Talent Management in Indian IT & ITES Sectors

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India's prosperity opened many new avenues for skilled and unskilled workforce in various segments and the economy has become a technology hub. Simultaneously, the nation has emphasized much on the quality of the workforce. Open economies in the globalised world influenced the traditional operations of the organizations to transform in to proactive to seize their slice in the market. Role of talent in the organization has become more significant and explicable in this context. As every task in an organization is time bound and more focused on precision and accuracy, efficiency and effectiveness, the function of human resource management have now become more pivotal. This article focuses on talent management practices of Indian IT sector and ITES sector.

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Introduction

The opportunities and options for the employees are multiplying especially in the IT and ITES segments and these avenues specify the skill set that would better match the requirements of the organizations. The specifications are transforming to ensure that an employee is best fit into the job roles and responsibilities. The attitude and worth of the employees determine the altitude of success of the organizations and hence, every organization must be very keen to observe the changes and pace of the transformation and to incorporate the necessary steps for the acquisition of a talented workforce.

Talent management, though is still an evolving concept, has been viewed in various perspectives. Talent management is essential for succession planning (Cheloha & Swain, 2005; Redford, 2005). Though the concept of talent management is in the evolution stage, it attracted the attention of the multinational corporations to incorporate for better and desired results. Olsen (2000) emphasizes the pervasiveness of human resource functions across the organizations. Creelman (2004) integrates talent and talent management. He views talent management as a managerial mindset and managing talent is nothing but managing employees.

Talent management deals with promoting and retaining strong, potential employees to succeed within the organization apart from the basic functions of attracting, identifying, recruiting, developing and motivating (Berger & Berger, 2004; Laff, 2006; Baron & Armstrong, 2007). Formalization of talent management structure in an organization is still in the initiation phase and yet to take a shape but the organizations are trying to sink the concept with their strategies for competitive advantage. According to Frank & Taylor (2004), talent management is about nurturing the skills categorically which will enable the organization to maintain future competitive advantage. Talent management enables the organization's competitive advantage (Heinen & O'Neill, 2004). Talent management is a pool of activities which ensure the continuous and proactive nature of the organization (Schweyer, 2004). Talent management is a process that ensures the supply of right people in right jobs at right place in the needed times. The purpose can be achieved with managing the various talent pools in the organization with a robust and continuous HR process (Dias, 2005). Knez & Ruse (2004) discuss the importance of managing the talent portfolio to accomplish the strategic and operative objectives of the organization effectively. It emphasizes on the importance of acquisition, development and management of quality employees in the organization. Talent management is about forecasting the need for human capital in the organization and incorporating a plan to achieve the purpose (Cappelli, 2008). Acquisition of quality talent in the organization has got its own significance in the total management process.

Background

The rapid growth of IT & ITES industries are standing as the indices of prosperous Indian economy and are opening new avenues for potential human resources. At the same time, the structure of organizations is synchronized and style of operations is more streamlined to ensure the efficiency and effectiveness. Organizations are also more focused on the quality of output, accuracy and precision. In the light of these changes role of human resource function in the organization has become more imperative and accountable in ensuring the total quality management. The role of HR executive has become more vital and challenging in the acquisition of talented workforce. Hence, the time has now come to revise the conventional practices of recruitment and to devise an innovative and non-conventional human resource planning to ensure quality workforce to meet the requirements of transforming organization. The literature survey says that there is a need to synchronize the talent with the organizational goals. It is also necessary to put the right people in the right position. All these factors establish the need for the implementation of new human resource technologies which makes the organization

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time bound and more focused on precision and accuracy, efficiency and effectiveness. Therefore, the present study occupies an important place in the current scenario.

Objectives & Scope of the Study

1. To study the conceptual framework related to talent acquisition and talent management.
2. To elicit and analyze the opinions and perceptions of employees on the practices of talent acquisition and talent management in select units.
3. To assess the opinions of employees on the practices adopted by IT and ITES sectors of select units by a comparative analysis.
4. To offer suggestions for improvement of talent acquisition and talent management.

The study throws light on growth aspects of Indian economy and its impact on Information Technology and IT Enabled Services. It also presents the scenario of IT industry in Andhra Pradesh. It focuses on human resource planning, job analysis, job description, job specifications and employee specifications of two IT based and another two ITES units located in Hyderabad. The study emphasizes on the paradigm shift from conventional patterns of recruitment to changing parameters of talent acquisition procedures and criteria of modern recruitment. Study envisages the importance of sustainability and beyond of the human resources in changing roles of the jobs in vibrant organizations. The study covers the prominence of talent acquisition and talent management in IT &ITES sector in talent acquisition, employee engagement, succession planning and employee retention.

Limitations of the Study

Following are the limitations of the study:

i. The study is confined to IT and ITES industry of Andhra Pradesh state only.

ii. As the proposed study and functional area are yet in an evolutionary stage the abundant availability of data is a constraint.

iii. The opinions of the respondents of the sample may or may not depict the exact opinion of the total population and as such their opinions cannot be generalized.

iv. Time factor is a constraint as the study is confined to a period of three years only.

Methodology

The present study explores the talent management strategies and challenges in IT and ITES sectors. Primary data was collected from the employees of two IT and ITES companies selected from Hyderabad by using a convenient sampling method. Respondents considered for the study were executives of the organizations. It is ensured that the samples are suitably random and representative by selecting the respondents from different departments and divisions

within each organization. Sampling universe constitutes all the employees of the IT and ITES companies in Andhra Pradesh state. Sampling frame constitutes the select units such as Infosys and Wipro Technologies of IT and Genpact and Factset of ITES that are selected for the study. These units are identified based on their performance which stands in the top 10. For the collection of primary data, a sample of 200 respondents from the select organizations of IT& ITES sectors in Hyderabad have been taken up for the study.

Table1 Sample Design

Organization	Total Number of Executive Employees in Hyderabad	Sample Size	Per cent
I. IT Based			
1. Infosys	635	50	7.87
2. Wipro Technologies	755	50	6.22
II. ITES Based			
1. Genpact	430	50	11.63
2 .Factset	380	50	13.16
Total	2200	200	9.09

Primary data are collected from the respondents with the help of a structured questionnaire, and personal interactions with the concerned authorities and coordinators of selected organizations. Secondary data from published information in various journals, periodicals and web portals of selected organizations are collected. Analysis and interpretation of data was made by tabulating and presenting the data in percentages and charts and diagrams. The data processing was undertaken through different statistical techniques by using SPSS 16.5 version software.

Literature Review

Though talent management process is gaining prominence in the organizations, the concept is still in evolutionary stages. Review of literature indicates to the need to transform the focus towards attracting the talent and retaining it for the traditional staffing and recruiting needs Olsen (2000). Employee enters the organization with a set of abilities, skill and caliber. Talent of the organization is unique and congruent in nature. Individual talent is the key factor in his/her success while competing with the internal employees and contributing towards the growth of the organization. Worthiness of an individual is measured based on the performance in last assignments or tasks (Creelman, 2004). Employees with high potential will make the difference than the others. It is desirable to develop the pool of employees with high potentials (Wilcox,2005) and retain this talent to have competitive advantage (Woodruffe, 2003). Some authors argue it as quintessential for competitive advantage of the organization (Frank & Taylor, 2004; Heinen & O'Neill, 2004) and some others present the concept as strategic integration of functions of traditional human resource management (Sullivan,

2004; Scweyer, 2004; Knez & Ruse, 2004; Collings& Mellahi, 2009). Ever since, McKinsey (1997) coined the term 'war for talent' it has become the buzz of the corporate world.

Talent management is the mutual alignment of people with roles and roles with the people.

The human capital empowers the organization to attain a sustainable competitive advantage (Odonez de Pablos, 2004). Developing the internal leadership in the organization directly contributes towards the financial returns as it will contribute towards the growth of the organization (Wyatt, 2003). Cunningham (2004) proposes that talent management is the mutual alignment of people with roles and roles with the people. Talent management comes with a development perspective which encompasses through interconnected HR processes such as recruitment, development and retention of the qualified people who meet the requirements of organizational planning (Snell, 2007). Heinen and O'Neill (2004) opines that competitive advantage comes through talent management by creating its own valuable resources in the organization. Ashridge Consulting Company (2007) simplifies the concept and states that it is all about finding the right talent for all the key positions. Talent management is about organizing the logical sequence of the rational steps of defining talent, absorption of talent, deployment and development of talent in the organization (Powell & Lubitsh 2007). Lawler (2008) states that talent management is a key imperative for the change management in the organization. There is a clear difference between human resource management and talent management. Human resource management enables the many processes in the organization whereas talent management is pervasive in nature and is interconnected (Cheese, 2008).

Factor Analysis: IT Sector

Factor Analysis is a data reduction technique that looks at responses to several variables and summarizes them into composite variables, known as factors that make analyzing the data a more manageable task. Also called Principal Components Analysis, its main use is in identifying the underlying patterns in the way customers have responded to a series of questions. The talent management in IT sector has a total of 24 components under 5 sub-groups which is highly complex to interpret and compare the results. To make further comparison and analysis easier the factor analysis test has been applied and is presented in the following paragraphs.

To study the suitability of sample data for factor analysis of components of talent acquisition, Kaiser-Meyer-Olkin (KMO) sampling adequacy test is employed and results are presented in Table 2.

Table 2 KMO and Bartlett's Test: IT Sector

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	4647.215
	Df	276
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. High values (between 0.5 and 1.0) indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. KMO measures for sampling adequacy is 0.921 and is adequate for factor analysis. The overall significance of correlation metrics were tested with Bartlett's Test of Sphercity and the outcome of which is supporting the validity of data for factor analysis with p-value (0.000 significance) < 0.05; therefore factor analysis is appropriate for talent management in IT sector. After the standards are indicated that the data are suitable for factor analysis, principal component analysis was employed for extracting the data, which allowed determining the factors underlying the relationship between the number of variables of talent management.

Communalities

Table 3 shows the communalities before and after extraction. Principal component analysis works on the initial assumption that all variance is common; therefore, before extraction the communalities are all 1. The communalities in the column labeled extraction reflect the common variance in the data structure. Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. Small values indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis.

Table 3 Communalities: IT sector

Sl No	Parameters	Initial
1	Scope for learning and training	.954
2	Relevance of training provided	.936
3	Sufficiency and Helpfulness	.966
4	competitiveness through training	.951
5	Employee retention and Engagement	.919
6	High Potential Employees	.941
7	Rewards and Compensation	.981
8	Treatment in recession	.959
9	Performance appraisal	.938
10	Promotion policy of the organization	.981
11	Mentoring of seniors and peers	.968
12	Fairness and transparency	.959
13	Equal Opportunities for international	.920
14	Communication	.935
15	Work culture and Organisational Climate	.893
16	Tasks given at the job	.962
17	working in alternate schedules	.966
18	Tasks and Assignments of the job	.896
19	Compliance of experience with expectations	.976
20	Perceptions on job performance	.931
21	Client's specifications over the work	.941
22	Independence and autonomy of employees	.895
23	Physical and emotional wellbeing	.899
24	Integrated Talent Management strategy	.964

Extraction Method: Principal Axis Factoring.

Loading on factor can be positive or negative, a negative loading represents that the variable has inverse relation with rest of the factors. The higher the loading the more important is the factor. The loadings more than 0.44 can be considered for the study. In Table 3 all the loadings have more than 0.44 and positive.

Factor Extraction: IT Sector

Table 4 shows all the factors extractable from the analysis along with their Eigen values, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. The factors be which have the value more than 1 will be extracted.

Table 4 Communalities: IT Sector

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.112	79.633	79.633	8.867	36.944	36.944
2	1.076	4.484	84.116	6.694	27.890	64.834
3	1.033	4.303	88.420	5.296	22.067	86.901
4	.521	2.170	90.590			
5	.427	1.779	92.369			
6	.380	1.584	93.953			
7	.232	.968	94.921			
8	.168	.700	95.621			
9	.146	.607	96.228			
10	.145	.602	96.831			
11	.129	.537	97.367			
12	.115	.479	97.847			
13	.098	.410	98.257			
14	.080	.334	98.591			
15	.074	.308	98.899			
16	.059	.246	99.145			
17	.048	.201	99.347			
18	.040	.166	99.512			
19	.033	.139	99.651			
20	.026	.108	99.759			
21	.020	.085	99.844			
22	.017	.073	99.916			
23	.013	.053	99.970			
24	.007	.030	100.000			

Extraction Method: Principal Axis Factoring.

There are only three factors in Table 4which have Eigen value more than 1 for talent management in IT sector, these are 19.912, 1.076 and 1.033. The percentage of the total variance is used to determine how well the total factor solution accounts for what variable together represent. The index for present solution accounts for 88.420 per cent of total variations for talent management in IT sector.

Rotated Component Matrix

Rotation is necessary when extraction technique suggests two or more factors. The rotation of factor is designed to give an idea of how the factors initially extracted differ from each other and to provide a clear picture of which item loads on which factor. Table- 5 shows the

component matrix rotation. This matrix contains the loadings of each variable onto each factor. By default SPSS displays all loadings; however, we requested that all loadings less than 0.6 to be suppressed in the output and so there are blank spaces for many of the loadings.

Table 5 Rotated Factor Matrix: IT Sector

Sl No	Parameters	Factor		
		1	2	3
1	Scope for learning and training	**.793**	-	-
2	Relevance of training provided		-	**.648**
3	Sufficiency and Helpfulness	.678	-	-
4	Competitivenessthrough training	-	**.724**	-
5	Employee retention and Engagement	**.681**	-	-
6	High Potential Employees	-	.711	-
7	Rewards and Compensation	-	**.748**	-
8	Treatment in recession	-	**.778**	-
9	Performance appraisal		.714	-
10	Promotion policy of the organization	-	-	-
11	Mentoring of seniors and peers	**.774**	-	-
12	Fairness and transparency	.680	-	-
13	Equal Opportunities for international	**.683**	-	-
14	Communication Process	-	**.611**	-
15	Work culture and Organisational Climate	-	-	-
16	Tasks given at the job	—	-	-
17	working in alternate schedules	-	-	-
18	Tasks and Assignments of the job	-	-	-
19	Compliance of experience with expectations	-	—	-
20	Perceptions on job performance	-	-	-
21	Client's specifications over the work	-	-	-
22	Independence and Autonomy of employees	**.639**	-	-
23	Physical and emotional wellbeing	-	**.718**	-
24	Integrated Talent Management strategy	**.779**		-

Extraction Method: Principal component.

Factors - The columns under this heading are the rotated factors that have been extracted. As we can see in the table only three factors were extracted. These factors that are most important, have to be named.

1. *Strategy:* For the purpose of interpretation, the first factor is named as "Strategy" because items like "scope for learning and training" with 0.793 and "mentoring of seniors and peers "with 0.774 and "equal opportunities for international assignments" with 0.683 have high load on it.

2. *Employee Perspective***:** The second factor is named "employee perspective" because the items like "treatment in recession" with 0.778," rewards and compensation" with 0.748, and "performance appraisal" with 0.714 have high loadings on it. Other components like competitiveness

through training, communication process and talent management strategy also have considerable loadings on factor 2: employee perspective.

3. *Training***:** The third factor can be named "training" which has only one component "relevance of training provided" with a 0.648 loading.

From the rotated component matrix it is clear that factor 1 and 2 have major impact/relation with all components of talent management in IT sector than that of factor 3 which has only one component.

FactorAnalysis :Talent Management in ITES Sector

To study the suitability of sample data for factor analysis of components of talent acquisition, Kaiser-Meyer-Olkin (KMO) sampling adequacy test and Bartlett's Test of Sphericity is employed and the results are presented in Table 6.

Table 6 KMO &Bartlett's Test: ITES Sector

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.930
Bartlett's Test of Sphericity	Approx. Chi-Square	5051.805
	Df	276
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. High values (between 0.5 and 1.0) indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. KMO measures for sampling adequacy which is 0.930 that is adequate for factor analysis.

The overall significance of correlation metrics were tested with Bartlett's Test of Sphercity and this test is supporting the validity of data for factor analysis with p-value (0.000 significance) < 0.05; therefore factor analysis is appropriate for talent management in ITES sector.

After the standards have indicated that the data are suitable for factor analysis, principal component analysis was attempted for extracting the data, which allowed determination of the factors underlying the relationship between the numbers of variables of talent management of ITES sector.

Communalities

Table 7 shows the communalities before and after extraction. Principal component analysis works on the initial assumption that all variance is common; therefore, before extraction the communalities are all 1. The communalities in the column labeled extraction reflect the common variance in the data structure. Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. Small values (bold) indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis.

Table 7 Communalities: ITES Sector

Sl No	Parameters	Initial
1	Scope for learning and training	.925
2	Relevance of training provided	.981
3	Sufficiency and Helpfulness	.992
4	Competitivenessthrough training	.963
5	Employee retention and Engagement	.962
6	High Potential Employees	.965
7	Rewards and Compensation	.964
8	Treatment in recession	.948
9	Performance appraisal	.967
10	Promotion policy of the organization	.962
11	Mentoring of seniors and peers	**.154**
12	Fairness and transparency	.961
13	Equal Oppotrunties for international	.901
14	Communication	.905
15	Work culture and Organisational Climate	.983
16	Tasks given at the job	.951
17	working in alternate schedules	.970
18	Tasks and Assignments of the job	.959
19	Compliance of experience with expectations	.976
20	Perceptions on job performance	.894
21	Client's specifications over the work	.946
22	Independence and Autonomy of employees	.972
23	Physical and emotional wellbeing	.947
24	Integrated Talent Management strategy	.989

Extraction Method: Principal Axis Factoring.

Loading on factor can be positive or negative, a negative loading represents that the variable has inverse relation with rest of the factors. The higher the loading, the more important is the factor. The loadings more than 0.44 can be considered for the study. In Table 8, except one component mentoring from seniors and peer all the loadings have more than 0.44 loadings and positive.

In Table 8 there are only three factors which have Eigen value more than 1 for talent management in ITES sector. These are 19.251, 1.112 and 1.027. The percentage of total variance is used to determine how well the total factor solution accounts for what variable together represent. The index for present solution accounts for 89.129 per cent of total variations for talent management in ITES sector.

Rotated Component Matrix

Rotation is necessary when extraction technique suggests two or more factors. The rotation of factor is designed

to give an idea of how the factors initially extracted differ from each other and to provide a clear picture of which item loads on which factor. Table 9 shows the component matrix rotation. This matrix contains the loadings of each variable onto each factor. By default SPSS displays all loadings; however, we requested that all loadings less than 0.6 to be suppressed in the output so there are blank spaces for many of the loadings. The factor loadings more than 0.6 will be studied as the total components vary large with 24 in number.

Table 8 Total Variance Explained: ITES Sector

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.251	80.213	80.213	8.942	37.257	37.257
2	1.112	4.635	84.848	7.022	29.257	66.513
3	1.027	4.281	89.129	4.989	20.789	87.302
4	.696	2.898	92.028			
5	.309	1.289	93.316			
6	.275	1.145	94.462			
7	.240	1.002	95.463			
8	.192	.801	96.264			
9	.165	.688	96.952			
10	.150	.626	97.578			
11	.142	.592	98.170			
12	.090	.374	98.544			
13	.057	.236	98.781			
14	.055	.227	99.008			
15	.045	.186	99.195			
16	.040	.167	99.362			
17	.034	.141	99.503			
18	.031	.127	99.631			
19	.028	.116	99.747			
20	.017	.070	99.817			
21	.016	.066	99.883			
22	.014	.057	99.940			
23	.010	.043	99.983			
24	.004	.017	100.000			

Extraction Method: Principal Axis Factoring

Factors - The columns under this heading are the rotated factors that have been extracted. As we can see in the table only three factors were extracted. These are the factors that are most important and have to be named.

1. *Strategy***:** For the purpose of interpretation, the first factor is named "Strategy" because items like "work culture and organizational climate" with 0.827 "scope for learning and training" with 0.810 and "performance

appraisal" with 0.804 have high load on it. Other components like high potential employees, physical and emotional wellbeing and communication system also have significant impact.

2. *Employee Perspective:* The second factor is named "employee perspective" because the items like relevance of training provided with 0.859, sufficiency and helpfullness with 0.683, talent management strategy with 0.682 have high loadings on them. Other components like employee retention and engagement and independence and autonomy of employees also have considerable loadings on factor 2.

3. *Work Environment:* The third factor can be named "work environment" which has only two components "fairness and transparency" with 0.666 and "equal opportunities for international assignments" with 0.612 loading on it. From the rotated component matrix it is clear that factor 1 and 2 have more impact/relation with all components of talent management in ITES sector than that of Factor 3 which have only one component.

Table 9 Rotated Factor Matrix: ITES Sector

Sl No	Parameters	Factor		
		1	2	3
1	Scope for learning and training	**.810**		
2	Relevance of training provided		**.859**	
3	Sufficiency and Helpfulness	**.673**	**.683**	
4	competitiveness through training	**.667**		
5	Employee retention and Engagement		**.660**	
6	High Potential Employees	**.786**		
7	Rewards and Compensation	**.691**		
8	Treatment in recession	**.713**		
9	Performance appraisal	**.804**		
10	Promotion policy of the organization			
11	Mentoring of seniors and peers			
12	Fairness and transparency			**.666**
13	Equal Opportunities for international			**.612**
14	Communication	**.664**		
15	Work culture and Organisational Climate	**.827**		
16	Tasks given at the job			
17	working in alternate schedules			
18	Tasks and Assignments of the job			
19	Compliance of experience with expectations			
20	Perceptions on job performance			
21	Client's specifications over the work			
22	Independence and Autonomy of employees		**.613**	
23	Physical and emotional wellbeing	**.764**		
24	Integrated Talent Management strategy	**.647**	**.682**	

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 8 iterations.

Conclusion

From the study, it is concluded that the factors 'scope for learning', 'mentoring by seniors and peers', 'equal opportunities for international assignments', 'rewards and compensation', 'performance appraisal' and 'treatment in the times of recession' play a vital role in the effective implementation of talent management in IT sector. In ITES sector, 'work culture' and 'organizational climate', 'scope for learning' and 'training', 'performance appraisal', 'relevance of training received', 'talent management strategy' and 'opportunities for international assignments' play important role. It is also concluded that the impact of three extracted factors have more loading in IT sector talent management than in ITES sector. The extracted factors of IT sector are key elements of talent management strategy and carries significant impact.

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