
Emperor International Journal of Management

ISSN: 2583-1267 Mayas Publication® www.mayas.info

Volume-VI

Issue-V

May -2026

ROLE OF TALENT ACQUISITION IN PROMOTING DECENT WORK AND INCLUSIVE GROWTH (SDG 8) A STUDY OF CORPORATE HR PRACTICES

Jaya Shree E¹

¹MBA (HR and Finance Specialization),

School of Management Studies,

Vels Institute of Science, Technology & Advanced Studies, Chennai-117.

Dr Anitha Kumari. D²

Corresponding Author

²Associate Professor, Department of Management Studies,

School of Management Studies,

Vels Institute of Science, Technology & Advanced Studies, Chennai-117.

Orchid ID <http://www.orcid.org/0000-0003-1852-9773>

ABSTRACT

In today's dynamic environment, talent acquisition has come out as an effective tool for achieving organization sustainability and socio-economic development. This is particularly true when we consider Sustainable Development Goal 8 (SDG 8) where inclusion and decent work are of prime importance. Although the trend towards adopting a diverse approach towards talent acquisition is gaining importance, there still exist certain difficulties in ensuring inclusive recruitment through talent acquisition. This paper seeks to find out how talent acquisition can help organizations ensure inclusiveness and enhance employees' engagement levels. For this purpose, a quantitative research method was employed and data was collected through a well-structured questionnaire from a sample of 120 respondents. The main independent variable included talent acquisition practices while the dependent variable was inclusive growth. Employee engagement and workforce diversity were considered mediating factors. Some of the statistical tools used for analyzing the relationships among different variables included descriptive statistics, correlation, regression, ANOVA, t-test, chi-square, and mediation analysis.

Keywords: Talent Acquisition, SDG 8, Inclusive Growth, Decent Work, HR Practices, Employee Engagement.

INTRODUCTION

In today's business world, companies are being encouraged to formulate their strategy according to the global sustainability standards, including the United Nations' Sustainable Development Goals (SDGs). SDG number 8, for example, focuses on sustainable economic growth and decent work, which means that HRM activities, including talent acquisition, come into play. The activity of talent acquisition has undergone changes from merely recruiting employees to a more strategic task, which involves determining the composition of the organization's workforce, developing organizational culture, and ensuring competitiveness. The activity involves planning, sourcing, selecting, and welcoming employees to work and determines human capital quality and diversity of employment opportunities, especially important in the IT industry, which is knowledge-based. There has been an increasing use of structured and fair recruiting approaches by firms in their efforts to ensure fairness, eliminate biases, and provide equal employment opportunities. Decent work is promoted through fair compensation, job security, and career advancement opportunities. On the other hand, recruitment geared towards diversity helps create inclusive workplaces through inclusion of individuals from disadvantaged segments of society. In the Indian Information Technology industry, firms like Wipro Limited have put in place sophisticated talent acquisition strategies involving digital recruitment, diversity programs, and training. Such practices improve productivity as well as inclusion within the economy.

OBJECTIVES OF THE STUDY

1. To examine the role of talent acquisition in promoting decent work and inclusive growth corporate organizations.
2. To evaluate effectiveness of HR practices in achieving SDG 8
3. To evaluate the impact of diversity-focused hiring on workforce inclusivity and organizational outcomes.
4. To assess the relationship between talent acquisition practices and employee engagement.
5. To examine how structured onboarding and skill development initiatives contribute to sustainable employment.

NEED FOR THE STUDY

This current research is dedicated to exploring the potential influence of talent acquisition practices that promote decent work and inclusive growth in the organization. Specifically, attention is drawn to the most important aspects such as workforce planning, diversity-based recruiting, transparent selecting process, and inclusive onboarding and their effects on engaging employees and ensuring workforce inclusion. To fill the existing gap related to the disconnection between recruitment policy and its implementation, this study uses a quantitative method to measure the extent to which talent acquisition practices are sustainable and inclusive.

SCOPE OF THE STUDY

The extent of this investigation is limited to the assessment of the impact that talent acquisition initiatives have on the development of decent work and inclusive growth through organizational contexts by taking an in-depth look at structured HR strategies. It looks at the effects of workforce planning, diversity-based recruitment efforts, transparent hiring processes, and inclusion-friendly onboarding methods. Their effect on engaging employees and maintaining inclusiveness of the workforce will be explored in this analysis using the primary data gathered from the respondents within the selected sample size. Even though there will be conclusions made about how talent acquisition affects sustainable work environments and outcomes, other HR functions including performance appraisal and compensation strategies remain outside the scope of this investigation.

STATEMENT OF THE PROBLEM

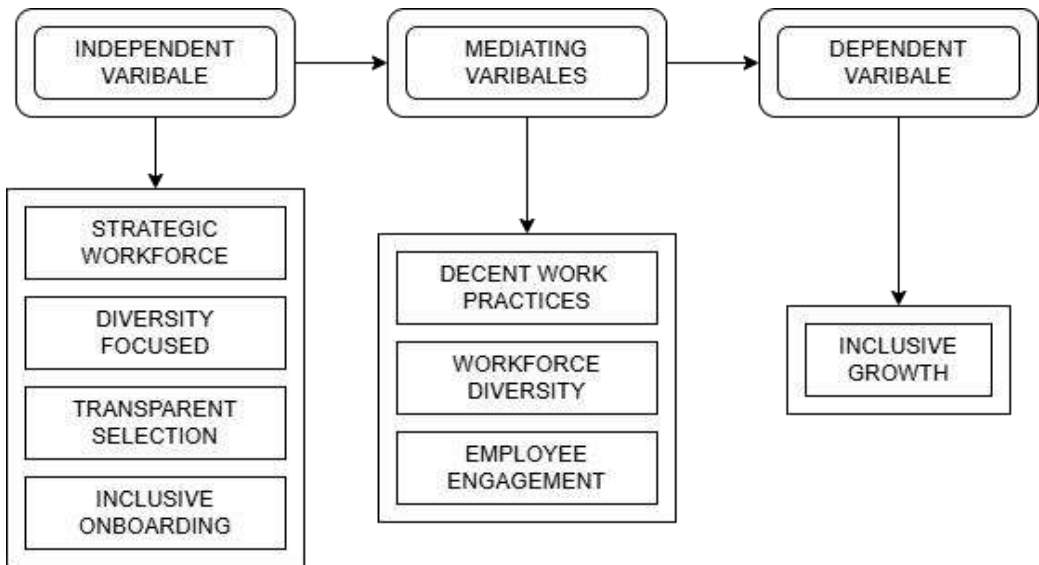
Even as more attention has been given to diversity and inclusion in recent years, most companies find it difficult to ensure that they can incorporate the two principles into their recruitment process. Issues like unconscious bias, lack of transparency, and lack of access to diverse talent remain prevalent in creating employment opportunities. This has brought up concerns regarding the capacity of the recruitment system to ensure decent work and inclusive development. In addition, the impact that talent acquisition has on worker engagement and inclusivity has not yet been adequately studied.

REVIEW OF LITERATURE

Albrecht et al. (2021) Albrecht and colleagues assert that strategic workforce planning is an important factor in the creation of sustainable organizations. In particular, according to their study, the alignment of talent acquisition efforts with future workforce needs helps eliminate skill shortages and provides greater employment stability. Therefore, the authors' conclusions fully support the idea that decent work requires systematic hiring practices aimed at sustaining employment. **Shore et al. (2019)** In their study devoted to the issues of diversity and inclusion in organizations, Shore et al. argue that inclusive recruitment strategies help increase employee engagement and boost performance. Namely, when there is inclusivity within the recruitment process, employees feel a higher level of belonging, which positively affects individual and group outcomes. Hence, the link between talent acquisition and inclusive growth is established clearly. **Truxillo et al. (2019)** The authors analyze procedural justice in hiring and its effect on candidates. According to their conclusions, transparency and fairness in the recruitment process affect organizational trust and the number of applicants willing to join an organization. As can be seen from the findings, hiring practices should follow ethical guidelines to ensure that decent work is achieved. **Klein et al. (2019)** Klein et al. examines the significance of onboarding in the process of integrating employees and retaining them in the company. The scholars find that the introduction of structured onboarding increases job clarity, improves adaptation speed, and results in better performance. More specifically, inclusive onboarding helps create an enabling work environment, which can be considered in the context of decent work and sustainability.

Guillaume et al. (2020) Guillaume et al. examine the impact of workforce diversity on team performance through a meta-analysis. The authors conclude that teams consisting of diverse members demonstrate higher productivity than homogeneous groups provided that they are managed properly. In other words, workforce diversity is not only a social goal but also a competitive edge for organizations. **Burchell et al. (2020)** Burchell et al. analyze the influence of job quality on employee well-being and show that decent work implies more than mere employment; it should involve fair compensation, job security, and favorable working conditions. Thus, the recruitment and selection of candidates are essential elements of HR management and decent work because they define access to quality employment opportunities. **Inclusive Recruitment Strategies: Organizational Implications for the Company.** **Chaudhry et al. (2022)** Chaudhry et al. examine inclusive recruitment strategies and their implications on organizations. According to the findings of the study, firms that have inclusive recruitment strategies witness increased innovation, effective decision making, and enhanced organizational reputation. **Kim and Park (2023)** Kim and Park examine employee perceptions of diversity-focused recruitment systems. Their findings indicate that employees are more engaged and committed when they perceive hiring practices as fair and inclusive. The study highlights the psychological dimension of recruitment, showing that perceived fairness directly influences employee attitudes and long-term retention.

CONCEPTUAL FRAMEWORK



The following model provides a clear explanation of the connection between talent acquisition policies and inclusive growth among organizational members. Strategic workforce planning ensures that hiring is done with consideration for future requirements and hence provides employment security, while diversity-oriented hiring encourages equity and minimizes inequalities in the organization. Selection through a transparent process ensures fairness, while inclusive onboarding enhances employee engagement and integration. Such

talent acquisition practices affect mediating variables such as workforce diversity, employee engagement, and decent work. Workforce diversity enables an organization to be innovative and inclusive; employee engagement enhances productivity and commitment, while decent work practices provide job security and equality. Collectively, these factors contribute to inclusive growth aligned with Sustainable Development Goal 8, highlighting talent acquisition as a strategic driver of sustainable development and social inclusion.

RESEARCH METHODOLOGY

For the study, a quantitative methodology was used, with a descriptive research design to explore the effect of talent acquisition on decent work and inclusive growth (SDG 8) with an emphasis on Wipro Limited. The primary data was obtained via a survey questionnaire that had a 5-point Likert scale rating questions for the following constructs: strategic workforce planning, diversity-based recruitment, unbiased selection, inclusive onboarding, decent work initiatives, and employee engagement, alongside demographic characteristics. The secondary data was sourced from articles, publications, and literature to help formulate the theoretical framework. In total, 120 respondents participated in the research using a convenient non-probability sampling method. The SPSS software was used to analyze the data using percentage analysis, descriptive analysis, correlation, and regression to establish relationships and effects among the variables. The talent acquisition strategies were considered as the independent variables while inclusive growth was regarded as the dependent variable, and workforce diversity, employee engagement, and decent work practices were used as the mediating variables.

HYPOTHESES

1. **H₁:** Strategic workforce planning has a significant positive impact on decent work and inclusive growth.
2. **H₂:** Diversity-focused recruitment has a significant positive impact on workforce diversity and inclusive growth.
3. **H₃:** Transparent and fair selection processes have a significant positive impact on employee engagement and decent work practices.
4. **H₄:** Inclusive onboarding has a significant positive impact on employee engagement and contributes to inclusive growth.

DATA ANALYSIS AND INTERPRETATION

Demographic Profile

This sample consists of a comparatively young and balanced distribution in gender, having males representing 56.7% while females representing 43.3%. Most of the survey participants are aged between 25-30 years (45.8%), followed by 33.3% below the age of 25 years, implying that this is an early career workforce. Educational levels are impressive, with 60% of those surveyed having postgraduate degrees. This reflects the high skills required in the IT industry. In respect to the level of experience of the participants, 41.7% of those surveyed have below two years of experience while 37.5% have two to five years' experience. This is an early career workforce, which is relevant when assessing talent management practices.

Reliability Analysis

Table 1: Cranach’s Alpha – Internal Consistency

Reliability Statistics	
Cranach’s Alpha	N of Items
.870	26

Cronbach’s Alpha of 0.870 (26 items) indicates good internal consistency and reliability of the measurement scale.

Descriptive Statistics

**Table 2
Descriptive Statistics– Construct-Level Summary**

Construct	N	Mean	Std. Dev.	Interpretation
Strategic Workforce Planning	120	3.98	0.72	Agree
Diversity-Focused Recruitment	120	4.12	0.68	Agree
Transparent Selection Process	120	4.05	0.70	Agree
Inclusive Onboarding	120	3.90	0.75	Agree
Employee Engagement	120	4.08	0.69	Agree
Inclusive Growth (SDG 8)	120	4.15	0.66	Agree

Note: Scale: 1.00–1.80 = Strongly Disagree; 1.81–2.60 = Disagree; 2.61–3.40 = Neutral; 3.41–4.20 = Agree; 4.21–5.00 = Strongly Agree.

All the constructs are classified under the category of “Agree,” signifying the favorable perceptions of employees regarding the talent acquisition process. The inclusion of growth (Mean = 4.15) and diversity-driven recruiting (Mean = 4.12) have scored high, revealing an organizational focus on inclusiveness. Inclusive onboarding has relatively low means with high variance, signifying room for improvement concerning employee integration.

Pearson Correlation Analysis

Table 3: Pearson Correlation Matrix

Variables	SWP	DFR	TSP	IO	IG
SWP	1	.557**	.559**	.515**	.600**
DFR	.557**	1	.618**	.564**	.673**
Engagement	.559**	.618**	1	.514**	.547**
IO	.515**	.564**	.514**	1	.734**
DWP	.600**	.673**	.547**	.734**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). *N* = 120. *H*₁, *H*₂, *H*₃ all accepted.

All the variables have a positive correlation, ranging from moderate to high, suggesting that as one variable increases, the other variables also increase. The highest correlation exists between IO and IG (*r* = .734), and all the correlations are highly significant (*p* < 0.01)

Multiple Regression Coefficients

Table 4: Multiple Regression Coefficients (SWP+DR+TS+IO=IG)

Variable	Beta (β)	t-value	Sig.	Interpretation
Strategic Workforce Planning	0.28	3.12	.002	Significant
Diversity Recruitment	0.35	4.05	.000	Significant
Transparent Selection	0.30	3.45	.001	Significant
Inclusive Onboarding	0.22	2.89	.004	Significant

Note: DR ($\beta = 0.35$) is the stronger unique predictor of IG compared to TS ($\beta = 0.30$) SWP($\beta = 0.28$),IO($\beta = 0.22$)

Out of the predictors, Diversity Recruitment ($\beta = 0.35$) emerged as the most powerful predictor, followed by Transparent Selection ($\beta = 0.30$), Strategic Workforce Planning ($\beta = 0.28$), and Inclusive Onboarding ($\beta = 0.22$). All the predictors significantly influence the dependent variable.

ANOVA Analysis

Table 5: ANOVA of Employee Engagement across Age Groups

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.665	2	6.833	9.832	.000
Within Groups	81.308	117	.695		
Total	94.973	119			

Note: $p < 0.05$ indicates a statistically significant difference between groups.

ANOVA analysis shows that there is a statistically significant difference in employee engagement levels depending on the age group ($F = 9.832, p < 0.05$). Therefore, employee engagement depends on age, which means that age does have an impact on employee engagement.

CHI-SQUARE

Table 6:Chi-Square Test for Gender

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.908 ^a	34	.472
Likelihood Ratio	43.602	34	.125
Linear-by-Linear Association	8.834	1	.003
N of Valid Cases	120		

a. 51 cells (94.4%) have expected count less than 5. The minimum expected count is .23. There is no significant relationship between the two variables according to the Pearson Chi-Square value ($p=0.472$), confirmed by the insignificant likelihood ratio ($p=0.125$). Even though the linear-by-linear relationship is significant ($p=0.003$), it is important to note that the assumption was not met since more than half of the cells had an expected value less than 5.

FINDINGS

The data analysis highlights the following key findings on the role of talent acquisition activities in promoting decent work and inclusive growth: Strategic workforce planning, diversity recruitment, transparent selection, and inclusive onboarding are highly rated among employees, signaling the efficient use of talent acquisition practices in corporate HR management systems. Diversity recruitment stands out as a particularly powerful determinant of inclusive growth, emphasizing the significance of equal hiring opportunities in establishing a diversified employee base. The selection process is associated with high employee trust, organizational reputation, and engagement levels, which proves that the application of selection procedures promotes better engagement. Inclusive onboarding facilitates employee engagement, suggesting that onboarding practices should be considered an integral part of HRM initiatives aimed at employee retention. Talent acquisition activities demonstrate a strong positive correlation with inclusive growth, proving that talent management is a valuable contributor to the organization's success. Demographic factors such as age and gender affect employee attitudes toward recruitment practices and employee engagement, pointing to the necessity of more personalized approaches to HR management. The results of correlation, regression, and ANOVA analyses prove the significance of talent acquisition practices for employee engagement and inclusive growth.

CONCLUSION

In light of growing global focus on sustainability, talent acquisition has emerged as a strategic business function that goes far beyond conventional methods of recruitment. This study proves that good talent acquisition practices are vital for fostering decent employment and sustainable development, thereby closely matching the goals set out in Sustainable Development Goal 8. Workforce planning, diverse recruiting, and unbiased selection methods have been found to be essential elements in providing equal employment opportunities and minimizing any form of discrimination in the process of recruitment. Not only do these practices increase workforce diversity but they also boost organizational reputation and employee trust. Moreover, inclusive onboarding and employee engagement initiatives help maintain the sustainability of the workforce in the long term. According to the empirical results, organizations that use such approaches in recruiting employees as inclusivity and ethics are more likely to succeed in reaching both organizational and social development objectives. In this regard, talent acquisition becomes an important connection between organization's HR strategy and sustainable economic development. The research highlights the significance of developing data-based recruitment strategies, which are inclusive and transparent at the same time. As a result, HR practice, oriented on sustainability, not only will benefit the image of organization as an employer but also promote socio-economic development as a whole. Talent acquisition may become an effective tool for promoting sustainable development, and, thus, help meet the objectives of decent work.

REFERENCES

1. Albrecht, S. L., et al. (2021). Strategic workforce planning and organizational sustainability. *Human Resource Management Review*, 31(2), 100–112.
2. Anitha, J. (2020). Determinants of employee engagement and their impact on organizational performance. *International Journal of Productivity and Performance Management*, 69(5), 981–1002.
3. Bauer, T. N., et al. (2020). Applicant reactions to selection procedures: A review and framework
Journal of Applied Psychology, 105(3), 313–335.
4. Burchell, B., et al. (2020). Job quality and employee well-being. *Work, Employment and Society*, 34(2), 281–299.
5. Chaudhry, S., et al. (2022). Inclusive hiring practices and organizational outcomes. *International Journal of Human Resource Management*, 33(4), 789–805.
6. Guillaume, Y. R. F., et al. (2020). Diversity and team performance: A meta-analysis. *Journal of Organizational Behavior*, 41(1), 3–27.
7. International Labour Organization. (2019). *Decent work and sustainable development*. Geneva: ILO.
8. Kim, S., & Park, H. (2023). Employee perceptions of diversity-focused recruitment practices
Human Resource Development Quarterly, 34(1), 45–62.
9. Klein, H. J., et al. (2019). The impact of onboarding on employee outcomes. *Journal of Management*, 45(6), 234–256.
10. Shore, L. M., et al. (2019). Diversity climate and employee outcomes. *Journal of Applied Psychology*, 104(5), 1–15.
11. Truxillo, D. M., et al. (2019). Procedural justice in selection systems. *Personnel Psychology*, 72(3), 395–420.
12. United Nations. (2019). *Sustainable Development Goals Report*. New York: UN Publications.
13. World Bank. (2021). *World Development Report: Jobs and Economic Growth*. Washington, DC.