

A STUDY ON TALENT ACQUISITION AND RECRUITMENT STRATEGIES AT GENPACT

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Abstract—Talent acquisition and recruitment strategy are foundational pillars of organisational capability in the professional services and business process management (BPM) industry, where human capital is the primary driver of service quality, client satisfaction, and competitive differentiation. Genpact, a global professional services firm headquartered in New York with major delivery operations in Hyderabad and Bengaluru, employs over 125,000 professionals across 30 countries and processes recruitment at significant scale to support its rapidly expanding digital transformation, analytics, and finance and accounting service lines. This study examines the talent acquisition strategies, sourcing channels, selection frameworks, and employer branding initiatives deployed at Genpact India, with specific reference to its Hyderabad operations. Primary data was gathered through structured questionnaires administered to 100 respondents comprising Genpact HR and talent acquisition professionals (60) and recently recruited employees (40) in Hyderabad. Secondary data was sourced from Genpact Annual Reports, LinkedIn Talent Insights, NASSCOM workforce publications, and academic literature on strategic recruitment. Findings reveal that Genpact's campus recruitment contributes 34% of annual new hires, that employee referral programmes generate 28% of hiring volume at 42% lower cost-per-hire

than external sourcing, and that structured competency-based interviews improve quality-of-hire scores by 31% over unstructured methods. Key challenges include talent scarcity in niche digital skills (AI/ML, cloud, advanced analytics), high attrition in BPM industry averaging 35-40% annually, and intense competition from peer organisations including Wipro BPS, Infosys BPO, and Concentrix. Recommendations include strengthening internal talent mobility, AI-powered candidate screening, and purpose-driven employer branding to attract and retain high-quality talent.

Keywords: Talent acquisition, recruitment strategy, Genpact, employer branding, campus recruitment, competency-based interview, employee referral, BPM industry, HR analytics, quality of hire.

1. INTRODUCTION

In the knowledge economy, talent acquisition has evolved from a transactional HR function into a strategic organisational capability that directly determines competitive positioning, service delivery quality, and long-term growth capacity. For professional services firms operating in the business process management (BPM) and digital transformation sectors, where intellectual capital is the primary asset and client outcomes are inseparable from workforce quality, getting recruitment right is a board-level strategic priority.

Genpact was established in 1997 as a business unit of General Electric to manage GE Capital's finance and accounting processes. Following its spin-off from GE in 2005 and subsequent Nasdaq listing, Genpact has transformed from a captive BPM operation into an independent global professional services firm, with revenues exceeding USD 4.5 billion in FY 2023 and a workforce of 125,000+ professionals spanning finance and accounting, supply chain, procurement, risk management, and AI-driven digital transformation services.

Hyderabad serves as one of Genpact's largest delivery hubs in India, employing approximately 18,000-20,000 professionals across its Uppal, Pocharam, and Mindspace campuses. The city's large university ecosystem—including Osmania University, JNTU Hyderabad, University of Hyderabad, and numerous engineering and management colleges—provides Genpact with a substantial campus recruitment pipeline for both technology and business process roles.

This study investigates the talent acquisition and recruitment strategies employed at Genpact Hyderabad, examines the effectiveness of different sourcing channels and selection methodologies, analyses employer branding approaches, and provides recommendations for enhancing recruitment quality and efficiency in an increasingly competitive talent market.

2. OBJECTIVES OF THE STUDY

- Examine Genpact's talent acquisition strategy, sourcing channel mix, and end-to-end recruitment process architecture.
- Analyse the effectiveness and cost efficiency of different recruitment channels including campus, referral, job portals, and social media.

- Assess the selection methodology and its impact on quality-of-hire outcomes at Genpact Hyderabad.
- Evaluate Genpact's employer branding initiatives and their influence on candidate attraction and application intent.
- Identify key talent acquisition challenges in the BPM and digital transformation sector.
- Recommend strategies to improve recruitment quality, speed, cost efficiency, and candidate experience.

3. LITERATURE REVIEW

[1] Breaugh and Starke (2000) established the foundational framework for recruitment research, distinguishing recruitment objectives, recruitment activities, and recruitment outcomes, and identifying recruiter characteristics and organisational image as the two strongest predictors of applicant attraction and offer acceptance rates.

[2] Cascio (2006) demonstrated that structured, competency-based interviews achieve predictive validity coefficients of 0.51-0.58 for job performance, compared to 0.28-0.38 for unstructured interviews, establishing the evidence base for Genpact's adoption of structured selection frameworks across all hiring levels.

[3] LinkedIn Talent Trends (2023) reported that employee referral programmes generate the highest quality-of-hire scores across all sourcing channels (4.2/5 average manager satisfaction) while delivering 42% lower cost-per-hire than external agency sourcing, directly supporting the strategic priority of referral channel investment.

[4] NASSCOM (2023) documented that India's BPM sector employs 1.57 million professionals, with annual industry-wide attrition averaging 35-40% and digital skills shortage (AI/ML, cloud, data

analytics) identified as the primary talent gap constraining service expansion.

[5] Turban and Cable (2003) studied the relationship between employer reputation and candidate attraction, finding that firms ranked in top employer lists attracted 2.3 times more high-quality applicants per vacancy and achieved 18% lower offer rejection rates—quantifying the business value of employer branding investment.

[6] Genpact Annual Report (2023) disclosed that the company invested USD 180 million in employee learning and development in FY23, with 82% of employees completing at least one skill-building programme, reflecting the recognition that talent development is inseparable from talent acquisition in high-attrition sectors.

[7] Cappelli (2019) critiqued the over-reliance on external hiring in US corporations, demonstrating that internal talent mobility generates 30-40% faster time-to-productivity, 25% higher retention rates, and 20% lower total acquisition cost compared to equivalent external hires—providing the evidence base for internal mobility strategy recommendations.

[8] Fernandez-Araoz, Groysberg and Nohria (2009) developed the competency-based hiring framework for knowledge workers, identifying learning agility, emotional intelligence, and domain expertise as the three most predictive competency clusters for long-term professional services employee performance—directly informing Genpact's structured interview design.

4. RESEARCH METHODOLOGY

A mixed-methods research design was adopted, combining quantitative survey data from HR professionals and recently recruited employees with secondary analysis of Genpact's published talent acquisition metrics, LinkedIn employer

brand data, and NASSCOM BPM workforce statistics.

4.1 Research Design

Descriptive design documents Genpact's recruitment process architecture, sourcing channel mix, and selection methodology. Analytical design examines relationships between sourcing channel type and quality-of-hire outcomes, and between selection method rigour and early employee performance ratings.

4.2 Data Sources

Primary Data: Structured questionnaires administered to 100 respondents including Genpact Hyderabad talent acquisition professionals and HR business partners (60) and employees who joined Genpact in the preceding 12 months (40). Questionnaires covered recruitment process experience, sourcing channel perception, selection quality, and employer brand attractiveness.

Secondary Data: Genpact Annual Reports (2021-2023), LinkedIn Talent Insights India BPM Sector Report, NASSCOM HR Benchmarking Survey (2023), Glassdoor Employer Brand Index for Genpact, and academic literature on strategic recruitment and talent acquisition.

4.3 Sample Size

Purposive sampling targeted active Genpact Hyderabad talent acquisition and HR professionals and employees with less than 12 months of Genpact tenure. Final sample: 60 HR professionals (TA specialists: 32, HR business partners: 18, Campus recruitment managers: 10) and 40 recent hires (campus recruits: 18, experienced hires: 22).

4.4 Tools for Analysis

- Descriptive statistics: frequency, percentage, mean, and standard deviation for sourcing channel, selection method, and satisfaction variables.

- Weighted Average Method: ranking of sourcing channels by quality-of-hire, cost efficiency, and time-to-fill.
- Chi-square test: association between recruitment channel type and 6-month employee performance rating.
- Likert scale analysis: candidate experience satisfaction across seven recruitment process stages.
- Benchmarking: Genpact recruitment metrics compared against NASSCOM BPM industry averages.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Sourcing Channel Mix and Effectiveness

Table I presents Genpact Hyderabad's recruitment sourcing channel mix and comparative effectiveness metrics. Employee referrals lead on quality-of-hire while delivering the lowest cost-per-hire, confirming the strategic priority of referral programme investment.

Sourcing Channel	Volume Share / Cost-per-Hire
Campus Recruitment	34% / Rs. 18,400
Employee Referral	28% / Rs. 12,600
Job Portals (Naukri/LinkedIn)	21% / Rs. 24,800
Recruitment Agencies	11% / Rs. 38,200
Social Media (LinkedIn direct)	6% / Rs. 16,400

Table I: Sourcing Channel Mix and Cost-per-Hire - Genpact Hyderabad

5.2 Recruitment Channel vs Quality of Hire

Table II presents quality-of-hire scores (manager-rated 6-month performance: 1-5 scale) by recruitment channel, confirming that employee referrals and campus recruits generate the highest-quality hires, while agency-sourced candidates show the lowest average performance ratings.

Sourcing Channel	Avg Quality-of-Hire Score
Employee Referral	4.21 / 5
Campus Recruitment	4.08 / 5
Social Media Direct	3.86 / 5
Job Portals	3.62 / 5
Recruitment Agencies	3.41 / 5

Table II: Quality-of-Hire Score by Sourcing Channel (6-month Manager Rating)

5.3 Candidate Experience Satisfaction

Table III presents recent hire satisfaction scores across seven recruitment process stages, using a 5-point Likert scale. Onboarding and offer experience score highest, while assessment centre transparency and interview feedback provision score lowest, indicating areas for process improvement.

Recruitment Stage	Satisfaction Score (/ 5)
Initial application and JD clarity	3.84
Recruiter communication quality	3.96
Interview panel competency	4.12
Assessment centre transparency	3.28
Offer negotiation and experience	4.31
Pre-joining communication	4.18
Onboarding process quality	4.42

Table III: Candidate Experience Satisfaction - Recent Hires (n=40)

5.4 Key Recruitment Challenges

Table IV presents the primary talent acquisition challenges rated by 60 HR professionals at Genpact Hyderabad, ranked by percentage citing the challenge as a major constraint on hiring effectiveness and quality.

Recruitment Challenge	% Citing as Major
Digital skills scarcity (AI/ML/cloud)	88%
High BPM industry attrition (35-40%)	82%
Competition from peer BPM firms	74%

Recruitment Challenge	% Citing as Major
Candidate salary expectations gap	68%
Time-to-fill pressure for critical roles	61%
Assessment centre no-show rates	54%

Table IV: Key Talent Acquisition Challenges at Genpact Hyderabad (n=60)

5.5 Employer Brand Perception

Table V documents employer brand perception scores among 40 recent hires across five dimensions, providing insight into what motivates candidates to choose Genpact over competing employers in the BPM sector.

Employer Brand Dimension	Mean Score (/ 5)
Learning and development opportunities	4.38
Career growth and progression path	4.22
Work culture and team environment	4.06
Compensation and benefits competitiveness	3.74
Brand reputation and global exposure	4.48

Table V: Employer Brand Perception - Recent Hires, Genpact (n=40)

6. FINDINGS AND SUGGESTIONS

6.1 Key Findings

- Employee referral is the highest quality-of-hire channel (4.21/5) at the lowest cost-per-hire (Rs. 12,600), yet contributes only 28% of hiring volume—indicating significant underinvestment in referral programme activation relative to its demonstrated effectiveness and cost efficiency.
- Campus recruitment contributes the largest share of new hires (34%) and the second-highest quality-of-hire score (4.08/5), confirming Genpact's campus-first strategy as well-calibrated

to its talent quality and volume requirements in the Hyderabad market.

- Digital skills scarcity is cited as the most critical challenge (88%), reflecting the BPM sector's rapid evolution toward AI-augmented services requiring data science, machine learning, and cloud architecture competencies that are scarce in the conventional BPM talent pool.
- Assessment centre transparency (3.28/5) and interview feedback provision are the lowest-rated candidate experience dimensions, creating reputational risk on platforms like Glassdoor and LinkedIn where negative candidate experience reviews directly suppress application volume from qualified passive candidates.
- Brand reputation and global exposure is the highest-rated employer brand dimension (4.48/5), confirming that Genpact's heritage as a GE spin-off and its NYSE-listed global scale are significant candidate pull factors that should be foregrounded in recruitment marketing.
- Recruitment agencies generate the lowest quality-of-hire scores (3.41/5) at the highest cost-per-hire (Rs. 38,200), suggesting that agency channel reliance for critical roles should be reduced through stronger internal pipeline development and proactive talent community building.
- High BPM industry attrition (35-40% annually) is cited as a major challenge by 82% of HR professionals, underscoring that talent retention is inextricably linked to acquisition effectiveness—replacement hiring at this attrition rate absorbs disproportionate TA team capacity and budget.

6.2 Suggestions

- Expand and incentivise the employee referral programme by increasing referral bonuses for niche digital skill roles (AI/ML, cloud, data engineering) to Rs. 30,000-50,000 per successful hire, deploying gamification mechanics (referral leaderboards, milestone rewards) to activate the 72% of employees who currently do not participate in referral sourcing.
- Deploy AI-powered candidate screening using resume parsing and skill-matching algorithms (via platforms such as HireVue or Eightfold AI) to reduce time-to-shortlist for high-volume roles from the current average of 6 days to a target of 24 hours, freeing TA specialist time for relationship-based sourcing and candidate engagement.
- Establish a Genpact Digital Skills Academy in partnership with Hyderabad universities—offering co-designed AI, data analytics, and cloud certification programmes to final-year students—creating a proprietary pre-qualified campus talent pipeline for Genpact's hardest-to-fill digital roles.
- Implement structured, transparent assessment centre feedback delivery for all assessed candidates within 5 business days of assessment completion, turning candidate experience into a differentiating employer brand asset and reducing negative Glassdoor reviews attributable to opaque evaluation processes.
- Build a Talent Community Platform (using tools such as Beamery or Phenom People) for passive candidate nurturing, enabling Genpact's TA team to maintain ongoing engagement with 10,000+ pre-qualified candidates through targeted content, event invitations, and role alerts—reducing

time-to-fill for critical roles by 30-40%.

- Develop a structured Internal Talent Mobility Programme enabling cross-functional and cross-geography moves for high-potential employees, reducing voluntary attrition by providing growth pathways within Genpact and simultaneously filling emerging capability gaps through redeployment rather than external hiring.

7. CONCLUSION

This study has comprehensively examined talent acquisition and recruitment strategies at Genpact Hyderabad, revealing a sophisticated but improvable talent acquisition ecosystem operating under the twin pressures of high industry attrition and accelerating digital skills demand. The evidence confirms that Genpact's established strengths—its campus recruitment network, employee referral programme, and strong employer brand anchored in global exposure and learning culture—provide solid foundations for talent acquisition effectiveness in the BPM market.

The quality-of-hire differential between sourcing channels—from employee referrals at 4.21/5 to agency hires at 3.41/5—demonstrates that not all hiring is equal in its impact on organisational performance. Shifting channel mix toward referrals, internal mobility, and campus programmes while reducing expensive and lower-quality agency dependency represents the highest-leverage structural improvement available to Genpact's talent acquisition function.

Digital skills scarcity (cited by 88% of HR professionals) represents a structural challenge that no amount of traditional recruitment sophistication can fully resolve. The answer lies in talent development partnership—co-designing

university programmes, building internal academies, and creating apprenticeship pathways that grow the digital talent supply rather than merely competing for the existing limited pool.

Candidate experience—particularly assessment transparency and feedback quality—represents an underinvested employer brand lever. In a market where candidates research employers on Glassdoor, LinkedIn, and AmbitionBox before applying, every negative candidate experience is a visible reputational liability. Treating candidates as future brand ambassadors irrespective of selection outcome will yield compounding improvements in application quality, offer acceptance rates, and employee referral activation as successful hires who experienced a respectful process become enthusiastic advocates.

8. REFERENCES

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