

## Talent Management: A study of Indian IT Companies in NCR

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### **Abstract**

Organizations today have realized the significance of human assets and no organization can achieve great success without talented employees. It is the skilled and competent employees that make the organizations and they are not only to be procured but also need to be retained and sustained. Industries operating in highly volatile and dynamic environments, requiring skilled and competent workforce becomes a challenge itself, especially for the IT sector. Hence there is a need to focus on what practices and strategies can be adopted to attract and retain potential key talent. The study aims is to identify talent retention strategies that are adopted in the IT sector in India and to determine the reasons for talent management strategies and their efficiency thereof. This will help us understand the key drivers of employees' intentions to stay in their current organization based on TM's strategies. The present work is empirical in nature and the data was collected from a randomly drawn group of 185 IT professionals working in IT companies in Noida, and Gurgaon. Delhi NCR is fast emerging as India's foremost IT destination. Mean and independent sample t-tests were applied for the purpose of data analysis and interpretation. The results of the study highlight salary & incentives and work life balance as the key strategies for talent retention. The main reason that emerged for TM is its utmost importance for the business to be successful and sustain well in a turbulent environment like the IT sector.

**Keywords:** TM, IT Industry, Psychological needs, Talent Development, Information Technology.

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### **1. Introduction**

The contemporary competitive trade environment is becoming a trend, and there has been an increase in hostility; businesses now have a greater duty to execute their services in a more modified manner. Since a few years, the acquisition and retention of talent has been the primary tool in strengthening, competitiveness, and developing managerial potential to respond to the marketplace revolutionization in which employees' knowledge and characteristics are appropriately organized to maximize presentation. Furthermore, identifying and developing administrative leaders with leadership potential, like with any essential calculated position, is a

difficult process. Matthew (2015) found Companies now face challenges from community changes such as globalization, scientific advances, demographic changes, and more worldwide competition. These advancements not only result in a shortage of labor, but also in the erasure of skills and practice. Higher level administrative and HR specialists from different divisions identify the persistence of a talent gap in their businesses and how they are aligning their talent supervision strategy with their companies' growth strategies. Companies have a deliberate significance in managing talent, so learn what active tactics may be applied in the company. An effort should be made to organize concepts relevant to industry awareness to satisfy talent needs. The management of human capacity, competency, and power of employees within a company is known as talent management. "A talented employee with high potential can make a significant difference in the present and future performance of the organization. In fact, talent management is considered a driver of organizational success. According to the Society of Human Resource Management (SHRM)" "talent management is systems designed to increase workplace productivity by developing better processes to attract, develop, retain and utilize people with essential skills. Implementation of integrated strategies". It is the ability to meet current and future needs.

### **1.1 Talent Management (TM): Definitions and Concepts:**

Talent Management is the "systematic process of identifying a vacancy, hiring a suitable person, developing and retaining the individual's skills and expertise to match the position and achieve long-term business objectives; Talent Management can be defined as an integrated organizational process in HR, necessary to motivate, develop, attract, retain and engage employees; The goal of talent management is to establish an organization that is high performing and sustainable, that meets the strategic and operational goals and requirements of the company". Many surveys assert- "Great Place to Work" to assess the effectiveness of talent management practices in an organization concerning the quality of relationships between employers and employees, and between their jobs/company, and between employees and other employees. "These relationships are judged on various dimensions such as credibility, respect, fairness, pride, and camaraderie; Furthermore, within organizations, the effectiveness of talent management practices can be evaluated by examining various factors such as absenteeism, turnover, and productivity".

Talent is an admirable value amongst all humans, and businesses need employees with sufficient "Talent." Because of their endowments, innovators of technology, business people, creators, actors, instructors, sportsmen, speakers, singers, dancers, calligraphers, painters, and many more individuals excelling in many fields thrive. However, since there is a shortage of brilliant people, companies have been engaged in a fight to preserve the finest but rare resource. The mere existence of brilliant individuals will not benefit the company unless they are effectively used in attaining management objectives. In other words, it is also possible to "Manage Talent" (Ansar and Baloch, 2018). TM may be defined as "a deliberate technique of appointing, expanding, and retaining workers who have the required abilities to operate successfully and fulfil the goals of the present and future situation".

Because advancement necessitates investment preferences utilizing education, guidance procedures, and advances in person such as expansion, consecutive strategizing, presentation administration, and so on, it is still regarded as difficult to make capital and talent related decisions to comprehend these issues. Increased employee satisfaction adds up to a lot of value and benefits for both the business and its employees. Typically, TM is regarded as one of the most important drivers of work happiness, and it may be utilized as a tool to extend the recruiting method and attract highly qualified human resources to carry out the organizational process. Furthermore, the use of such a device may aid in channeling the potential of expert employees. Aside from that, it can be mentioned that TM is not only an exercise done for the recruiting process, but also to evaluate and strengthen endowments, and it also indicates the path to individual intensification, enjoyment, and evaluation for human resources. However, TM must be prioritized.

TM is a multifaceted perspective that is assessed in many ways via speculation and observation. There are many categories and methods to TM not just in professional literature but also in businesses. TM requires businesses to quickly support, expand, stimulate, and maintain high-performing employees. It is a continual process that includes hiring, employing, developing, retaining, and promoting people while meeting the needs of the organization.

### **1.2 Role of TM:**

Organizations that excel in TM ensure natural consistency, complementarity, and strengthening of plans, and they recruit to attract, select, build up, evaluate, and retain people. Furthermore, these practices are inextricably linked to the association's commercial ethnicity, trading strategy, and long-standing goals. A high level of internal, educational, and planned fits the unmatched synchronization of practices, which not only compels supremacy in TM but also contributes to the managerial knowledge and familiarity. TM is defined as the planned desirability, recognition, expansion, rendezvous, maintenance, and consumption of human resources that are highly valuable to the organization's operations in terms of their worth that can be utilized in the future, or they fulfil a difficult job role in a very effective manner. Thriving TM is more than just hiring, retaining, and developing a hugely productive workforce; it is also about building the TM rules with the norms, ethics, tactical goals, and absorption of the framework's creators in every company organization.

Hiring the right people for the right job positions is the responsibility of any organization's HR professional, but TM may be the icing on the cake for the business to achieve long-term success. Confrontations with universal TM pose a risk to the firm's development.

According to Othman and Sumardi (2014), the use of TM in companies is not limited to attracting highly skilled workers to work in the industry, but it is a continuous procedure that includes finding, appointing, increasing, maintaining, and endorsing employees while also meeting the company's requirements. For example, if a business wants to hire the finest talent from a competitor, it must entice the employee with something above his or her expectations. Recruiting is insufficient to achieve the goal, but it is as essential for the individual chosen to complete the task. TM begins with hiring of workers and continues until the employees leave.

Talent is defined as an inherent talent that differs from academic skills and may be enhanced through extensive effort. Talent is assigned to those individuals who can leave a positive impression on the 'executive presentation both via participation and in the long term of the organizational operations by giving their all. In terms of administrative structure, talent distinguishes those who have the capacity to make significant changes in operational activity from the rest of the human resources. Those who have been acknowledged as endowed are usually connected with positions of leadership and administrative, technical, or professional levels. As a result, talent refers to a subset of the workforce that has the highest degree of supervisory and managerial abilities, with the potential to elevate the company to a higher level. The most important aspect of attaining success in business is identifying the talent that can help in reaching the corporate goal. The first stage is to entice the appropriate individual to work for the company and give them their due title. It is critical to remember that placing the incorrect applicant in the wrong position, regardless of his ability to work effectively, may bring further problems. A candidate's brilliance cannot be used unless they are put in jobs that need it. As a result, the effectiveness of TM is heavily dependent on the position that is given to a certain talent inside the company. Few businesses consider this practice to be unethical since it tempts a talented employee to join a competitor organization. However, in an age of cutthroat competition when being the best is the only choice, securing the most qualified staff makes sense. Each company competes for the best workers to work for them, therefore they will go to any length to defend their interests and keep them happy. Talent is a critical element that pushes companies to accomplish more and should not be bargained over. It is also said that TM is a never-ending quest to absorb talent.

## **2. Literature Review:**

### **2.1 TM in IT companies**

Rana (2017) discusses the use of TM in the IT sector in his research on the subject. It has been observed that one of the biggest obstacles for businesses globally is the creation and retention of a strong staff. Managers and the human resource team have placed a greater emphasis on developing a basic human resource by appointing, attracting, and absorbing competent employees. It is a challenge to find, develop, and maintain an unrivalled collection of individuals, but it is seen as a tool that can be accomplished with appropriate application. The goal of the study is to categorize the factors that contribute to the enhancement of job productivity by managing human resources in companies.

According to Betchoo (2014) leadership needs to relate to TM, in this, supervisors with little expertise were needed to mould themselves with the organization's present requirements. It is not only the acquisition of information or the receipt of appropriate training under leadership that is important, but also the desire to develop talent as a result of successful management practices. The research begins by emphasizing the significance of leadership as it relates to talent. From this vantage point, the researcher selects effective leadership policies that have been implemented as a result of its positive worldwide experience.

According to Alias, Nor, and Hassan, R. (2016), the introduction of information technology has improved the nation's economic situation. However, since technology is man-driven, it is critical to select a group of highly competent employees to handle interrupted system operations so that progress may be made with fewer setbacks. As a result, there is a constant demand for a pool of clearly gifted individuals. Nonetheless, worker earnings are a significant issue in the information technology sector, both globally and locally. To address this issue, educational emphasis has moved to the instillation of both employee appointment and staff retention. The study discovers connections between TM operations, worker rendezvous, and withholding inside an IT company in Selangor. According to the findings of the Pearson correlation study, TM activities have a positive impact on worker rendezvous. A similar impact was seen in the connection between employee engagement and staff retention. The results of a level-by-level degeneration research on evaluating the interceding consequence of a third party demonstrate the need of employee involvement in developing an independent connection between TM practise and employee retention.

## **2.2 TM Strategies**

Talent management is a kind of business strategy that “needs to be integrated with all employee-related processes of the business; Attracting and retaining talent is not only the responsibility of the HR manager but also of every employee in the company; The human resources department can only facilitate people's processes as much as the company's top management supports”.

HR professionals are required to “work hand in hand for value addition through human resources in a measurable and quantifiable manner; Sometimes when the heads of HR companies lack business acumen, they are not well successful in mobilizing line and top management support for talent management in their respective organizations”.

Talent management involves effectively recruiting, developing and retaining employees within the organization, ensuring the availability of an adequate talent pool within the organization and facilitating the removal/development of underperformers; The quality of the workforce is the key difference between organizations and hence it becomes important for talent management to become an integral part of the business strategy.

According to Whysall et al. (2018) found that, managers play a critical role in reinventing supervision, mid-level managers are increasingly identified and overlooked as crucial talent within the cycle of unprecedented change. Furthermore, since tangential recruiting is a general skill, administrative work in a contemporary company setup is associated with waging a battle for non-existent characteristics.

According to Jyoti and Rani (2014), TM (TM) has received a lot of attention from individuals specializing in different areas, however there were recognized flaws that were left for further hypothetical and experiential development. One such drawback is the lack of clarity in the TM process, as well as the current debate over whether it is just reuniting the old human resource executive duties or a new perspective. The study concludes that TM operations are distinct from traditional methods. The researchers combined the available literature on TM in order to rebuild a comprehensive copy of TM that includes its previous history and consequences. The

investigation has been deferred until a future excavation can experimentally evaluate the resultant systems.

Mohammad and Gururanjan (2019) outline the paper's purpose, stating that it was created to construct a conjectural representation. This is related to the practical compensation for association, which places a greater emphasis on characteristics and information. The research's conventional constraints were its range. The tool is meticulously planned and meticulously conceived, using communal, exceptional, presentation, planned, behavioural, and progressive perceptions with the TMPs with ground-breaking and scientific concept concentrating on KC among Queensland's public and private institutions.

The paper's strategy, according to Bolander, Werr, and Asplund (2017), is to contribute to the advancement of an elevated consideration of the theoretical and experiential limitations of TM, so that academicians and practitioners can enrich their minds with the actual understanding of TM and its operations. The result contains a typology including four distinct types of TM that are still in use: humanistic, aggressive, discriminating, and capitalist. The study structure enables the age group of an empirically rich viewpoint of different types of TM. However, it is limited to the researchers' capacity to reach a conclusion in a methodical way. The elaborations of distinct TM types provide the practitioner with a variety of views on TM.

According to Bayyoud and Sayyad (2015), TM is the most often discussed topic in the contemporary period. It is a positive phenomenon on the capacity to create an unmistakable, hardworking, and valued venture for all components connected with the businesses such as employees, patrons, company partners, and stockholders. Furthermore, TM promotes aptitude flexibility and enables for the rapid expansion of the firm, with the requirement created by business titans as the company revolutionized. Previous years have shown how a company strived for excellence in its merchandise and service processes. Several businesses have adopted modern tactics such as complex organizational structures, better manufacturing equipment and resources, and more competent built-up processes. Various researchers are looking for a key factor in TM in Palestinian organizations. Advanced product excellence, structural competence, problem solving, and improvement for growth may all be achieved if the labor force is long-term and well-equipped. Nonetheless, the stress and demand for human resources is a valuable asset that requires focus and speculation in a commercial or executive environment. TM is one such strategy that may be utilized to boost personnel in Palestine. Administration must be handled with an understanding of both art and science from a comparable perspective.

### **2.3 Factors involved in retaining talent**

Oladapo, V. (2014) discovered the benefits and drawbacks of TM agendas, as well as explanations regarding businesses that do not engage in such activities. The research was conducted to investigate the impacts, and it was discovered that individuals began projecting professional protection, payment, and chance on retention rates. The data utilised in the study came from the businesses that were examined for TM, and it was devastatingly projected that the planned value of an effective TM scheme despite substantial obstacles to success. Respondents identified job development opportunities as an essential factor that may affect retention rates.



While almost all human resource managers aid the process in the businesses that were tried without a TM agenda, the main reason stated for the scheme's elimination was a lack of managerial sustenance.

According to Isfahani and Boustani (2014), TM is known to be essential for a modern organisation due to the introduction of the current financial system, current generation involvement in human resource, and the desire of various organisations to transform into more deliberate and aggressive, which includes innovative ways of controlling reserves and manpower.

According to Kibui, Gachunga, and Namusonge (2014), TM has been recognized by numerous studies as a critical component of human resources activity, specifically done to hold back workers. Holding back workers has been a critical activity for all businesses and a key difference for human resource management. Organizations all over the globe are going through several major resolves and confrontations in the comprehensive personnel management in today's rapidly expanding lively, hazy, and extremely passionate global trade centres. Organizations are not only faced with the regular challenge of finding appropriate personnel, but there is also an increase in the number of brilliant workers resigning in order to join other businesses. As a consequence, TM is now seen as a tool for strengthening directorial competency via personal development, performance improvement, vocational advancement, and sequential planning. Various companies in Kenya have yet to be exposed to the concept of TM, and as a result, they face a continuous problem in terms of hiring and retaining prospective employees. The necessity for TM is critical since a business cannot thrive without the assistance of capable coworkers, and it is critical to identify the diamond among the crowd so that essential measures may be done to keep them in the long term. TM is not given significant importance in Kenyan businesses, resulting in poor staff retention methods.

### **3. Objectives of the Study:**

1. To find the reasons for TM practices in IT Industry
2. To identify the talent retention strategies adopted in the Indian IT sector
3. To ascertain the significance of the reasons for TM practices.

### **4. Research Methodology:**

The study is based on both the primary and secondary sources of data collected from leading IT companies in Noida and Gurgaon namely Infosys, TCS, NIIT Technologies, Adobe, Microsoft, Tech Mahindra, HCL and Wipro. India has effectively created its information technology (IT) and IT-enabled services industry, which now accounts for roughly 67 percent of the global IT market, which is valued at US\$124-130 billion. In India, the IT industry employs more than ten million people. Both these cities in NCR Delhi constitute the hub of IT sector.

The data was collected based on a structured questionnaire administered through random sampling technique. In all 200 questionnaires were sent across, of which only 185 were found to be complete and suitable. The questionnaire contained questions pertaining to the field of

enquiry. Also discussions with middle and top executives were conducted to understand their perspectives and working. The data were collected with the help of a structured questionnaire on a five-point scale and analyzed using SPSS 20 with the help of the mean scores and t test. Further, Cronbach Alpha was also computed to test the reliability of the items in questionnaire. In the case for all the 10 items in the questionnaire, the cronbach value is .851 which provides for the reliability of the internal consistency.

## 5. Results and Analysis

**Table1 Demographic profile of the respondents**

	<b>Variables</b>	<b>Number of respondents (N= 185)</b>	<b>Percentage</b>
<b>1</b>	<b>Gender</b>		
	Male	83	45%
	Female	102	55%
<b>2</b>	<b>Age</b>		
	Below 25	39	21%
	25-40	109	59%
	Above 40	37	20%
<b>3</b>	<b>Hierarchical Level</b>		
	Top Level	59	32%
	Middle Level	126	68%
<b>4</b>	<b>Domain</b>		
	IT Administration	56	30%
	System infrastructure	30	16%
	Information security	28	15%
	Operations	71	39%
<b>5</b>	<b>Monthly income of the employee</b>		
	Below 50,000	44	24%
	50,000- 1,00,000	68	37%



	Above 1,00,000	73	49%
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An insight into the demographic details of the IT executives reveals that dominance of females at 55 % is higher than their counterparts which are very unlikely in the other sectors. This could be because of the skewed sampling but statistics reveal that women are thriving in the otherwise male dominated IT sector. The executives largely from middle age constitute 25-40 years. Most of the respondents are from the middle level and top level constitutes 32 % of the total. Among them 39% are from operations and 30% from IT Administration. IT operations and administration are the key drivers of the department as it is in charge of determining how a company manages its software and hardware. Also other IT related services like- network administration, device management, and mobile contracting all come under its purview. The salary and income are high in this NCR region and almost half of the executives receive a monthly income of more than one lakh.

**Table 2 Mean score and SD of reasons for TM practices in IT sector**

Sr. No.	Reasons for TM practices in IT Industry	Mean Score
1.	TM has an important role to play in the success of the Organization	4.15
2.	Employees stay in an Organization due to some particular intentions	3.92
3.	Satisfied employees help the Organization in performing better	4.10
4.	HR department works constantly for increasing the satisfaction level of employees	3.98
5.	TM is a deliberate attempt at appointing, expanding as well as retaining the employees	4.05
6.	Efficient TM can attract the best talent in the industry	4.02
7.	One of the biggest challenges for businesses globally is hiring and retaining efficient employees	3.89
8.	TM helps in rapid expansion of businesses	4.03
9.	TM is an important tool for boosting the morale of employees	4.21
10.	Businesses can't thrive and flourish without talented workforce	4.22

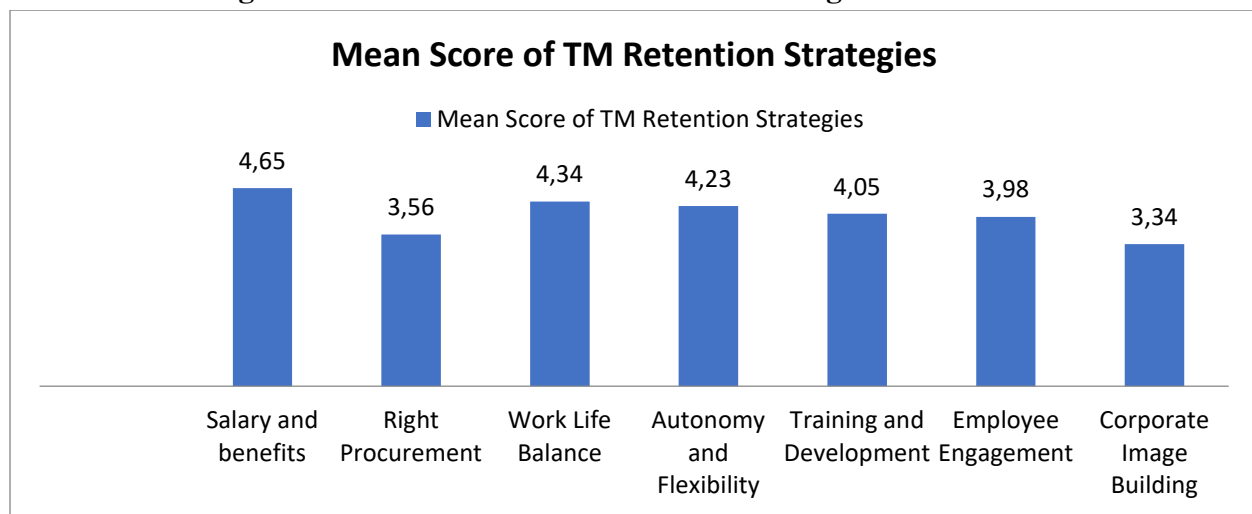
Table 2 shows the opinions of the respondents relating to the reasons for TM practices in the IT sector. A high mean score of 4.22 clearly reflects that executives agree to strongly agree that business can't thrive and flourish without talented workforce. It is followed by TM is an

important tool for boosting the morale of employees(4.21) indicative of the fact that TM management is required for the overall well being of the employees. Another important reason to consider is that it supports organizational well being too where a mean score of 4.15 for the statement that TM has an important role to play in the success of the organization. Though employee job satisfaction and TM challenges in hiring and retaining score a high mean but their range is from can't say to agree. It is consistent with the research that follows TM Benefits companies in better recruiting, deeper employee engagement, minimizes attrition, better succession planning, employee motivation and improved business performance.

**Table 3: Independent sample t-test for significance for the reasons of TM practices in IT Sector**

Sr. No.	TM practices in IT Industry in India	Mean Score	t-Value	Sig
1.	TM has an important role to play in the success of the organization	4.13	7.799	<b>0.023</b>
2.	Employees stay in an organization due to some particular intentions	3.92	4.890	<b>0.230</b>
3.	Satisfied employees help the organization in performing better	4.10	6.813	<b>0.000</b>
4.	HR department works constantly for increasing the satisfaction level of employees	3.98	4.655	<b>0.005</b>
5.	TM is a deliberate attempt at appointing, expanding as well as retaining the employees	4.05	5.598	<b>0.034</b>
6.	Efficient TM can attract the best talent in the industry	4.02	5.854	<b>0.210</b>
7.	One of the biggest challenges for businesses globally is hiring and retaining efficient employees	3.89	4.651	<b>.042</b>
8.	TM helps in rapid expansion of businesses	4.03	6.991	<b>0.230</b>
9.	TM is an important tool for boosting the morale of employees	4.21	8.511	<b>0.031</b>
10.	Businesses can't thrive and flourish without talented workforce	4.22	8.686	<b>0.423</b>

Table 3 shows the results of independent sample t-test. It clearly reflects that the reasons for TM practices in the IT sector are all important and significant as the t-statistic for all the statements is below 0.05, hence all the statements regarding the TM practices in IT Industry in India are significant. Further discussions on these aspects with the executives regarded talent management systems as the new generation integrated software solutions to track and manage recruitment, employee development and track performance thus reducing the challenges involved and simplifying the workflow of HR.

**Figure 1: Mean scores of TM retention strategies in IT Sector**

The above figure identifies the top TM retention strategies adopted by IT companies and among them as expected salary and financial incentives top the list at a mean score of 4.65 which is regarded as the most dominant motivator, followed by work life balance at a mean score of 4.34. In a demanding IT sector companies need to proactively provide a conducive environment for personal and professional life to thrive and strive. Another important dimension identified is the autonomy and flexibility of the employees and mean of 4.23 is clearly reflective that IT companies provide freedom for potential and capabilities to flourish which is important for TM retention

### 6. Conclusion:

Various strategies have been adopted by different organizations for retaining talent. The business firms in India need to understand the growth strategies that are being adopted in other nations. The impact of Talent Management falls mainly on talent, culture as well as revenue of the organization. It has the capability of either making or breaking image of the brand. The TM practices are becoming the strong strategies for any business. Organizations should have right people in their team. Few of the best practices which are followed by the IT industry in India include- financial stability, health and insurance benefits, better informed strategic business decisions, team building, better performance review and appraisals and hiring of best talent from the Tier 2 management and engineering colleges and giving them the right and the best profile, competitive development and training, innovative strategies for retention.

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