjust to a culture that the person has not grown up in [2]. Acquiring talent rather than growing it can seem an easy quick-fix to problems of filling senior leadership gaps. But it may not pay-off in practice. The evidence is that organizations need to take a more systemic stance on the issue [3]. Having the best people in the most suitable roles according to their expertise is the aim function of the Human Resource (HR) department of any company [4]. The dynamic markets around the world and globalization trends are forcing organizations to rethink the effectiveness and efficiency of their businesses and recognize the true value of human capital with the right skills [5].

Human talent has emerged as the key differentiating feature in today's fiercely competitive business environment, a result of the new rules for competition that technology and globalisation have established. Since highly trained workers are so difficult to find and replace, gaining a competitive edge in the 21st century and in the midst of the information age depends on developing efficient recruitment, selection, and retention techniques. Saudi Arabian businesses haven't fully grasped the significance of HR recruiting, selection, and retention yet, but new data shows that they're having trouble with these tasks, which is costing them the talent war and a lot of money in employee turnover.

The traditional practise of personal management, which involves recording and rewarding employees' performance, has evolved to offer more than just monetary compensation as a source of motivation, including the provision of better working conditions, public acknowledgement of outstanding efforts, and career advancement opportunities. Generally speaking, the present application of employee retention tactics by the Human Resources Management is a result of the shift toward a greater emphasis on creating employee loyalty and commitment through the provision of more than monetary benefits.

HR professionals and managers are increasingly placing greater emphasis on talent management as a key component of HRM. Aligning talent management with the company goals and plans is a key component of talent management, a broad strategic approach to human resources and business planning for sustained organizational success and performance. A person's talent is their innate intelligence or set of skills that allow them to perform a task effortlessly and expertly. The term "talent management" is used to describe a wide range of HR-related strategies and activities. Human resource talent management entails four stages: finding, hiring, nurturing, and retaining the best personnel. The current talent shortages, complex economic conditions, and globalization have all contributed to a rising demand for, and quality of, talent (skilled personnel), and the expert management of such talent.

A scarcity of talent is becoming more and more a global issue. The competition between the companies in recruiting high-performing employees is bigger than ever. The role of Talent Acquisition (TA) was increasing over the last decade [6]. Saudi Arabia is implementing "Nitaqat" (a step by step process to encourage local's employment (the Saudi employment market comprises around 40% of expatriate employees) [7]. The companies are on their toes to recruit Saudi nationals. Therefore, there is a need for employer branding practices. Talent acquisition is a reality in Saudi and evidence of what is the success achieved by them [8]. For example, Saudi Arabia was among the first 30 nations for global competitiveness in 2009, and the Kingdom has established "knowledge" cities to apply talent acquisition. However, human resource management in Saudi has developed from a traditional HRM focus to one whose emphasis is placed more stringently on the acquisition of talent [9].

As emerging markets grow and become integrated into the global marketplace, the acquisition practices of developed countries have gradually transferred to developing countries [10]. As a result, concerning recruitment, Western practices have taken root in the private sector in terms of employing the most capable employees for developing the organization. In contrast, in the government sector, employment decisions are usually made arbitrarily by those in senior positions [11]. Talent retention is another talent acquisition practice, one of the top priorities in organizations' agenda to reduce talent employees" turnover. Employee retention is intended to take the necessary measures to encourage competent employees to remain in the organization for the maximum period [12]. Talented workforce exclusively explains that retention is a critical element in an organization's approach to TA, which is "the implementation of integrated strategies or systems designed to increase workplace productivity by

developing improved processes for attracting developing, improving, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs" [13].

The acquisition of talent by an organization should also retain professional staff in so-called "A" roles, who are critical of the technical skills of the organization and play an important part in the execution of the company's strategy [14]. Furthermore, segmentation is a critical element in talent management and maximizes the capacity of companies to address obstacles. Furthermore, it will be high costs to maintain, recruit and develop employees to stop concentrating on the skilled category [15]. The rising shortage on the world labor market of talent has resulted in fierce global talent competition. Organizations should use an exclusive TA strategy that attempts to build long-term partnerships with talent through sponsorship for their commitment to the company.

The following paper is organized. Section 2 discusses the research objectives and hypothesis, and in Section 3 the literature analysis. Section 4 reflects on a systematic approach for research; Section 5 continues with conclusions. The study of this research paper is concluded in section 6.

the study Problem

This research seeks to address the issue of "talent acquisition techniques in Saudi Arabia: New trends in human resource strategies," which hinders the country's ability to compete in the local and global talent markets. Private sector firms in the Kingdom of Saudi Arabia wanted to know more about recruitment, selection, and retention strategies, as well as talent acquisition, so that they could make informed recommendations to improve their methods.

2. OBJECTIVES OF THE STUDY

The primary objective of the paper is to find the effectiveness of Talent Acquisition practices in Saudi Arabia. The major objective can be further sub-divided into the following specific objectives:

- To analyze the factors of Talent Acquisition practices.
- To find the significant difference between dependent and independent variables.
- To find the new trends of Talent Acquisition practices.

the importance of studying

The importance of this study is that it works to find out how effective talent acquisition is in the Kingdom of Saudi Arabia as well as the emerging trends in human resource techniques to analyze the acquisition of human resources expertise in the Kingdom of Saudi Arabia for recruitment processes. This helps to recognize the latest patterns in talent management practice.

The Hypothesis of the Research Study

Some of the assumptions made for the study are as follows:

- **H1.** There is a positive correlation between dependent variables (E-Recruitment and Selection, Training and Development, Technology, Soft skills, and Hard skills) and independent variables (Employee Retention).
- **H2.** There is a positive correlation between dependent variables (E-Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and independent variables (Job Satisfaction).
- **H3.** There is a positive correlation between dependent variables (E-Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and independent variables (Employee Retention and Job Satisfaction).
- **H4.** There are combined effects of dependent variables (E-Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and independent variables (Employee Retention and Job Satisfaction).
- **H5.** Talent Acquisition contributes to the organization.

The limits of the study

- Spatial boundaries: This study was carried out within the framework of the Kingdom of Saudi Arabia.
- Time limits: This study will be conducted during the year 2021-2022.
- Objective limits: This study aims to identify and know the talent acquisition practices in the Kingdom of Saudi Arabia: new trends in human resource strategies.

3. LITERATURE REVIEW

The shortage of talent is a major obstacle facing many companies in the implementation of their global strategies. Based on the increased need for basic skills and advanced skills level, Talent Acquisition (TA) has emerged in many works of literature that emphasizes the importance of human capital as a first step in gaining and

sustaining a global competitive advantage. In the recruitment industry, selecting the best CV from a particular job post within a pile of thousands of CV's is quite challenging. Finding a perfect candidate for an organization that can be fit to work within an organizational culture is a difficult task.

Rudresh Mishra et al [16] proposed a paper to help the recruiters to fill the gaps leverage with the help of AI. A methodology is proposed to solve these problems by matching the skill graph generated from CV and Job Post. The researcher intends to solve these problems using natural language processing and machine learning techniques.

K. G. Ganga et al [17] presented a paper on talent management strategies in the hyper-competitive and the increasingly complex global economy to attain growth and sustain. To analyze data, the Kolmogorov-Smirnov test was employed to test for its normality, and a person correlation test was used for measuring the relationship between variables, and multiple regression analysis was applied for determining the effect of variables. The results of this study, indicate that even though talent acquisition strategies are significant predictors of the business performance public sector, the contribution of talent acquisition to the business performance is minimal.

Farha et al [18] proposed a paper on the advantages of strategic management of the talent acquisition and retention processes while employing data analytics to ensure better organizational performances in India. Further, the researcher also presents the challenges in the usage of data analytics, with the development of strategy and approaches for better implementation of the talent techniques in SME (Small and Medium Enterprises) in general.

Debra et al [19] proposed a paper on the impact of an employee's perspective, views, or ideas. When a group of people comes together at a similar age with similar backgrounds and upbringings, there can be a lack of diversity in problem-solving, process, and change. Baby Boomers may understand certain customer problems or have a better insight into what it takes to solve them – which can be especially valuable in fields considered to be exclusive to the younger generation, such as digital acquisition.

Kang Yang et al [20] presented a paper on employer branding and talent acquisition. The paper presents how employer branding and talent acquisition fits into the overall human resource management system and strategy within the firm.

Krithika et al [21] proposed a paper on employer branding and to find the impact of employer branding has created through the talent acquisition process in the minds of the employees. The researcher selected, a sample of 120 employees, and the research was conducted to assess, employer branding has any sort of impact on the talent acquisition process.

Pushpa Hongal et al [22] presented a paper on Talent Management that focuses on how individuals enter; move up across or out of the organization. Talent Management will succeed with the support of a strong organizational structure. And concluded as better talent can change the future of business if an organization implements talent management strategies effectively, that enhances employee engagement which in turn helps to improve organization performance. Higher employee engagement will result in higher productivity.

Chithra et al [23] proposed a paper on big data as a tool for talent management in its sector. Big data is considered a weapon to manage talent in an organization. Proper Implementation of big data helps to have better talent Management. Big data provide space to have accurate talent acquisition, systematic performance management, effective training &development, and succession planning which helps to retain talent. Current economic scenarios are faced with a war for talent which makes big data inevitable for the IT sector.

Dana Fatol et al [24] proposed a paper on talent management from four points of view: the talent framework, talent tracking, talent acquisition, and mobility, and talent development. The research highlight the importance of a strong talent Management system implementation. As the companies in the actual rapidly changing environment.

Fumiaki et al [25] presented a paper on the effectiveness of the techniques utilized by the Starwood Group to revamp organizational architecture and to modernize communications and talent operations to illustrate the effectiveness of digitalization, built architecture, and user engagement initiatives in creating modern organizations, integrated communications, and agile talent operations.

4. RESEARCH PROPOSED METHODOLOGY

To examine "the talent acquisition practices in Saudi Arabia and new trends in HR strategies", this research adopted the positivism research philosophy approach. Through the positivism philosophy, the hypotheses of this research will be tested and confirmed as a whole or part. The research approach enables the researcher to ensure the right selection of data collection sources and data analysis. Descriptive research moves from a population, situation, or phenomenon that is being studied. It focuses on answering the how, what, when, and where questions if a research problem, rather than the why. The research will follow the descriptive research approach to seeking "the talent acquisition practices in Saudi Arabia and new trends in HR strategies". In this research, the survey "self-administered questionnaire" was used as a research strategy and design. This strategy is the key data collection

which helps to get the necessary information and data for this research. Through the survey, the researcher was able to know the validity of the hypotheses that have been developed as a basis for research. Social scientists use the term 'population in the special sense of the group or list they are sampling from.

In the case of this research, the target group is the top management people, as they are the main people responsible for implementing and managing the strategic management practices within the organizations. This questionnaire will ask the selected group 'like human resource managers and talent acquisition managers' to identify the type of talent acquisition method that they are working (public or private) in the initial stages, then clear, direct, and appropriate questions related to the subject of study will be asked which will allow us to find out the exact information that needed to reach the desired results of this research. This research is focused on choice which data collection involved only quantitative data. Time horizon is an essential step when planning the research. This research is representing a cross-sectional study in which it is limited to a specific duration to achieve their specific objectives. Since the purpose of this paper is to the talent acquisition practices in Saudi Arabia and new trends in HR strategies, the study required exploratory and descriptive research data analysis to measures the reality of the implementation.
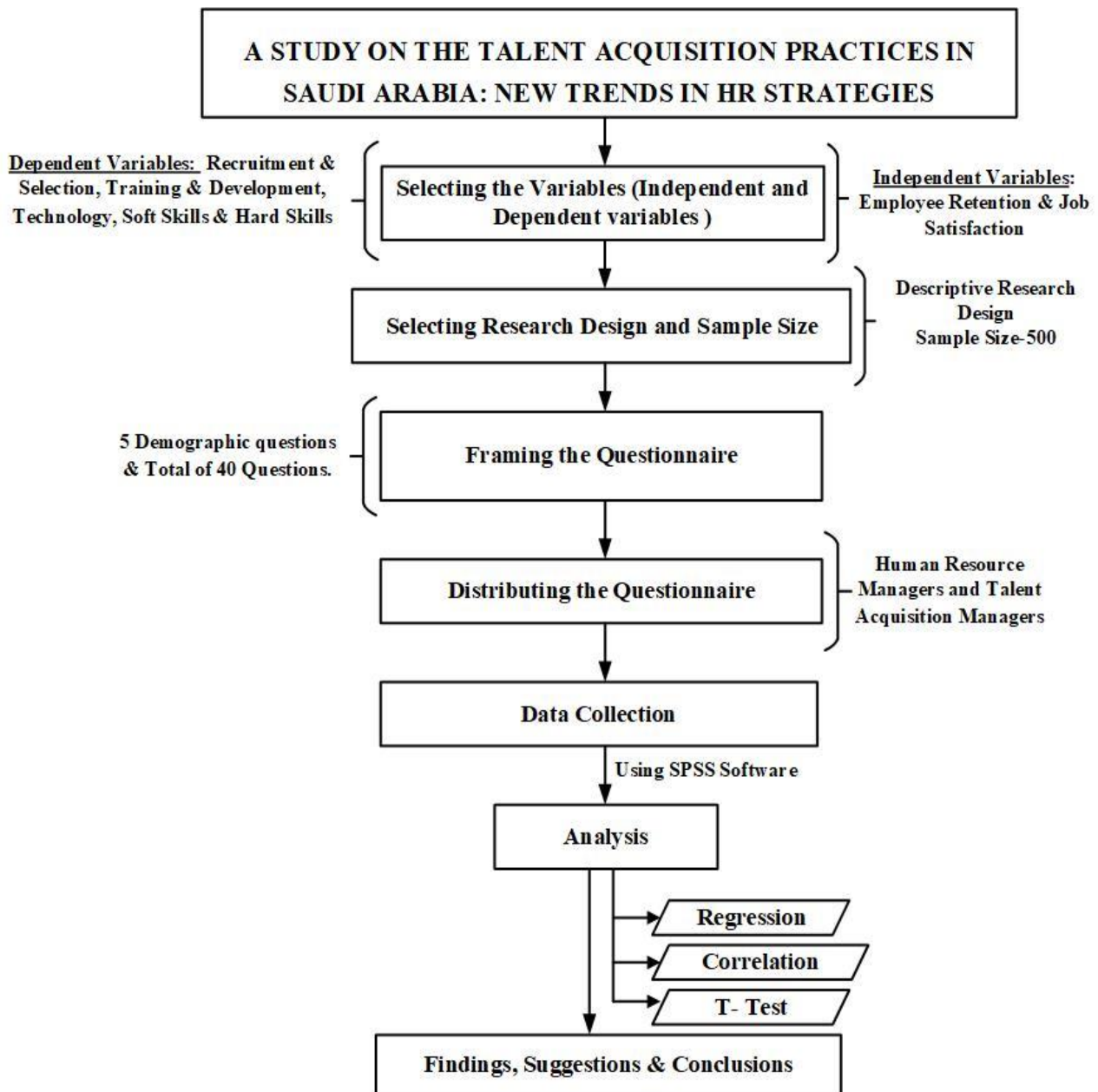
A STUDY ON THE TALENT ACQUISITION PRACTICES IN SAUDI ARABIA: NEW TRENDS IN HR STRATEGIES

Dependent Variables: Recruitment & Selection, Training & Development, Technology, Soft Skills & Hard Skills

Selecting the Variables (Independent and Dependent variables)

Independent Variables: Employee Retention & Job Satisfaction

Selecting Research Design and Sample Size

Descriptive Research Design
Sample Size-500

5 Demographic questions & Total of 40 Questions.

Framing the Questionnaire

Distributing the Questionnaire

Human Resource Managers and Talent Acquisition Managers

Data Collection

Using SPSS Software

Analysis

Regression

Correlation

T- Test

Findings, Suggestions & Conclusions

Figure 1: Proposed Architecture

Figure 1 shows the proposed architecture. The variables used in this study are of two types namely, dependent variables and independent variables. The dependent variables are Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills. The independent variables are employee Retention and Job satisfaction.

This research adopts a positivism philosophy which is most appropriate for the aim of this research which is to find the relationship between competency mapping, employee engagement, performance management, and career development and employee retention. In line with positivism philosophy, statistical techniques would be used to interpret data collected. This research is based on the basis of pre-existential quantifiable information that can be obtained from different types of employees from various organizations via observation.

The method of research utilized in descriptive research, this study uses a quantitative approach to measure the impact of different factors on talent Acquisition contributes to the organization for dependent and independent variables.

Data collection can be of two types- primary and secondary. The primary data collection was done by utilizing the self -administered questionnaire. The data was collected from the employees of different sectors. The questionnaire consists of 5 demographic questions (Age, Gender, Work experience, Department) and 6 factors or variables (dependent variables are E-Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills. The independent variables are employee Retention and Job satisfaction). The factors are in the Likert 5-point scale method from 1 (strongly disagree) to 5 (strongly agree). There was a total of 40 questions. Determining the sampling design is essential for the collection of data relevant to the research design. The sample population of this study will comprise of human resource managers and talent acquisition managers. The sample size of the respondents is identified as 500 HR managers and talent acquisition managers selected by simple random sampling techniques. Simple random sampling is defined as a sampling technique where every item in the population has an even chance and likelihood of being selected in the sample.

Data analysis has been done with the help of SPSS software. After the respondents had filled in the questionnaires, the data was entered into the software and the analysis was made thereby. The tools for analysis and interpretation will be descriptive statistical tests, which include Pearson Product Moment Correlation, Regression, and T-test analyses were done to know how the variables have an impact on talent acquisition. The data has been presented in the form of graphs, bar charts, pie charts, etc. After analysis of each of the question in a questionnaire, the interpretation of the same is also being provided which includes the reason about the particular aspect of the organization.

a. Theoretical Basis

The use of e-recruiting and web functionalities had become a collaborative approach in acquiring and managing talent. The online experience of web browser access, interactive interfaces, social networking, collaboration, and community are now commonplace with candidates. Today, Internet users are old and young, male and female, skilled, and unskilled. The use of the web for recruiting is no longer confined to professional and salaried positions. Increasingly it is also being used for recruiting for hourly jobs

The use of e-recruiting can also increase the efficiency and timeliness of recruitment, and decrease recruitment costs. For example, research has found that e-recruitment can decrease recruiting costs by 95% and hiring cycles by 25%. Although e-recruiting can increase the administrative burden associated with processing a large number of applicants, the automated processes associated with e-recruiting can also streamline processes. For instance, e-recruiting can use keyword scanning systems to determine if applicants meet minimum job requirements, and quickly send letters to applicants relaying their status. Besides, online applications allow applicants to input their work history, education, personal information, and other job-related details requested by the organization. The software can then automatically scan the application or resume and use keywords to determine if applicants are qualified for jobs. One of the biggest challenges facing organizations in identifying highly qualified applicants from their large pools. AI-enabled process automation can assist with this step by using algorithms to identify profiles of talented applicants and select the ones who should be invited for interviews. AI can also generate letters to applicants indicating if they are qualified or not qualified for jobs, and provide them with information about the next steps in the process. The standardization of the initial screening process can improve their efficiency, enhance the fairness of the process, and ensure that organizations recruit the most effective applicants. This can also have a positive impact on applicants' motivation to apply for jobs because research has shown that applicants are more likely to apply for jobs in organizations with good rather than poor administrative processes.

Another major challenge in the recruitment process is communicating with applicants, and ensuring that they are aware of their status in the process. Industry research found that 43% of applicants never heard back from an organization after their initial contact, and the lack of information created negative reactions to the organization.

Chatbots connected to an organization's knowledge base can help by automatically responding to simple inquires and informing them about their status. This can improve applicant perceptions of the firm and reduce negative applicant reactions. Increasing applicant attraction and degree of fit assessments Another benefit of e-recruiting is that websites can be designed to increase applicants' attraction to an organization and recruitment messages can be tailored to target applicants with specific skill levels. Research has found that applicants were more attracted to jobs when their cultural values were consistent with the values and goals of the organization displayed on the website. Other research indicated that applicants were more likely to apply for jobs when the website revealed job-related and benefits information than when it did not.

b. Factors of Talent Acquisition Practices

There are four main factors about the performance of people in this domain. Selection, recruitment, placement, and promotion. In this area, the aim could be first to recruit the right people. Learning and Development activity needs to link strategically with selection decisions. For instance, it may be that fully capable people are not available in the labor market. Then the organization has to consider if it will take people on who are a) less than capable at present but b) are good learners who will respond to development opportunities. In this study, there are some independent and dependents are employed which is presented below.

i. Recruitment and Selection

Successful human resources should identify human resource needs in the organization. Once the needs are identified, the process of recruitment or acquisition function starts. Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking a job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self-select themselves out of job candidacy; this is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires. Importance of Selection Selecting the right employees is important for three main reasons: performance, costs, and legal obligations.

ii. Training and Development

Training and development is a continuous process as the skills, knowledge, and quality of work needs constant improvement. Since businesses are changing rapidly, organizations must focus on training their employees after constantly monitoring them and developing their overall personality. Thus, organizations adopting a systematic approach to training and development will usually set about defining their needs for training following a well-organized procedure.

iii. Soft skills

Soft skills became increasingly important in the workplace. However, they are not only difficult to define but also complex to assess as selection methods can cover a wide range of different constructs related to soft skills (Cook, 2016). According to research, the most popular selection method related to the social and behavioral dimensions of employees' skill sets is interviewing. Looking at soft skill assessment practices, the vast majority of hiring managers use interviews in various forms despite the fact that the interview as a selection method has its shortcomings concerning the validity and the many factors possibly negatively influencing its course. However, it is still "one of the most preferred and the most frequently used relative to all other selection procedures". About soft skill assessment, structured interviews correlate highly with applicants' social skills and situational judgment.

iv. Hard skills

Hard skills can be described in general and are also based on the specific context in which these skills are used. Employees must have skills in opening lessons, managing classes, designing group discussions, organizing classrooms, and writing well (Muqowim, 2012). Hard skills are relatively easy to measure. Widoyoko divided hard skills into two, namely academic and vocational skills. Academic skills are the ability to master various concepts in the field of study, such as skills to define, calculate, explain, describe, classify, identify, predict, analyze, compare, differentiate, and draw conclusions from various concepts, data, and facts related to a subject (Widoyoko, 2009)

v. Employee retention

These days, employee retention is a significant factor affecting most business fields and continues to be one of the main challenges driven by company managers. All organization managers and stakeholders have to consider employee retention in their plans and estimate its long-term effect on the organization's behavior and productivity (Mohanty, 2009). According to Irshad and Afridi (2011), the main factors affecting employee retention, are based on various factors from the human resource management's point of view and their ability to play an essential role in

managing and controlling employee retention. The first factor is ensuring that "employee personal value matches with the job", which matches the employee skills, knowledge, and ability with the potential job description. The second factor is "compensation", which plays a significant role in attracting and retaining good employees. The third factor is "rewards", which describes anything that companies offer to their employees as a result of their work performance, which is expected by the workers.

The fourth factor is "training and career development". The fifth factor is "career advancement 3984 opportunities", which relate to any planned effort to achieve stability between worker needs and specific business needs. The sixth factor is "supervisor support", which reflects the good relationship between supervisor and employee, and which plays a critical role in employee retention. If the relationship is bad, the employee's retention is less likely in the organization. The seventh factor is "work environment", which represents to what level employees tend to work and remain in the companies that offer a positive work environment, where they feel that they are important and able to improve their productivity. The last factor is "organizational justice", which reflects the ethical dealing of workers by the company.

vi. Job satisfaction

Overall job satisfaction was rated on a single-item 10-point scale. Participants were asked "Overall, how satisfied are you with your current job?" Response anchors were (1) Very dissatisfied; (5) and (6) Neither satisfied nor dissatisfied; and (10) Very satisfied. While the use of a single item to measure job satisfaction is contentious, previous research has demonstrated the validity of this approach [31–33]. Single-item measures of job satisfaction may be superior to multiple item scales as the single item allows each individual to rate their satisfaction based on job-related factors that are important to them

c. Significant Difference Between Dependent and Independent Variables

- An Independent variable is a variable whose value never depends on another variable whereas a dependent variable is a variable whose value depends on another variable.
- The Independent variable is the presumed cause. On the other hand, the dependent variable is the presumed effect.
- Independent variables are the predictors or regressors but dependent variables are often referred to as the predicted variable.
- Independent variables do not need any complex mathematical procedures and observations. On the contrary, dependent variables are obtained from longitudinal research or by solving complex mathematical equations.
- Independent variables are positioned horizontally on the graph while dependent variables are positioned vertically on the graph.
- Any change in the independent variable also affects the dependent variable while any change independent variable does not affect the independent variable.

5. RESULTS AND DISCUSSION

a. Demographic Profiles of the Respondents

As observed in table 1, It shows that 65.6% were male and 34.4% were female respondents. There were 51.2% HR managers, 48.8% TA managers, 21.8% of the respondents were aged between 20 – 29 years. In education, a majority, (44%) indicated to have a Bachelor's degree while regarding work experience, 100% indicated to have 1-3 years of experience. Further, 20% indicated to have 4-6 years of experience, 21.8% indicated to have 6-10years of experience. At last, there are 17% of respondents are more than 15 years' experience. In terms of education, there were 37% postgraduates, and 19% respondents had either a Diploma or lower qualification. In demographic data on the organizational side, 60 percent of companies consist of more than 1000 employees. From the above discussion, it can be concluded that the sample of this research does not deviate much from the general population of HR managers at public sector organizations. Hence, it is considered representative of the population of interest.

Table 1: Demographic Details

Demographic	Characteristics	No. of respondents	Percentage
Gender	Female	172	34.4%

	Male	328	65.6%
Age	20-29	109	21.8%
	30-39	115	23%
	40-49	96	19.2%
	50-59	92	18.4%
	>60	88	17.6%
Education	Graduate	220	44%
	Post Graduate	185	37%
	others	95	19%
Work Experience	1-3 years	100	20%
	4-6 years	109	21.8%
	6-10years	110	22%
	10-15 years	96	19.2%
	> 15 years	85	17%
Department	Human Resource Managers	256	51.2%
	Talent Acquisition Managers	244	48.8%

b. Analysis of Questionnaire
The respondents were asked a series of questions to analyses the present situation of talent acquisition
activities within respondents' organizations. This research included 500 respondents. The questionnaire involves
dependents as well as independent variables. The questionnaire is initially intended to cover dependent variables
such as Recruitment and Selection, training and development, technology, soft and hard skills.
Answering Likert Scale in Recruitment and Selection Questionnaire:
There are 80 respondents used to answer questions in the recruiting and selection field. Seven questions per
respondent is included here. The measurement of each question on a Likert 5-point scale is then put in the bar chart
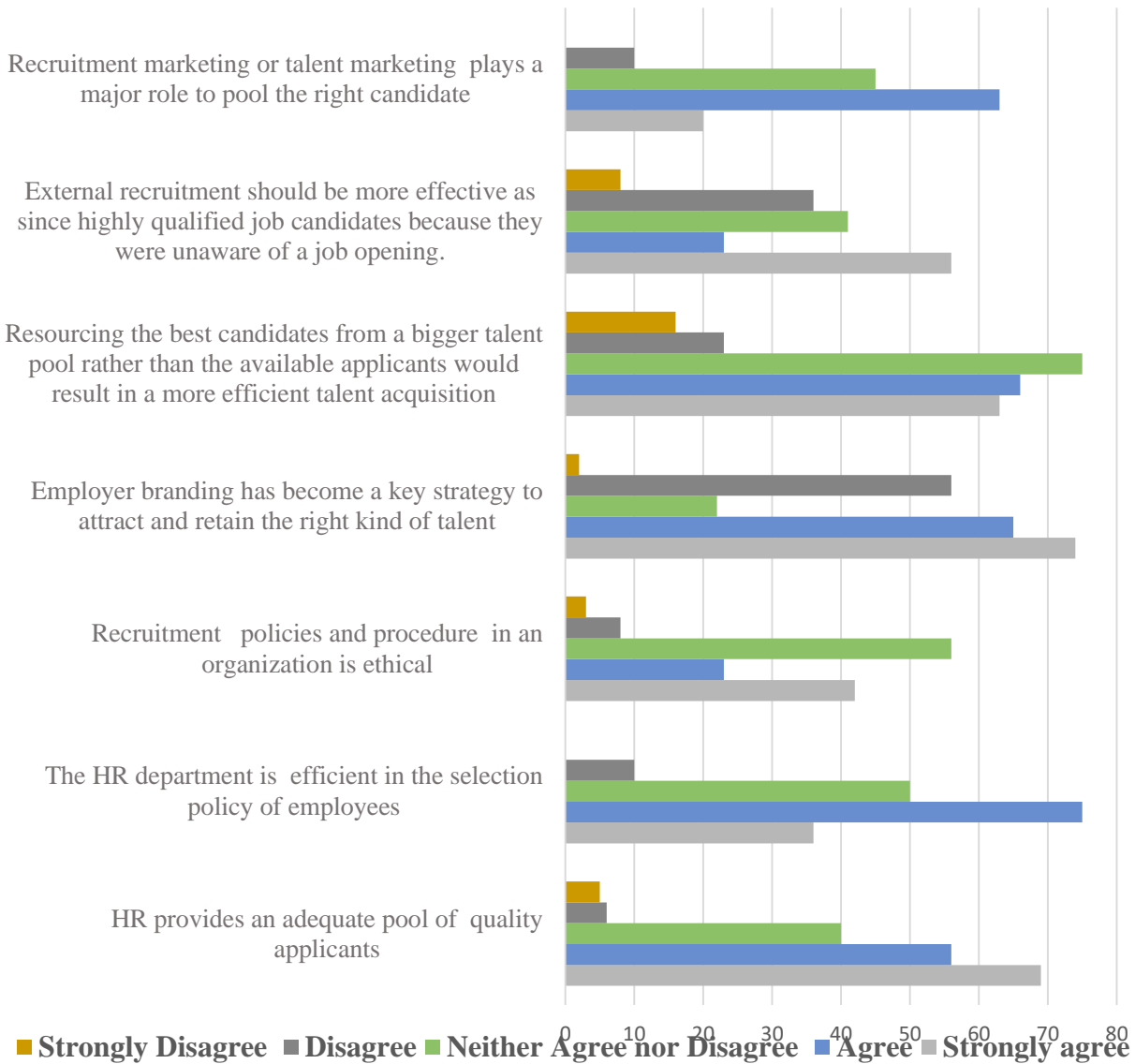of figure 2 below.

Recritment and Selection

Legend: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly agree

Categories (top to bottom):
- Recruitment marketing or talent marketing plays a major role to pool the right candidate
- External recruitment should be more effective as since highly qualified job candidates because they were unaware of a job opening.
- Resourcing the best candidates from a bigger talent pool rather than the available applicants would result in a more efficient talent acquisition
- Employer branding has become a key strategy to attract and retain the right kind of talent
- Recruitment policies and procedure in an organization is ethical
- The HR department is efficient in the selection policy of employees
- HR provides an adequate pool of quality applicants

Figure 2: Questionnaire About Recruitment and Selection

Answering Likert Scale in Training and Development Questionnaire:

In addition, Training and development are dependent variables on other talent acquisition factors. A number of questions were put to 82 respondents. The segment contains seven answers for each respondent based on the 5-point scale of Likert. The following issue was decided by maximum staff in this segment. Similarly, 63% disagree with development plans in training applications. Figure 3 describes the questionnaire in the bar graph below.
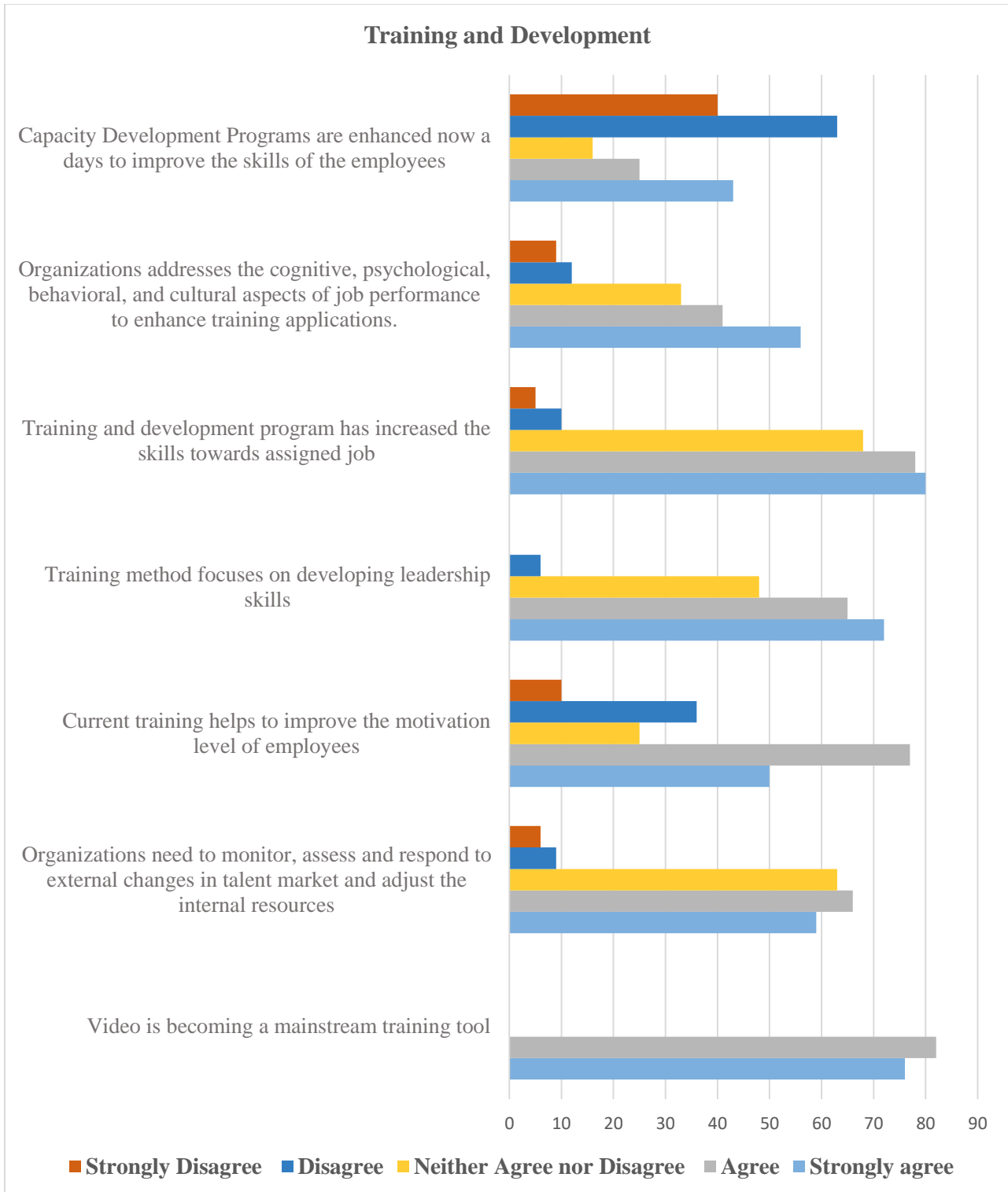
Figure 3: Questionnaire About Training and Development

Answering Likert Scale in Technology Questionnaire:

This segment analyses the latest technological situation in the company of the respondents in terms of the talent acquisition managers and HR managers. As seen in Figure 4, these technology-based questions have been taken up by 92 respondents. Seven questions have been asked for each employee. The answers to the statement indicate a mild anxiety. Figure 4 displays the 5-point questionnaire responses dependent on the Likert scale.

Technology

Legend: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly agree
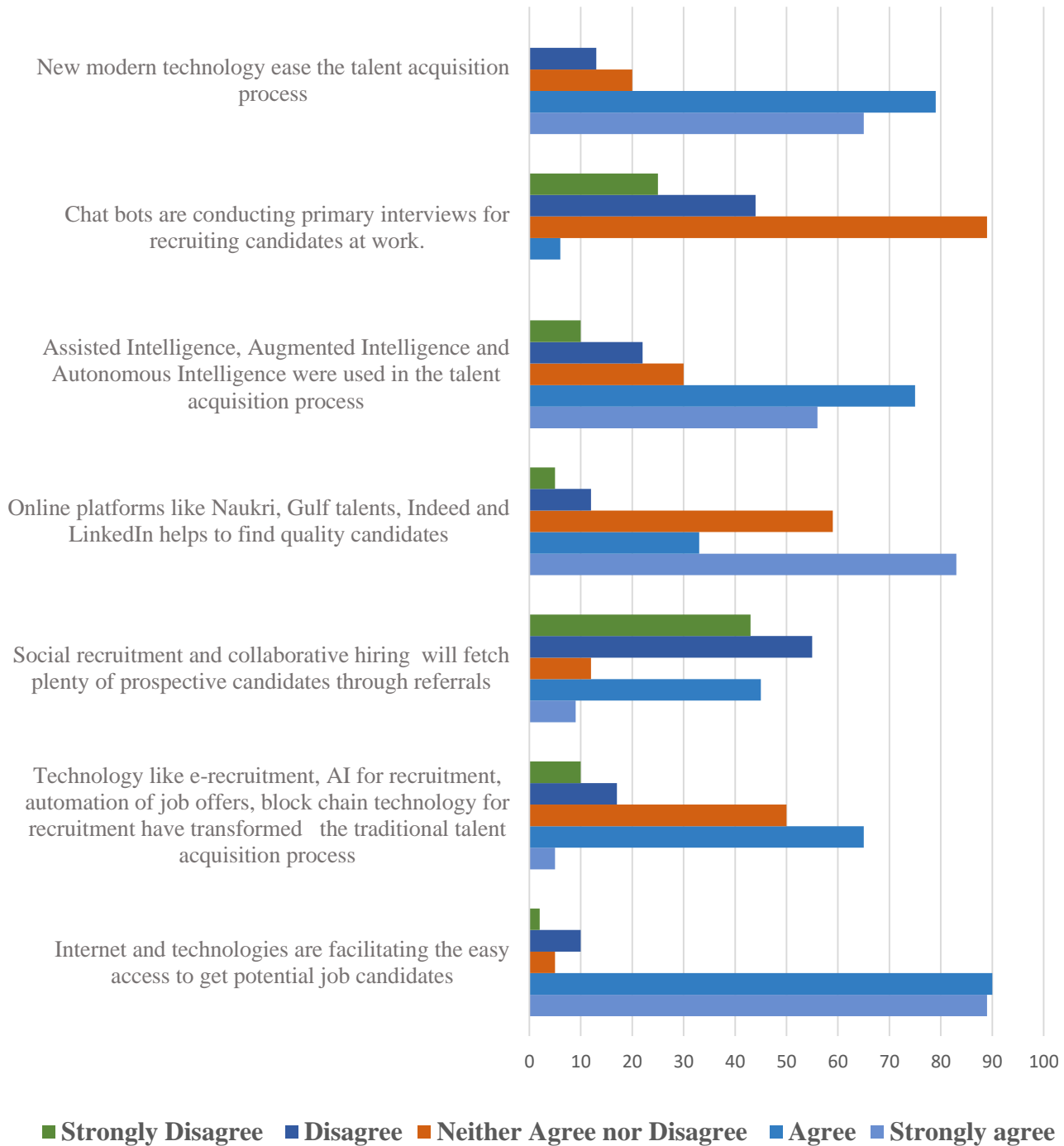
Figure 4: Questionnaire About Technology

Answering Likert Scale in Soft and Hard Skills Questionnaire:

The accompanying questionnaire by the talent managers and HR managers in the organization is focused
on its willingness to be soft and hard. This section contains feedback from 75 respondents, comprising six questions
per each respondent. In Figure 5, the respondents then addressed the integration between the soft and the hard skills

on the basis of the Likert five-point scale. The human resources management questionnaire aims to change the best choices for Saudi Arabia's competitiveness.
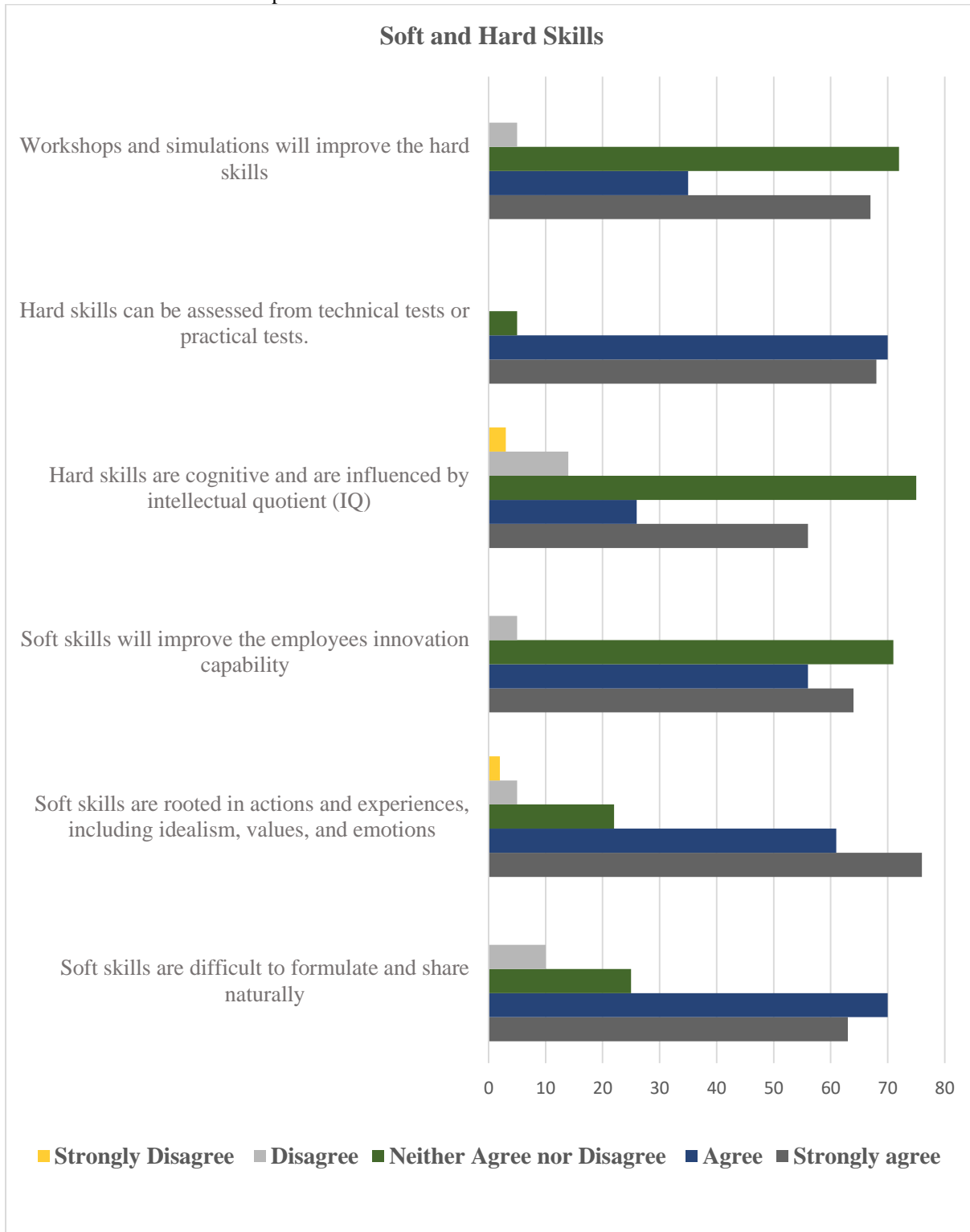

Figure 5: Questionnaire About Soft and Hard Skills
Answering Likert Scale in Employee Retention Questionnaire:
Retention of employees impacts organizational efficiency and performance which poses significant
obstacles to human resource management to sustain the talented and professional workforce in a globally highly

competitive marketplace. The questionnaire requires talent acquisition managers and HR managers at work was answered for 88 employees in this group. Similarly, this segment includes six independent variables, each employee getting 6 questions. The staff' perspective on the retention process as seen in Figure 6.
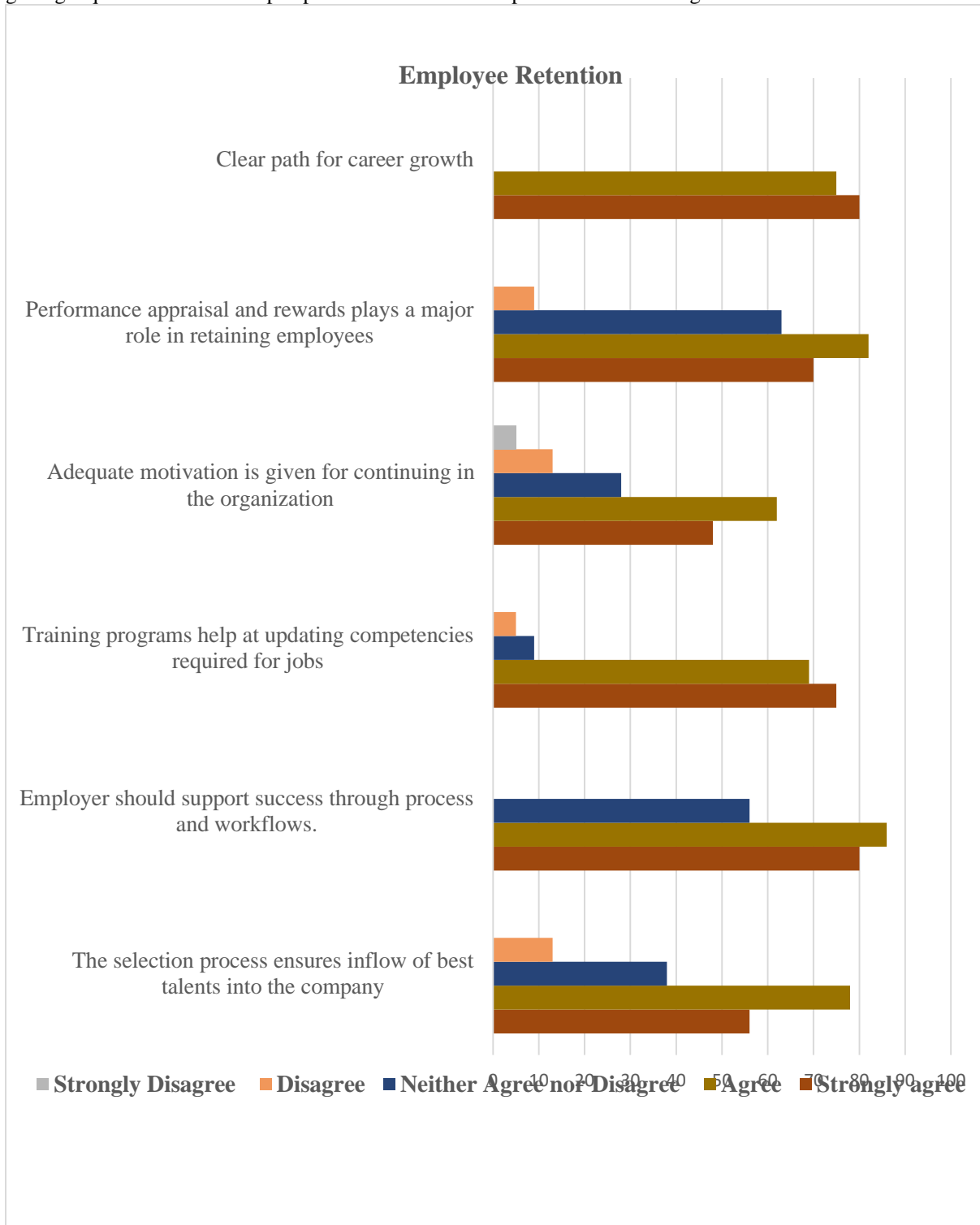

Figure 6: Questionnaire About Employee Retention
Answering Likert Scale in Job Satisfaction Questionnaire:
Figure 7 indicates the outcome of the 5-point scale of Likert. The probability of the retention of workers in organizations is determined by workplace satisfaction. There are 83 workers in this segment and the questionnaire

focused on work satisfaction for the experienced employees. Every job requires seven questions in which usually 75 percent of employees agree on the quality of questions about job satisfaction, while the percentage of employees who are troubled is smaller.
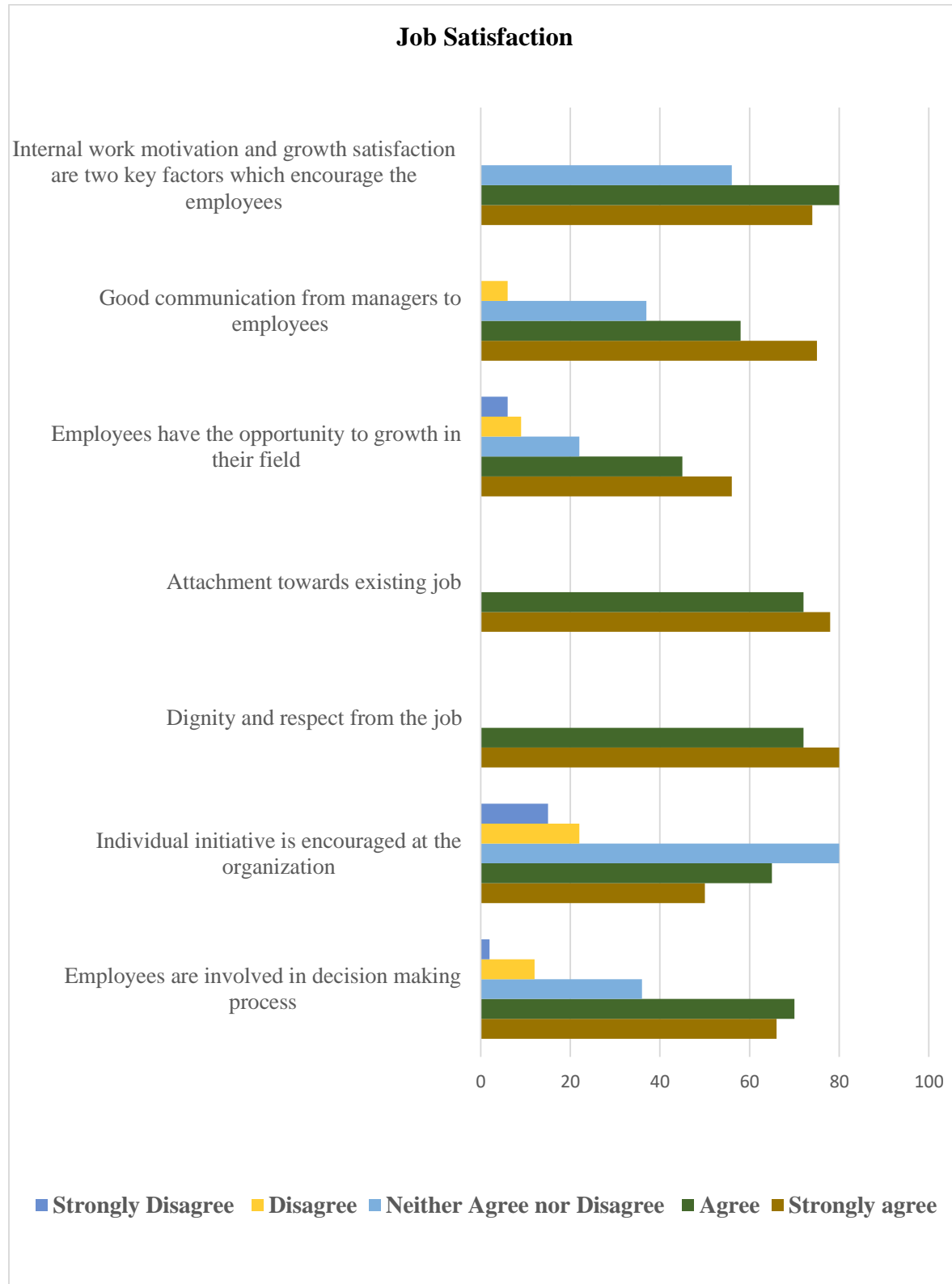

Figure 7: Questionnaire About Job Satisfaction

c. Statistical Analysis

A structured SPSS-based data collection was used for data processing, descriptive analysis, correlation analysis and Multicollinearity test and Hypothesis test. The mean, standard deviation, and zero-order correlations in Table 2 are presented. The relationship between talent management practices and talent management performance was examined.

Table 2: Descriptive Statistics

Variables	Mean	Std. Deviation	N
HRRS	31.7280	4.51029	500
HRTD	29.2660	3.31621	500
HRT	29.1012	3.93583	504
HRSH	26.1885	3.15444	504
HRER	26.0940	3.09521	500
HRJS	23.5380	3.28178	500

From the average means calculated in the descriptive statistics, the researcher used the means to compute correlation analysis, full regression models, and coefficient of determination to establish the true relationship between the dependent variable (Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and the independent variables (Employee Retention and Job Satisfaction).

i. Correlation Analysis

This study incorporated Pearson product-moment correlation analysis to establish whether there is an association between the independent variables and the dependent variable it is depicted in Table 3. The correlation coefficient can range between ±1.0 (plus or minus one). A coefficient of +1.0, a "perfect positive correlation," means that changes in the independent item will result in an identical change in the dependent item. A coefficient of -1.0, a "perfect negative correlation," means that changes in the independent item will result in an identical change

in the dependent item, but the change will be in the opposite direction. A coefficient of zero means there is no relationship between the two items and that a change in the independent item will not affect the dependent item.

Table 3: Correlation Result Output

CORRELATIONS							
Variables		HRRS	HRTD	HRT	HRSH	HRER	HRJS
HRRS	Pearson Correlation	1	.027	-.031	-.024	.167**	-.008
	Sig. (2-tailed)		.554	.486	.597	.000	500
	N	500	500	500	500	500	500
HRTD	Pearson Correlation	.027	1	.013	.111*	.023	.013
	Sig.(2-tailed)	.554		.766	.013	.606	.766
	N		500	500	500	500	500
HRT	Pearson Correlation	-.031	.013	1	.042	.018	.050
	Sig.(2-tailed)	.486	.766		.347	.694	.261
	N	500	500	504	504	500	500
HRSH	Pearson Correlation	-.024	.111*	.042	1	.044	.042
	Sig.(2-tailed)	.597	.013	.347		.327	.350
	N	500	500	504	504	500	500
HRER	Pearson Correlation	.167**	.023	.018	.044	1	-.013
	Sig.(2-tailed)	.000	.606	.694	.327		.777
	N	500	500	500	500	500	500
HRJS	Pearson Correlation	-.008	.013	.050	.042	-.013	1
	Sig.(2-tailed)	.852	.766	.261	.350	.777	
	N	500	500	500	500	500	500
**. Correlation is significant at the 0.01 level (2-tailed)							
*. Correlation is significant at the 0.05 level (2-tailed)							

ii. Normality Test

Testing independent variables and dependent variables on the resulting regression questions use the Normality Test. The result should show whether the data is normally distributed or not. The commencement of the analysis is by observing the Histogram and P-P Plot, The Normal P-P Plot of Regression Standardized Residual used to assess the assumption of normally distributed residuals which is presented on below figures.
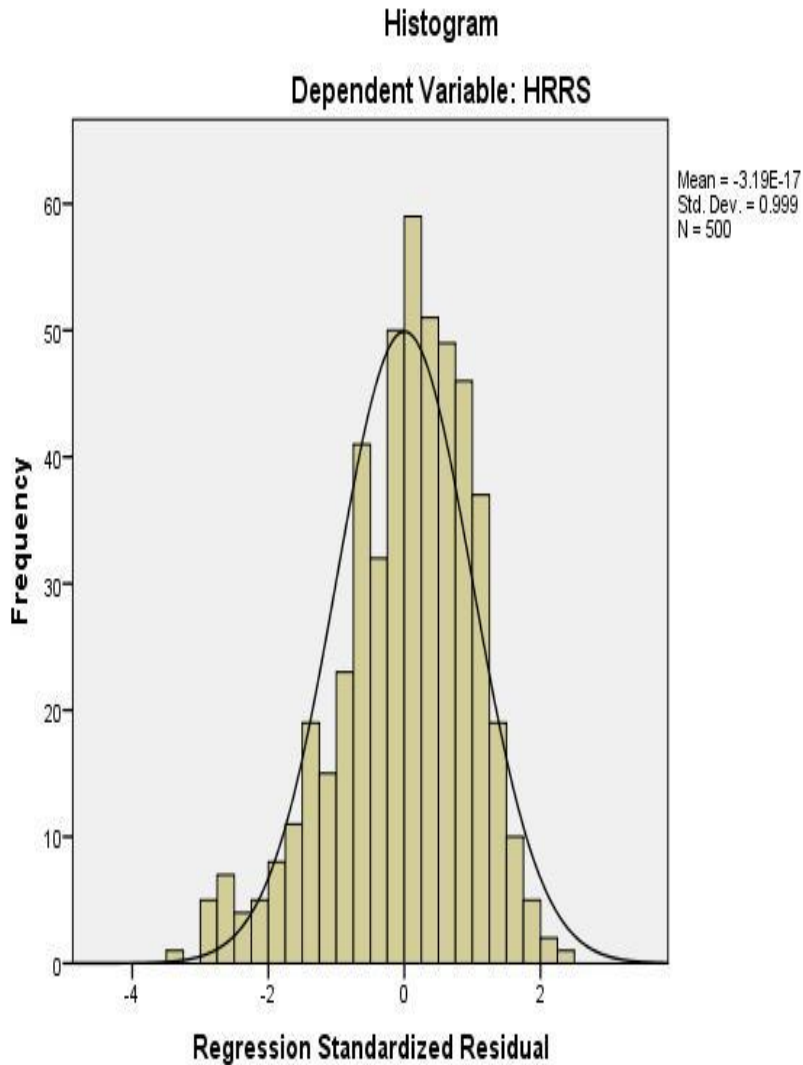

Figure 8: Histogram – Normality Test

Figure 8 depicts the histogram of normality test graph for the dependent variable HRRS-Human Resource E-Recruitment and Selection. The performance result indicates that the histogram line creates a bell-shaped. Therefore, the value of the data is variated which makes it normally distributed.
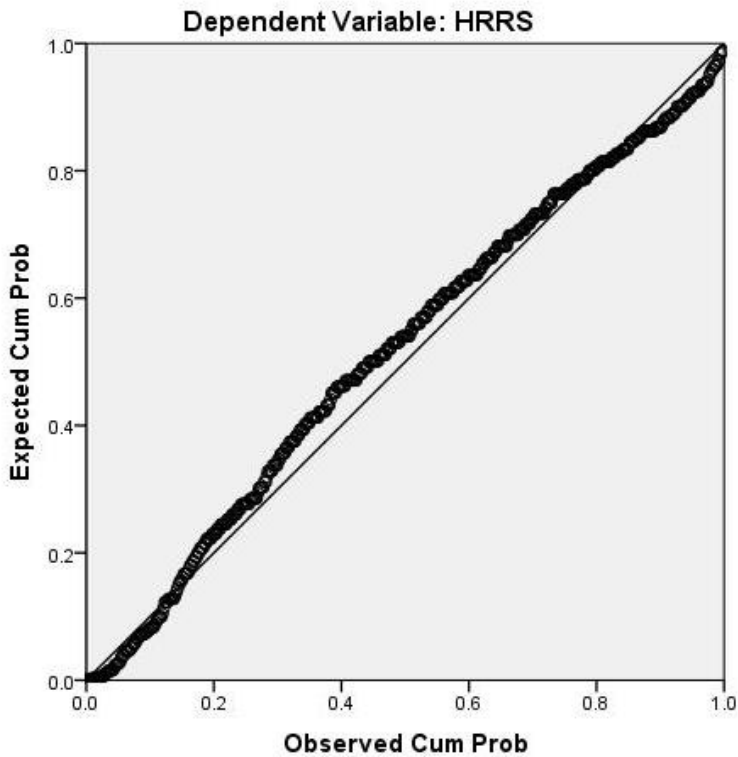
Figure 9: Normal Probability-Plot graph – Normality Test

The P-Plot normality test for the HRRS-Human resource variable based E-Recruitment and Selection graph
is shown in Figure 9. The P-Plot reveals that the data spread to the top of the diagonal line from the below corner.
This suggests that the respondents normally finished the distributed survey. It should then assume that the
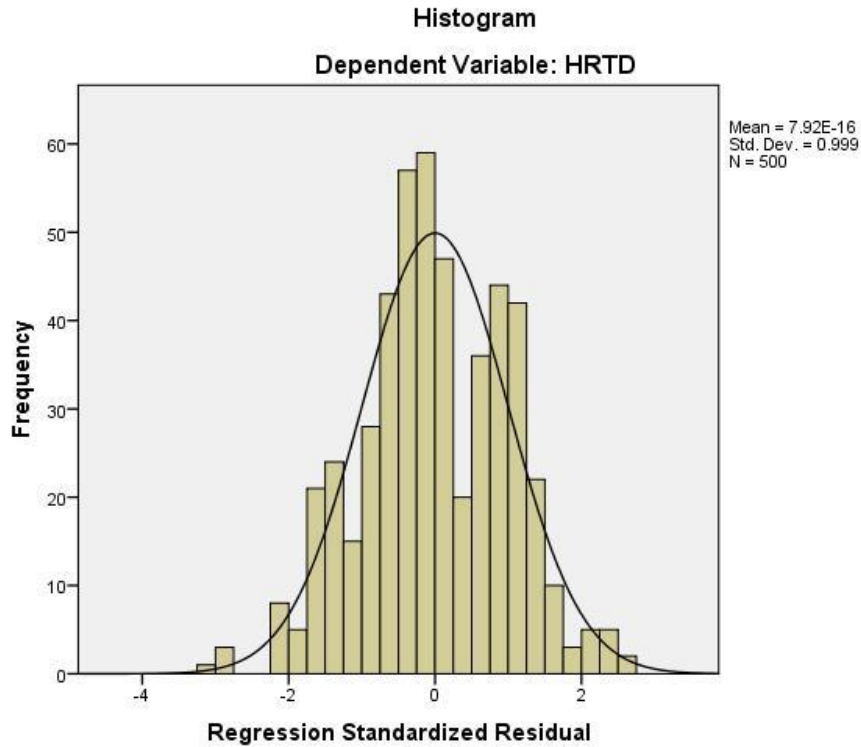knowledge about the regression model satisfy the principle of normality.

Histogram

Dependent Variable: HRTD

Mean = 7.92E-16
Std. Dev. = 0.999
N = 500

Figure 10: Histogram-Normality Test

Figure 10 depicts the histogram chart of normality test for the dependent variable HRTD-Human Resource Training and Development. The consequence of the performance reveals that the histogram line produces a bell. This data value is often varied, making it transmitted naturally.

Normal P-P Plot of Regression Standardized Residual
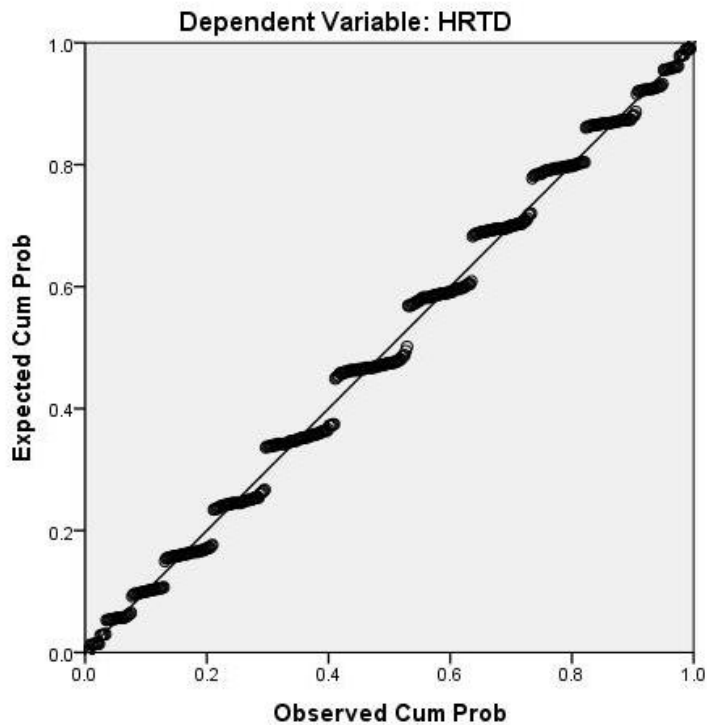
Dependent Variable: HRTD

Figure 11: Normal Probability-Plot graph – Normality Test
Figure 11 depicts the P-Plot Chart of normality test for HRTD-Human Resource Training and Development. The P-Plot chart demonstrates that the scatter point is around the diagonal line. This implies the respondents filled the circulated poll normally, this concluded that the information of the regression model is meeting the presumption of Normality.
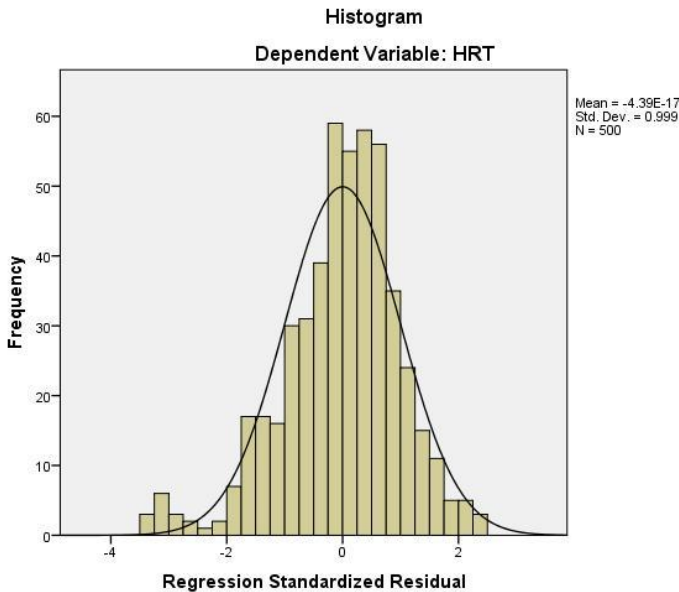

Histogram
Dependent Variable: HRT

Mean = -4.39E-17
Std. Dev. = 0.999
N = 500

Figure 12: Histogram-Normality Test
Figure 12 depicts the histogram of normality test graph for the dependent variable HRT-Human Resource Technology. The performance result indicates that the histogram line creates a bell-shaped. Similarly, this data value is also variated which makes it normally distributed.

Histogram
Dependent Variable: HRSH

Mean = -3.67E-16
Std. Dev. = 0.999
N = 500

Figure 13: Histogram-Normality Test

Figure 13 depicts the histogram chart of normality test for the dependent variable HRSH-Human Resource Soft and Hard Skills with Regression Standardized Residual in terms of Frequency. The performance result indicates that the histogram line creates a bell-shaped. Similarly, this data value is also variated which makes it normally distributed.
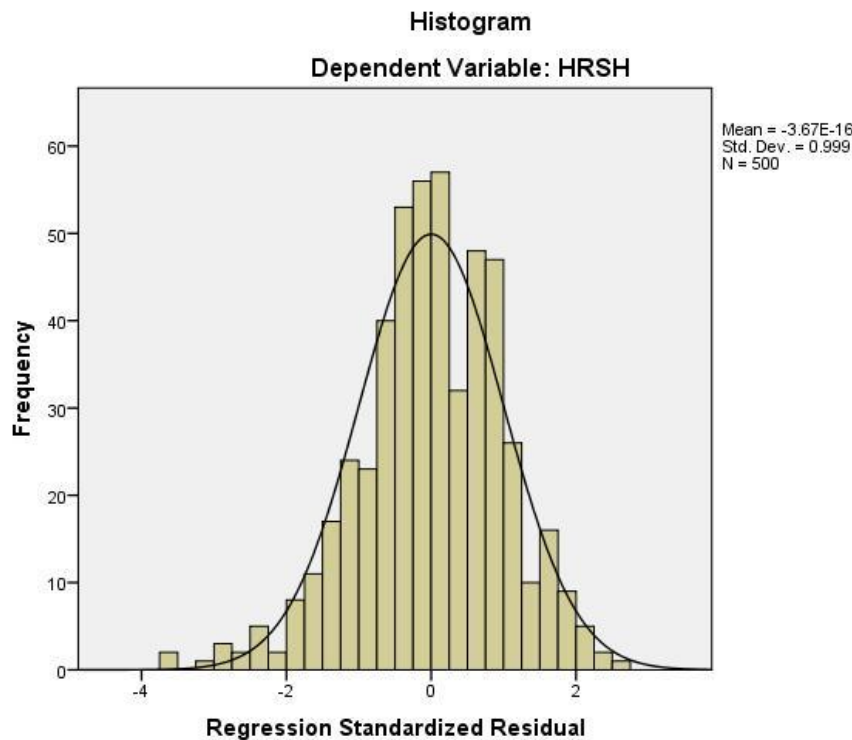
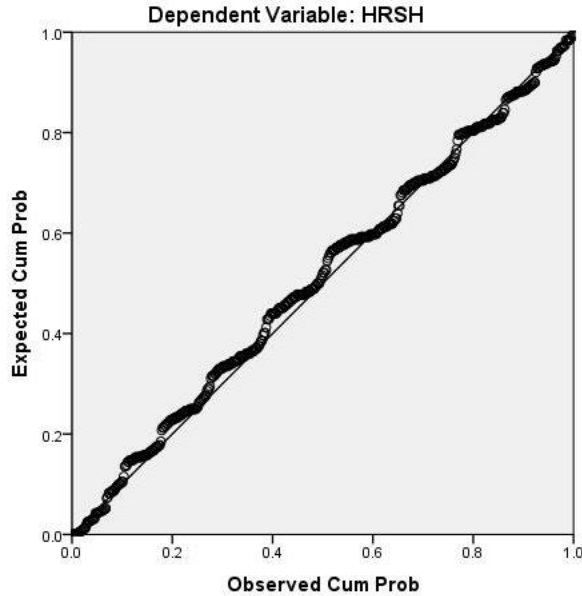**Normal P-P Plot of Regression Standardized Residual**

Figure 14: Normal Probability-Plot graph – Normality Test

Figure 14 depicts the Normal P-Plot of normality test for HRSH-Human Resource Soft and Hard Skills with the expected cum probability and the observed cum probability. The P-Plot chart demonstrates that the point cluster is tightly along the diagonal line. This implies the respondents filled the circulated poll or questionnaires normally distributed. Therefore, it can have concluded that the information about the regression model is meeting the assumption of Normality.
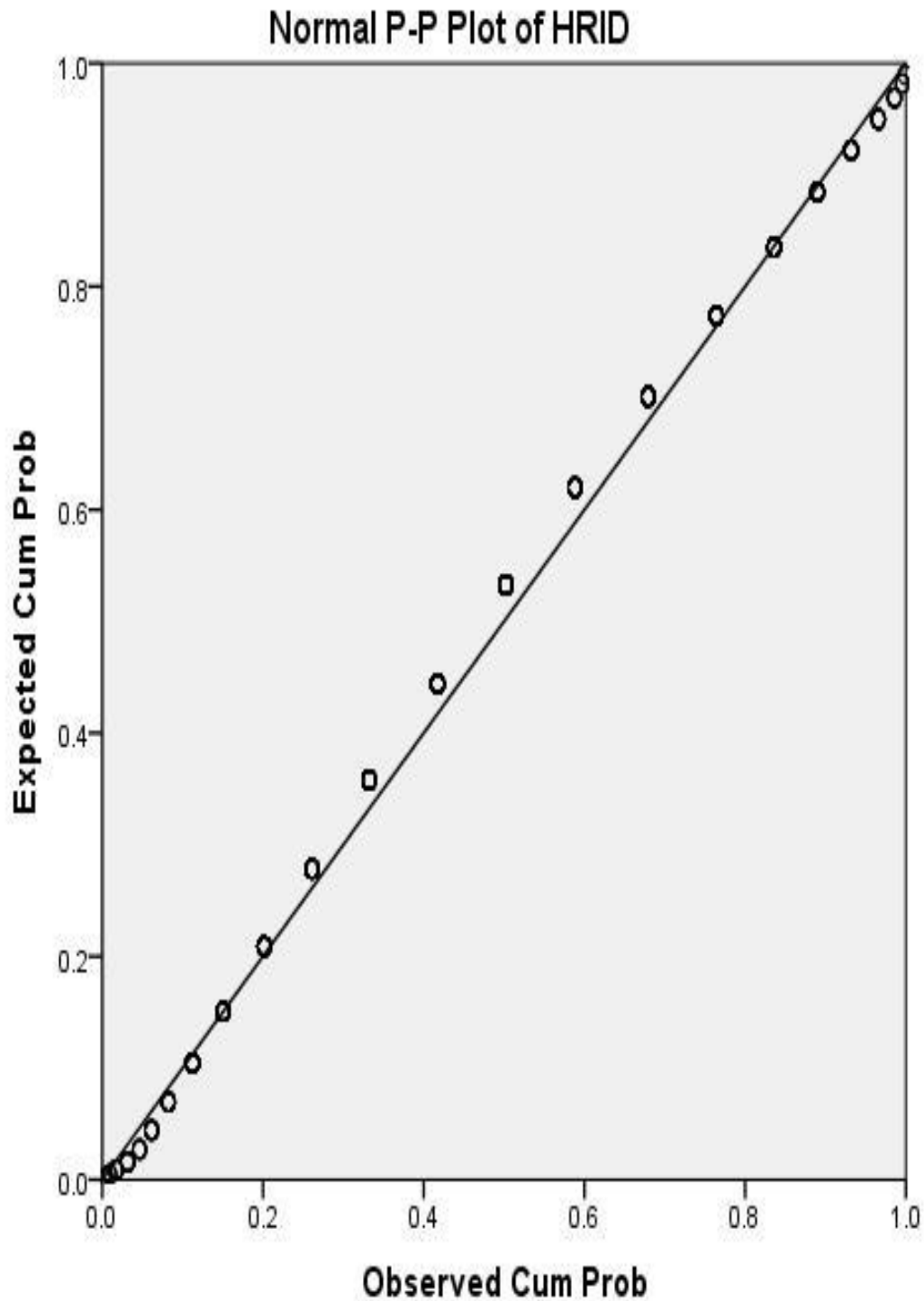
Figure 15: Normal Probability-Plot graph – Normality Test
Figure 15 reveals the normality test of the Normal P-Plot for HRID-Human Resource Independent variable
with the expected cum probability and the observed cum probability. The P-Plot chart demonstrates that the data
spread around the diagonal line. This shows a normal distribution pattern, then the model regression meets the
assumption of normality.

iii. Multicollinearity Test

In order to check the presence of correlation between or among independent variables of the regression model multicollinearity test is needed. The indication of the high correlation of multiple regression model variables is a phenomenon called Multicollinearity. This is seen in below table 4.

Table 4: Coefficient Table Pearson Correlation

Coefficients						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	-9.655	3.051		-3.165	.002
	HR	.249	.018	.520	13.587	.000
2	(Constant)	-10.449	2.867		-3.645	.000
	HR	.320	.019	.668	16.612	.000
	HRT	-.377	.046	-.330	-8.214	.000
3	(Constant)	-9.073	2.611		-3.475	.001
	HR	.464	.022	.967	20.663	.000
	HRT	-.506	.044	-.443	-11.602	.000
	HRID	-.432	.042	-.429	-10.240	.000
4	(Constant)	-5.171	2.086		-2.479	.013
	HR	.677	.022	1.411	31.114	.000
	HRT	-.712	.037	-.623	-19.412	.000
	HRID	-.668	.036	-.664	-18.438	.000
	HRTD	-.736	.043	-.541	-17.080	.000
5	(Constant)	-8.171E-14	.000		.000	1.000
	HR	1.000	.000	2.085	456862654.874	.000
	HRT	-1.000	.000	-.876	-307308720.71	.000
	HRID	-1.000	.000	-.994	-305074964.83	.000
	HRTD	-1.000	.000	-.735	-267246501.62	.000
	HRSH	-1.000	.000	-.701	-265877000.10	.000

iv. Hypothesis Test Results

To examine the five hypotheses, a linear regression test was utilized. The independent variables considered are the five factors (Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and the dependent variables are employee retention and job satisfaction. The aim is to identify if there is an impact of factors on the talent management process in the manufacturing, Information Technology, Banking, and healthcare sectors. Thus the significant level is forecasted using T-Test analysis, the statistics is given in table 5.

Table 5: One Sample Statistics

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
HRRS	500	31.7280	4.51029	.20171
HRT	504	29.1012	3.93583	.17532
HRSH	504	26.1885	3.15444	.14051
HRID	500	49.6320	4.48250	.20046
HRTD	500	29.2660	3.31621	.14831
HR	500	165.9180	9.40405	.42056

One sample T-test is a parametric procedure. It tests whether the sample means are statistically significantly different than the population mean. The T-test is normally done when the standard deviation is unknown. The result of the T-test applied on motivator with the test value 27 and 95% confidence level is utilized in this hypothesis test result with the various dependent variables. This is stated in the following table 6.

Table 6: One Sample Test

	Test Value = 27					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HRRS	23.440	499	.000	4.72800	4.3317	5.1243
HRT	11.985	503	.000	2.10119	1.7567	2.4456
HRSH	-5.775	503	.000	-.81151	-1.0876	-.5354
HRID	112.898	499	.000	22.63200	22.2381	23.0259

HRTD	15.279	499	.000	2.26600	1.9746	2.5574
HR	330.315	499	.000	138.91800	138.0917	139.7443

In this study hypothesis, find only highlighted (HRRS HRTD HRT HRSH) relationship with other variables (HRER HRJS). The results say only HRER is significantly positively correlated with HRRS others are non-significant. In Hypothesis H1, there is a positive relationship found between the Dependent variable HRRS-Human Resource E-Recruitment and Selection and Independent Variable HRER-Human Resource Employee Retention. Others are non-significant. The correlation analysis carried out to examine the relationship between Dependent Variable and Independent Variable revealed interesting findings.

In Hypothesis H2, it is revealed that there is no positive relationship found between Dependent Variable and Independent Variable. Independent Variable was significantly and positively correlated with $r(490) = .12$, $p < .01 \left[r(N) = .Pearson\ Correlation, p < .Sig, (2-tailed) \right]$. Further, it was significantly and positively correlated with $r(490) = .12, p < .01\ and\ 1-(490) = .15, p$. According to Hypothesis H3, there is a positive relationship found between the Dependent Variable (HRRS) and Independent Variable (HRER).

The Hypothesis 4 is to investigate the combined effects of dependent variables (E-Recruitment and Selection, Training and development, Technology, Soft skills, and Hard skills) and independent variables (Employee Retention and Job Satisfaction) on organizational commitment. This implies that both dependent and independent variables are highly significant. Thus it is positively correlated with the combined effects of the variables. Thus it verifies that the talent Acquisition contributes to the organization, this satisfied Hypothesis 5. In this regard, the findings extend our knowledge on the association between Talent acquisition practices and HR strategies in the Saudi Arabian manufacturing, Information Technology, Banking, and healthcare sectors.

d. Trend Analysis and Forecasting

The main purpose of this paper is to investigate trends of the information systems in the field of human resources. For the analysis of current and future trends of information systems in the realm of human resources management, extract and analyze the trends of information systems developments and implementations.

Simple Line of HRRS, Mean of HRSH, Mean of HRTD, Mean of HRT, Mean of HRER, Mean of HRID by INDEX
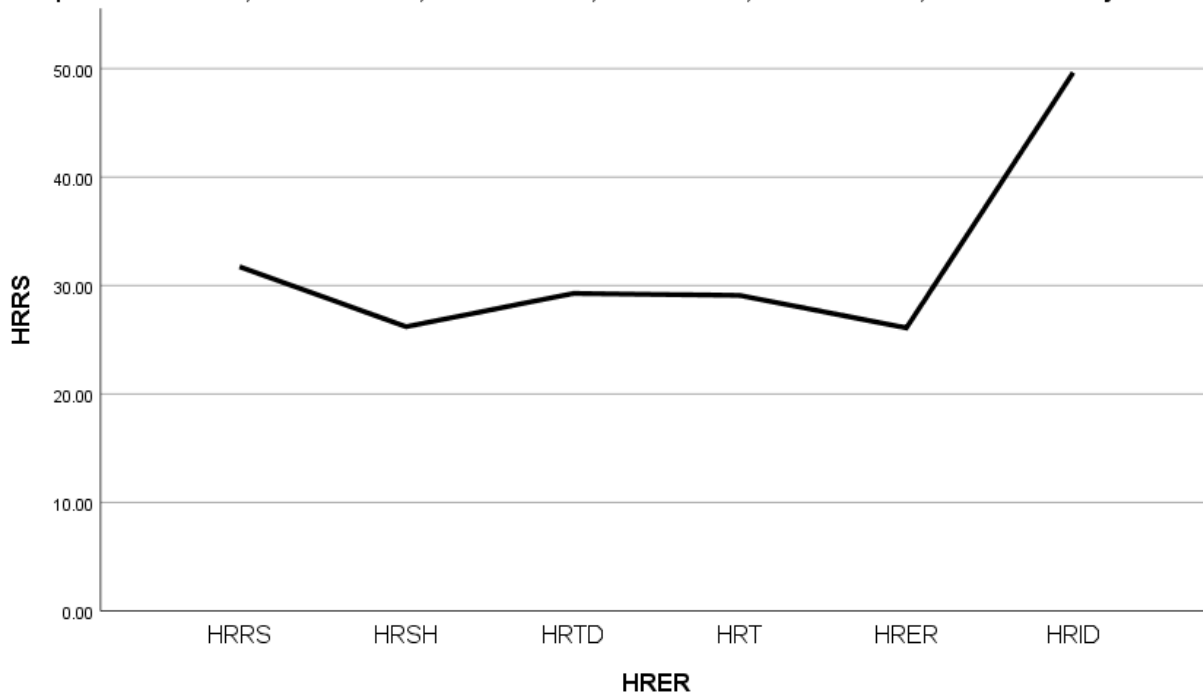

Figure 16: Sample Line Mean Graph

Figure 16 states that the sample line plot graph for dependent variable HRRS-Human Resource E-Recruitment and Selection and Independent Variable HRER-Human Resource Employee Retention. This estimate the trend in employee's talent acquisition with mean graph. Thus from this illustrate that trend has been increasing or decreasing in each dependent variables.

Table 7: Model Fit Statistics

Fit Statistic	Mean	SE	Minimum	Maximum	Percentile	
					5	10
Stationary R-squared	.341	.396	.028	1.000	.028	.028
R-squared	.261	.418	.010	1.000	.010	.010
RMSE	2.855	1.642	.000	4.092	.000	.000
MAPE	8.211	4.635	.000	10.900	.000	.000
MaxAPE	57.028	34.145	.000	87.671	.000	.000
MAE	2.250	1.286	.000	3.190	.000	.000
MaxAE	9.190	5.199	.000	12.274	.000	.000
Normalized BIC	2.567	.265	2.300	2.868	2.300	2.300

Table 7 exposes the Model fit Statistics for the analyzed mean value. The fit statistics include Stationary R-squared, R-squared, RMSE, MAPE, MaxAPE, MAE, MaxAE, Normalized BIC. This calculate the percentile in the form of 5 and 10 thus provide the R square mean value is of 0.261with the standard deviation of 0.418.

Table 8: Time Series Analysis

Model	Number of Predictors	Model Fit statistics	Ljung-Box Q(18)			Number of Outliers
		Stationary R-squared	Statistics	DF	Sig.	
HRRS-	1	.182	24.093	16	.087	0
HRTD-	0	.028	13.068	17	.732	0
HRT-	0	.087	22.785	15	.089	0
HRSH-	0	.406	51.984	17	.000	0
HRID-	2	1.000	.	0	.	0

Table 8 states the time series analysis for the five model which is dependent variable HRRS-Human Resource E-Recruitment and Selection, HRTD, HRT, HRSH and HRID. In this the number of outliers become zero and the Ljung-Box estimate the statistics with all the dependent variable is as 24.093,13.068,22.785,51.984 according to the predictors 0,1 and 2.
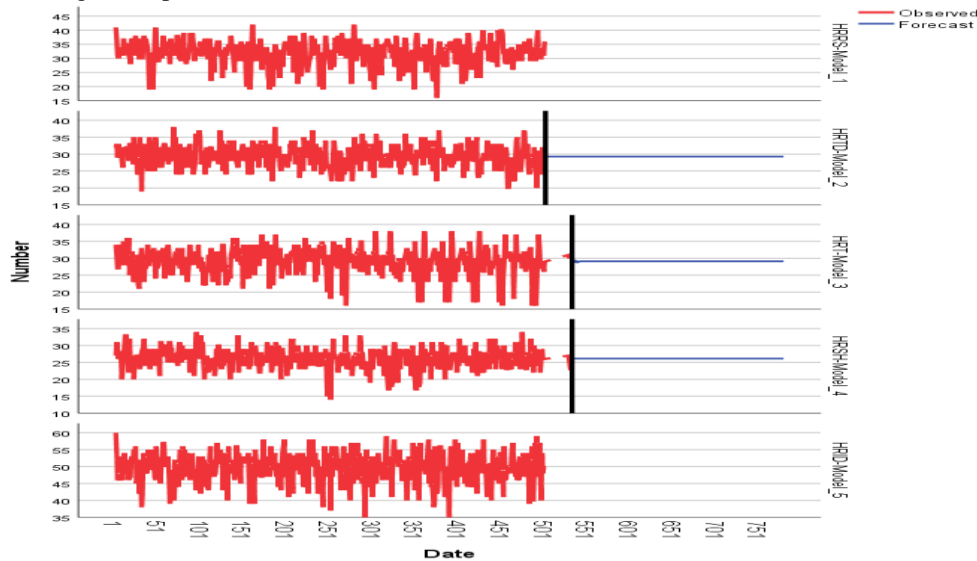

Figure 17: Forecasting Analysis of Dependent and Independent Variables
Figure 17 denotes forecasted value for the dependent and independent variables in the HR strategies. Forecasting create traditional models and immediately prompted to set the time and time series of the model. The upper and lower confidence level give the range around the prediction. Red line correspond to historic look at the model and blue line denotes the forecasted value for the upcoming year.

6. Conclusion

This article examines the productivity of Saudi Arabia's talent acquisition practices and emerging HR patterns. In order to explore the theory for TA, the proposed model was established according to a positive philosophy. It was found to use a 5-point Likert Scale self-administered questionnaire for the mission and the technology characteristic of hiring skilled workers. This research involves several influences that include dependent variables in E-Recruitment and Selection, Training and Development, Technology, hard skills and soft skills, Job Satisfaction, and Employee Retention. The SPSS method is used to perform data processing. The observations of the study indicate that the results of the five hypotheses experiments are linear. The analysis of the correlation between the dependent variable and the independent variable has been performed.

In order to find the impact factors of talent acquisition practices in Saudi Arabia, the hypothesis five test is carried out, it revealed that Human Resource Employee Retention (HRER) and Human Resource Recruitment and Selection are the only factor which is positively correlated (r=.167, p<0.01) thus it is significant. Other factors such as Training and Development, Technology, hard skills and soft skills, Job Satisfaction are non-significant. The Correlation is significant at the 0.01 level (2-tailed) thus these factors are not correlated with regression analysis. It ensures that HR managers prefer to adhere by conventional approaches and are not fully reliant upon AIT to hire and select candidates. In this way, the talent management role must prove versatility, and can therefore resolve and lead to the achievement of competitive value, the diverse needs of organizations in future.

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