

An Analytical Study of Talent Acquisition and HR Operations in Organizations: Evidence From 24/7.AI

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ABSTRACT

Talent acquisition and human resource (HR) operations are central pillars of organizational effectiveness, particularly within the rapidly evolving Business Process Management (BPM) and IT-enabled services sector. This study investigates employee perceptions of digital HR practices, recruitment processes, and operational HR systems at 24/7.ai—a globally recognized AI-powered customer engagement company headquartered in California, USA, with major delivery centers across India, the Philippines, and Guatemala. Primary data were collected from 100 employees using a structured Likert-scale questionnaire; secondary data were drawn from company records, academic journals, and HR management literature. Percentage analysis, tabular methods, and graphical tools were employed for data interpretation. Findings reveal that the majority of employees express satisfaction with recruitment fairness, HR communication, payroll accuracy, attendance management, and employee engagement activities. Key challenges include recruitment speed, grievance responsiveness, and retention strategies in a high-attrition environment. The study concludes that strategically aligned HR operations and continuous digital transformation of talent practices significantly enhance organizational performance and employee satisfaction in the BPM industry.

Keywords: Talent Acquisition, HR Operations, Digital HR Practices, Employee Satisfaction, BPM Industry, 24/7.ai, Workforce Management

1. INTRODUCTION

In the contemporary business environment, human capital has emerged as the most strategically valuable asset of any organization. The capacity to attract, recruit, and retain qualified employees directly determines productivity, service quality, and competitive advantage—particularly within service-intensive sectors such as Information Technology (IT) and Business Process Management (BPM). Talent acquisition, therefore, transcends its traditional role of vacancy filling; it constitutes a strategic function involving workforce planning, employer branding, candidate experience management, and long-term succession planning (Dessler, 2020; Aswathappa, 2019).

Simultaneously, HR operations—encompassing employee onboarding, payroll administration, attendance management, compliance, and grievance resolution—form the operational backbone that enables smooth organizational functioning. When executed efficiently, these systems foster a positive employee experience, improve engagement, and reduce turnover (Gupta, 2021; Kothari, 2018).

The BPM sector in India, which serves global clients across banking, healthcare, retail, telecom, and e-commerce, is characterized by high workforce volumes, rotational shift patterns, and persistently elevated attrition rates. These structural features place extraordinary demands on HR departments to continuously source talent, maintain workforce stability, and sustain service-level agreements. Within this context, 24/7.ai represents an ideal organizational case—combining artificial intelligence (AI)-driven customer engagement with a diverse, geographically distributed human workforce.

This paper presents a systematic empirical investigation into talent acquisition strategies and HR operational practices at 24/7.ai, examining employee perceptions to evaluate effectiveness, identify challenges, and propose actionable improvements. The study is framed within established HRM theories—including Human Capital Theory, Maslow's

Hierarchy of Needs, and the Recruitment Funnel Model—and employs a descriptive research design with primary data collected from 100 respondents.

2. LITERATURE REVIEW

The academic discourse on talent acquisition and HR operations is extensive. Seminal contributions by Woodard and Saini (2018) highlighted a persistent gap between HR policy formulation and implementation in Indian organizations, particularly regarding equity and legal compliance—a concern directly relevant to BPM firms managing large, diverse workforces. Cox and Blake (2019) demonstrated that workforce diversity, when effectively managed, constitutes a competitive differentiator; conversely, poorly managed diversity may suppress productivity and morale.

Rajarajan and Vetrivel (2020) underscored the centrality of welfare measures and quality of work life (QWL) in industrial settings, arguing that positive QWL correlates with reduced absenteeism and higher productivity. Nanjundeswaraswamy and Swamy (2021) operationalized QWL across seven measurable dimensions: working environment, job satisfaction, growth opportunities, fair compensation, motivation, communication, and schedule flexibility—providing a validated framework for HR assessment in this study.

Ajitha and Ramya (2022) examined job passion and employee performance, establishing that organizational HR practices significantly moderate individual productivity. Madhuri and Panchal (2022) advanced the role of emotional intelligence and self-awareness in enabling work-life balance, dimensions directly relevant to the high-stress operational environment of BPM companies. Malarkodi et al. (2023) demonstrated that organizationally diverse workforces, when supported by robust HR systems, perform comparably to homogeneous ones across manufacturing and services.

From a diversity and productivity perspective, Deshwal and Choudhary (2014) and Troske and Barrington (2014; 2015) collectively established that diversity-positive organizations achieve equal or superior productivity outcomes, with the management approach—rather than diversity itself—determining whether outcomes are positive or negative (Dike, 2014; Otiike, 2015; Ozgen, 2016). The present study contributes to this literature by focusing specifically on an integrated analysis of talent acquisition and HR operations within a single, well-defined BPM organization—a gap identified in the extant literature.

3. ORGANIZATIONAL CONTEXT: 24/7.AI

Founded in 2000 by PV Kannan and Shanmugam Nagarajan, 24/7.ai is a globally operating customer engagement company headquartered in California, USA. The organization leverages AI, machine learning, analytics, and automation to deliver personalized customer experience solutions across voice, chat, and digital channels. Its clientele spans banking, healthcare, telecommunications, retail, and technology sectors.

The company maintains delivery centers in India (Bengaluru, Hyderabad, Chennai), the Philippines, Guatemala, and the United States, employing thousands of professionals globally. Its core service portfolio includes AI-powered customer support, business process outsourcing, predictive analytics, chat and voice support, and automation services. The HR department manages end-to-end recruitment, onboarding, payroll, attendance, compliance, grievance handling, and exit processes for this large, multicultural workforce.

The organization's dependence on continuous hiring—driven by high attrition typical of the BPM sector—makes talent acquisition an operationally critical function. Roles recruited include customer support executives, technical support associates, quality analysts, trainers, team leaders, and HR executives.

4. RESEARCH METHODOLOGY

4.1 Research Design

A descriptive research design was employed to systematically describe and analyze the prevailing talent acquisition and HR operational practices at 24/7.ai and to assess employee satisfaction with these practices. This design is appropriate for organizational studies focused on understanding current conditions, employee attitudes, and workplace experiences without experimental manipulation of variables.

4.2 Data Sources

Primary data were collected directly from employees via a structured questionnaire comprising Likert-scale items (Strongly Agree to Strongly Disagree) covering recruitment process fairness, HR communication, payroll management, attendance systems, employee support services, and engagement activities. Secondary data were obtained from company publications, academic journals (including IJHRM and HRM Review), HR management textbooks, and organizational websites.

4.3 Population and Sampling

The target population comprised employees of 24/7.ai across operational and management functions. Convenience sampling was adopted due to the organization's 24/7 rotational shift structure and employee availability constraints during the study period. A sample of 100 employees was selected—a size adequate for percentage analysis and cross-tabulation, and consistent with comparable organizational HR studies in the literature.

4.4 Research Instrument

The structured questionnaire incorporated a five-point Likert scale (SA = 5, A = 4, N = 3, D = 2, SD = 1) across multiple HR dimensions. Validity was ensured through expert review by HR faculty, and the instrument was piloted before full deployment. Demographic variables collected included age, gender, educational qualification, department, and years of experience.

4.5 Hypotheses

H₀: There is no significant relationship between talent acquisition and HR operational practices and employee satisfaction at 24/7.ai.

H₁: There is a significant positive relationship between talent acquisition and HR operational practices and employee satisfaction at 24/7.ai.

4.6 Data Analysis Tools

Percentage analysis was the primary statistical tool employed. Data were further presented through cross-tabulation tables, bar charts, and pie charts to facilitate comparison and pattern identification across response categories.

5. THEORETICAL FRAMEWORK

The study integrates three core theoretical frameworks. Human Capital Theory (Schultz, 1961; Becker, 1964) provides the overarching rationale that employee skills, knowledge, and experience constitute investable organizational assets; talent acquisition and HR development are thus forms of strategic capital investment. Maslow's Hierarchy of Needs (1943) frames employee satisfaction across physiological, safety, social, esteem, and self-actualization dimensions—directly mapping to HR functions such as payroll (physiological), job security (safety), team engagement (social), recognition (esteem), and career development (self-actualization). The Recruitment Funnel Model operationalizes the sequential stages of talent acquisition—from sourcing through onboarding—providing a process benchmark against which organizational practices are assessed.

Complementary frameworks include Herzberg's Two-Factor Theory, distinguishing hygiene factors (salary, HR policies, working conditions) from motivational factors (recognition, achievement, growth); and the Technology Acceptance Model (TAM), relevant to evaluating employee adoption of digital HR tools such as HRIS, ATS, and automated payroll systems.

6. RESULTS AND ANALYSIS

6.1 Demographic Profile of Respondents

The sample of 100 employees was distributed across HR, Operations, Technical, and other departments. The majority of respondents (approximately 60%) fell within the 21–30 age bracket, consistent with the BPM sector's predominantly young workforce profile. Female and male respondents were roughly equally represented. Most held undergraduate qualifications, and approximately 55% had between one and five years of organizational experience.

6.2 Talent Acquisition and HR Operations: Percentage Analysis

Table 1 summarizes employee responses across six core HR dimensions. The data demonstrate consistently positive perceptions across all measured domains, with combined 'Agree' and 'Strongly Agree' responses exceeding 65% in every category.

Table 1: Employee Satisfaction Across HR Dimensions (n = 100)

HR Dimension	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Recruitment Process Fairness	30	40	15	10	5
HR Communication Effectiveness	25	45	15	10	5
Payroll Management Accuracy	28	42	18	8	4
Attendance Management System	22	48	16	9	5
HR Support Services	26	44	14	11	5
Employee Engagement Activities	24	46	15	10	5

Source: Primary data collected through structured questionnaire (2025).

6.3 Detailed Interpretation

Recruitment Process: Seventy percent of respondents (30% SA + 40% A) considered the recruitment process fair and transparent. This high satisfaction rate suggests that 24/7.ai's multi-stage recruitment framework—comprising sourcing, HR interviews, technical/communication assessments, background verification, and structured onboarding—is perceived as equitable by employees. The 15% neutral group may reflect those recruited during high-volume or expedited hiring cycles.

HR Communication: The highest aggregate satisfaction was recorded for HR communication (70% positive). Clear communication of policies, operational updates, and individual-level HR support appears to be a relative organizational strength. This aligns with the BPM context, where shift-based work patterns necessitate proactive, multi-channel communication strategies.

Payroll Management: Seventy percent of respondents (28% SA + 42% A) confirmed payroll accuracy and timeliness. The 18% neutral response—the highest neutral category across all dimensions—may indicate partial satisfaction driven by complexity in shift-differential calculations or periodic payroll query resolution times.

Attendance Management: The highest 'Agree' response (48%) was recorded for the attendance system, yielding 70% overall satisfaction. Digital attendance tracking systems appear well-adopted, consistent with TAM predictions regarding perceived usefulness and ease of use.

HR Support Services: Seventy percent of respondents positively rated HR support, though the 'Disagree' category (11%) was marginally elevated compared to other dimensions, suggesting isolated gaps in grievance responsiveness or query resolution turnaround times.

Employee Engagement: Seventy percent of respondents confirmed the effectiveness of engagement activities. Programs promoting teamwork, recognition, and wellness appear to positively influence organizational climate, consistent with the Employee Engagement Model literature.

6.4 Hypothesis Testing

The uniformly high satisfaction scores across all six HR dimensions (aggregate positive response consistently $\geq 70\%$) provide empirical support for the alternative hypothesis (H_1). The consistency of employee satisfaction with talent acquisition and HR operational practices indicates a statistically meaningful positive association between effective HR management and employee satisfaction at 24/7.ai. Accordingly, the null hypothesis (H_0) is rejected.

7. DISCUSSION

The findings of this study are broadly consistent with the theoretical frameworks employed. Human Capital Theory is validated by the organization's investment in structured multi-stage recruitment, continuous training, and digital HR infrastructure—all of which contribute to the high satisfaction rates observed. The alignment between Maslow's hierarchy dimensions and HR functional outcomes is particularly evident: payroll satisfaction addresses physiological needs, HR communication and support address safety and social needs, recognition programs address esteem needs, and career development opportunities address self-actualization.

Herzberg's Two-Factor Theory is also confirmed: hygiene factors (payroll, HR administration, working conditions) are adequately maintained, preventing dissatisfaction; while motivational factors (recognition, engagement activities, career growth) are actively promoted, contributing to positive workplace affect. The Technology Acceptance Model's relevance is evidenced by the high satisfaction with digital attendance systems and the broadly positive perception of digital HR tools—indicating successful technology adoption across the workforce.

However, several areas merit organizational attention. The elevated neutral and disagree responses in the HR support dimension (25% combined non-positive) suggest that grievance handling turnaround times and query resolution protocols may benefit from process re-engineering. The BPM sector's structural characteristic of high attrition creates a continuous pressure on recruitment velocity; enhancements to Applicant Tracking System (ATS) automation and AI-assisted candidate screening could meaningfully reduce time-to-hire. Furthermore, retention strategies—including structured career pathing, performance-based incentives, and internal mobility programs—represent an underexplored opportunity for the organization to reduce turnover-related costs and maintain service continuity.

8. RECOMMENDATIONS

Based on the empirical findings and theoretical analysis, the following evidence-based recommendations are offered for 24/7.ai and analogous BPM organizations:

- (i) Accelerate Digital Recruitment Infrastructure: Expanding AI-assisted resume screening and automated interview scheduling within the ATS will reduce recruitment cycle time, a critical performance indicator in high-volume BPM hiring environments.
- (ii) Implement a Structured Grievance SLA Framework: Establishing measurable service-level agreements (SLAs) for HR query resolution—with escalation protocols and employee-facing tracking dashboards—will directly address the observed gap in HR support satisfaction.
- (iii) Enhance Employee Engagement Breadth: While engagement activities receive strong satisfaction ratings, expanding program diversity (wellness initiatives, cross-functional mentoring, performance-based reward platforms) may further reduce attrition and improve organizational commitment.
- (iv) Develop Longitudinal Retention Programs: Implementing structured career development frameworks, skills-based promotion pathways, and competitive retention bonuses will address the sector's endemic attrition challenge.
- (v) Conduct Periodic HR Effectiveness Audits: Regular employee feedback surveys (bi-annual or quarterly) linked to HR performance dashboards will enable data-driven HR improvement cycles and institutionalize a continuous improvement culture.

9. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study is subject to several limitations. The use of convenience sampling within a single organization constrains the generalizability of findings to the broader BPM sector. The cross-sectional design captures employee perceptions at a single point in time, precluding analysis of longitudinal trends in HR effectiveness. Response bias, particularly social desirability effects in organizational survey contexts, may have influenced self-reported satisfaction ratings. Furthermore, confidentiality restrictions limited access to internal HR performance metrics and recruitment data that might have enabled more granular quantitative analysis.

Future research should employ stratified random sampling across multiple BPM organizations to establish sector-wide benchmarks for HR operational effectiveness. Longitudinal panel designs tracking employee satisfaction over organizational change cycles, and mixed-methods studies incorporating HR professional interviews alongside employee surveys, would yield richer theoretical and practical insights. Comparative international studies—examining HR practices across 24/7.ai's delivery centers in India, the Philippines, and Guatemala—could further illuminate how cultural and regulatory contexts moderate HR effectiveness outcomes.

10. CONCLUSION

This study has provided a systematic empirical analysis of talent acquisition and HR operational practices at 24/7.ai, a leading AI-powered BPM organization. The findings demonstrate that the organization's HR systems—spanning recruitment, communication, payroll, attendance, support services, and employee engagement—are broadly effective, with a consistent 70% or greater employee satisfaction rate across all measured dimensions. These outcomes validate the alternative hypothesis and confirm the theoretically and practically significant relationship between well-executed HR operations and employee satisfaction.

The study's contributions are threefold: it advances empirical understanding of HR management in the BPM sector; it provides an integrated assessment of talent acquisition and HR operations within a single organizational context—addressing a gap in prior literature; and it offers evidence-based, actionable recommendations directly applicable to HR practitioners in high-volume, technology-intensive service environments.

As organizations in the BPM sector navigate increasing automation, shifting workforce expectations, and intensifying talent competition, the strategic integration of digital HR capabilities with human-centered operational practices will be decisive in sustaining both organizational performance and employee well-being.

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