



# TALENT MANAGEMENT TECHNIQUES IN IT INDUSTRY WITH SPECIAL REFERENCE TO INDORE CITY

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Article DOI: <https://doi.org/10.36713/epra12142>

DOI No: 10.36713/epra12142

## ABSTRACT

*At the moment businesses are well aware that they need talent to get success in the multifaceted world economy and to stay alive in the aggressive business environment. Simultaneously the businesses recognize that they have to engage talented employees and encourage them to stay in the organization, as a result it is apparent significantly essential that talents must be handled appropriately in order to accomplish the best results. In the present day, talent management advance is perceived as the most essential aspect of business and as one of key constraints of sustainable rivalry reward in organizations. The rationale of the present research is to explore talent management practices and its intensity in IT sector in Indore City.*

*The Population of this study comprises IT professionals working in Indore city and the sample consists of IT companies of Indore. The Data collection process involves semi - Structured opinionaire conducted with 125 IT employee. The study objectives and the purpose of this research are to study and identify the awareness and the state of talent management practices in IT companies of Indore.*

**KEYWORDS-** *Information Technology sector, Talent Management, IT professionals, Indore City etc.*

## INTRODUCTION

Since late 1990s the term Talent management has achieved utmost revelation. It fundamentally deals with sourcing talent, assimilation and aligning talent, increasing talent, appealing and gratifying talent, deliberately mounting talent and it show the way to premeditated aims.

India has the world biggest pool of very qualified specialized graduates making it as a most favored goal for outsourcing and most lucrative part for ventures. However when we discuss the steady loss rate, IT Sector is on the best in the rundown, which influence the association antagonistically. The whittling down rate is higher in junior level of workers which would be up to 30 percent in coming circumstances while in center level administration would witness 20 percent weakening rate. The whittling down rate would be most minimal in top administration representatives Times of India (2014).

The human capital has turned into the key factor in deciding the accomplishment of any association. "Human ability the consolidated limit and will of individuals to accomplish an association's objective – is a profitable asset like no other. Talent management is a process and needs integrative approach, overrunning all viewpoints identified with the human capital of the association, ideal from procurement to advancement and

maintenance. The momentum explore is focused on the investigation of telecom segment. It is the biggest income generator and furthermore a noteworthy maker of employments. The opposition in this segment is high and thus keeping in mind the end goal to support, these associations require powerful talent management framework.

In the present focused business world organizations are hoping to add new abilities to their center organizations. To accomplish their central goal and vision, associations need to consider the human asset practices, and adopt proactive practices to talent management. As indicated by the Global Talent Management and Rewards Study India Report, one of the best difficulties looked by the business is Talent aptitudes misaligned with organization needs and one of the best difficulties looked by the representative is they don't have suitable abilities or access to preparing for accessible parts. This outcome in trouble to address customer issues which at last declines the execution of the association.

## INDIAN IT SECTOR

IT Sector in India has developed exponentially in the previous two decades. It has made a level playing field among countries and made constructive effects on a huge number of individuals



by interfacing them, giving business and furthermore helping in the general advancement of the economy. It has changed the way individuals impart and work together.

The Indian Information Technology-Information Technology-Enabled Services (IT-ITES) industry has proceeded to play out its part as the most predictable development driver for the economy. Management, programming fares and BPO remain the pillar of the part. In the course of the most recent five years, the IT and ITES industry has developed at a wonderful pace. Consider a portion of the critical markers for these momentous accomplishments. The IT/ITES trades have developed to a stunning US\$ 46.3 billion of every 2008-09, the IT division presently utilizing 2.2 million experts straightforwardly and another 8 million individuals in a roundabout way represents over 5% of GDP, a greater part of the Fortune 500 and Global 2000 companies are sourcing IT/ITES from India and it is the chief goal for the worldwide sourcing of IT/ITES representing 55% of the worldwide market in seaward IT benefits and accumulating 35% of the ITES/BPO advertise. (Branch of Electronics and Information Technology)

### NEED FOR TALENT MANAGEMENT

Talent management is on HR professionals 'minds nowadays, as HR attempts to get, hold and create labor. For talent management to be powerful, what is vital is to contract representatives who appear to be the best fit in the association. Associations are finding a way to oversee talent most successfully and furthermore to build up their own manager image. These brands improve decision-making and impart the esteem they make for their clients. In like manner, workers likewise recognize themselves with specific associations (Shravanthi and Sumanth, 2008) particularly in the light of estimated work deficiency. Associations that formally choose to "deal with their talent" embrace a key investigation of their present HR forms. This is to guarantee that a co-ordinate, execution situated approach is received. Despite the fact that associations know about the requirement for human talent they were disregarding it every one of these years without giving extensive viewpoint. The novel Economy is a better place from the matured one and requires a move in esteem frameworks to end up purely acclimated. To manage this changing world the present age section should know about its commitments, advancements and capacity to oversee both the present and future. In this manner, it is imperative for the associations to create sufficient and suitable plans and put in endeavors to draw in the best pool of accessible genuine.

### STATEMENT of the Problem

In current steady evolving economy, human capital has turned into a key wellspring of upper hand, skills and gifts of human recourses in an association is considered as the best measure of human capital. Subsequently gifts supporting and administration is the intriguing issue in this focused business world. This has

required the requirement for ability based HR frameworks which can give both structure and train, to help bring out best exertion in individuals and at last best execution for the Organization. Talent based practices are an indispensable device for 'Talent Management', investors return and esteem creation. It has been watched that talent based HR Programs returned between 20 – 30% more to investor than Companies utilizing customary strategies. This has required requirement for an examination on ability based HR Systems with the goal that the Organizations can successfully deal with the skills of their workers and subsequently increment the gainfulness of the association.

### SCOPE OF THE STUDY

The opportunity of the study is extensive from a concept point of view, since it covers foremost aspects of Talent Management practices and challenges'. However, from an empirical aspect, the space of the study is constricted. On the aspect of talent management practices and challenges, the study confines to Indore city. The study discovers talent management practices in the select IT sectors in Indore City.

### LITERATURE REVIEW

**Aston and Morton (2005)** noticed that there isn't a solitary predictable or succinct definition of talent management. Since the landing of the present time of ability is broadly recognized, it is not astonishing that reestablished hugeness is being put on the management of that talent.

**Ingham (2006)**, keeping in mind the end goal to create vital talent, potential businesses of decision need to guarantee they clear up the necessities for their talent management programme including the achievement criteria to be utilized to quantify their program's commitment

**Clake Rebecca (2006)** examined a wide range of ways to deal with talent management. What is clear is that there is no single "blueprint" for successful talent management that can be connected to every single hierarchical setting. Every association will have diverse resourcing necessities for its present and future talent channel, and furthermore unique issues concerning how best to meet these prerequisites. It is these that ought to decide the talent scheme that an association creates.

**Duttgupta, Rhea (2007)** the talent management is not only a HR movement, but rather it is a mentality that goes towards an all-encompassing and incorporated way to deal with boost the upper hand through individuals. Talent management is a mind boggling gathering of associated HR forms that conveys a basic crucial advantage for any association. It is the orderly fascination, distinguishing proof, advancement, engagement/maintenance and sending of those people who are of specific incentive to an association, either in perspective of their "high potential" for the future or in light of the fact that they are satisfying business basic parts.



**Bhatnagar (2007)** The fundamental reason behind talent management advancement is to enhance the procedure of enrollment, choice, maintenance, and worker improvement keeping in mind the end goal to address current difficulties looked by association and enhance hierarchical execution by satisfying authoritative needs.

**Arporn Puvitayaphan (2008)** inspected the reasons for actualizing talent management sharpen; to examine the key elements of the talent management refines and to distinguish the key achievement variables of talent management rehearses among six SET-recorded organizations. As per the reasons for this examination, the talent management forms are the key issues of this investigation which found that there are four elements of talent management enhances: 1) talent distinguishing proof, 2) talent advancement, 3) talent inspiration, and 4) talent remuneration.

**Cappelli Peter (2008)** has portrayed the talent management challenges in this unverifiable world by looking at the talent management issues through another focal point drawing from condition of-workmanship inventory network management and various organization illustrations, he introduces four new methodologies for guaranteeing that your association has what it takes it needs – when it needs them.

**Lavania Dolly (2010)** examined talent with regards to “academics “and for scholastic foundations. One of the significant issues is as advanced education is guaranteeing the proceeded with greatness of its personnel to enhance and contend in future. This paper plans to pick up information about the different courses through which scholarly establishments can hold its profitable resources (personnel) and what are the methodologies the management ought to take after for maintenance of good employees.

**Srivastava, P. and Bhatnagar, J. (2010)** the term talent management indicates to the vital management of the stream of talent through an association. The motivation behind talent management is to guarantee accessibility of sufficient supply of talent to adjust the perfect individuals to the correct occupations at the ideal time in light of key business targets

**Areiqat, A. Y., Abdelhadi, T., and Al-Tarawneh, H. (2010)** Talent obtaining is the procedure for arranging, sourcing, evaluating, procuring and on-boarding of new or existing representatives into proper positions inside the association. Talent Acquisition permits us access to a pool of aggressive talent that would somehow or another have been missed or far more atrocious overlooked. The concentrate of the procedure is on drawing in capable specialists to the association. The procedure stages were commonly executed as separated advances that made the procedure wasteful and incapable.

**Khursani et al. (2011)**, bring up that advancement and aggressive conditions require huge concentrate on human capital and, subsequently, some Saudi associations, for example, Aramco have taken significant activities to change over and adjust their way of life, for example, the “3 Ts” technique, which concentrates on the Talent, Team and Technology interface.

**Hilal (2012)** trusts that crossing over any barrier between current execution and wanted execution in the Arab business world condition includes the usage of talent management. Vigorous talent management is, be that as it may, something in which most associations in the Arab world are considered to need, despite the fact that TM includes the harmonization of management openings and management dangers.

**Kumar, S. R. (2013)** an investigation on talent obtaining in sierra Atlantic- Advances in Management Today, business pioneers comprehend the key criticalness of talent obtaining. They are precisely taking a gander at how they will fill the hole in abilities and friends’ information left by resigned people. They are receiving propelled methodologies and strategies to develop their talent securing operations and they are grasping a scope of rising prescribed procedures, from workforce wanting to business marking. To put it plainly, they perceive the need to keep on advancing their capacities in talent procurement, as well as to help maintenance and worker improvement.

## OBJECTIVES OF THE STUDY

The main objectives of the study are:

- To identify factors leading talent management practices in Indore city
- To identify factors for maximizing use of talents
- To know Whether IT Companies in Indore Feel the Deficit in Talents
- To identify Problem Concerning Talent Management

## METHODOLOGY OF THE STUDY

The study is exploratory in nature and hence designed as an empirical one based on survey method.

**Sample Method -** Sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population. Each observation measures one or more properties (such as weight, location, color) of observable bodies distinguished as independent objects or individuals.

Selection of IT companies and respondents on the basis of Non-probability sampling- Convenient sampling.

In my research study is based on Talent management practices at IT industries in Madhya Pradesh, an attempt will be made to collect data from employees of Various IT Industries like Yash Technologies Pvt. LTD., Moreyeahs Inc., Infograin Software Solutions and Engineer Babu IT services Pvt Ltd etc.



**Sample Size** The sample size is 125

**Data Source** - The source of research depends on accurate data. That's why data collecting the appropriate data which differ considerable in context money, cost, time and other resources at the disposable researcher.

**Different types of data collection methods used**

- **Primary Data**- is collected from interviews, Questionnaire, Surveys etc.
- **Secondary Data**- is collected from internet, books, newspapers etc.

**Data-Collection Instrument**- for this study, the survey-questionnaire instruments were used achieve the main objective of the study. The design of questionnaire has been formulated after referring to extensive literature and through discussion with well-known HR experts. A self-administered questionnaire was distributed to the employees. The questionnaire given to the employees aimed to assess the Talent practices in IT sector in India.

**Table 1 Likert Scale stating 5 point ranking**

Ranks	1	2	3	4	5
Extent of Impact	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**ANALYSIS OF DATA**

The collected primary data have been statistically processed, classified and tabulated by using appropriate methods. Tables, figures, and statistical results have been derived with the help of

the computer software package called SPSS (statistical package for social sciences).

The statistical tools used for analysis are

1. Reliability Testing
2. Frequency and Percentage Tabulation Analysis

**Table 2 Reliability Testing**

Cronbach's Alpha	N of Items
.815	18

**Table 2 Reliability Statistics**

**Interpretation** Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct." Construct is the hypothetical variable that is being measured (Hatcher, 1994).

= excellent). The higher the score, the more reliable the generated scale is. Nunnaly (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature.

Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5

The alpha coefficient for the 18 items is .815, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations.)

**Table 3 Demographic Profiles**

Age					Total	
18-25years	26-35years	36-45 years	46-55 years	55 and Above	125	
67(54%)	51(41%)	6(5%)	0(0%)	1(1%)	(100%)	
Gender						
Male		Female			125	
95(76%)		30(24%)			(100%)	
Marital Status						
Married		Unmarried			125	
34(27%)		91(73%)			(100%)	
Qualification						
UG	Graduate	PG	Diploma or Certificate	Others	125	
4(3%)	71(57%)	48(38%)	2(2%)	0(0%)	(100%)	
Income in Rs. on monthly basis						
Below Rs.30K	Rs.30-60K	Rs. 60-90K	Rs. 90K-1.2 Lacs	Rs.1.2 -1.5Lacs	Above 1.5 Lacs	125
80(64%)	31(25%)	7(6%)	2(2%)	2(2%)	3(2%)	(100%)
Total Experience						
0-5 yrs	6-10 yrs	11- 15 yrs	16-20 yrs	Above 20 yrs		125
101(81%)	14(11%)	7(6%)	3(2%)	0(0%)		(100%)
Length of Service in the present organization						
0-5 yrs	5-10 yrs	10- 15 yrs	Above 15 yrs		125	
111(89%)	13(10%)	1(1%)	0(0%)		(100%)	

## DATA TESTING AND ANALYSIS

**Table 6 Factors Leading Talent Management Practices**

Factors Leading Talent Management Practices	N	Percent	Percent of Cases
Better Talent Management	72	23%	61%
Maximize organizational Effectiveness	27	9%	23%
Business Realignment	26	8%	22%
Anticipated Changes	26	8%	22%
Organisation Desire	33	11%	28%
Management Structure	18	6%	15%
Reduce Cost	22	7%	19%
Diverse Employee	28	9%	24%
Entry into New Markets	22	7%	19%
Change in competitive landscape	36	12%	31%
Others	1	0%	1%
Total	311	100%	61%

**Interpretation:** - It is inferred from that above table the most common factor leading talent management practices is Better Talent Management for better organization result 23%, the second most common factor is Change in competitive landscape requiring new skills, knowledge, behaviour 12% , the third most common factor is Organization's desire to manage internal talent effectively for maximizing organizational effectiveness and efficiency 11%, the fourth most common factor is Business re-alignment for long term viability of business

and diversifying employee management to enhance retention of internal talent both accounted 9%, Anticipated changes in skills for future leaders and maximizing organizational effectiveness and efficiency both cited 8%, 7% is accounted for cost reduction and entering into new markets and 6 % for Change in the management structure and the least leading factor is other 0%.



**Table 7 Use of Talent Management Phrase**

Use of Talent Management Phrase	N	Percent
Rarely	33	28%
Sometimes	35	30%
Often	26	22%
Always	24	20%
Total	118	100%

**Interpretation:** - It is inferred from that above table 30 % of employees said talent management phrase was mentioned sometimes, 28% of companies' employees said talent management phrase was mentioned rarely, 22% employees said talent management phrase was

mentioned often and 20 % employees said talent management phrase was mentioned always in their companies.

**Table 8 Clear Strategy of Managing Talented People**

Clear Strategy of Managing Talented People	N	Percent
Yes	87	74%
No	31	26%
Total	118	100%

**Interpretation:** - it is inferred from the above table that among the respondents of India and Madhya Pradesh 74% of employees said their companies have clear strategy for management of talented people whereas 26%

of employees said that their companies don't have any strategy for management of talented people.

**Table 9 Components of Talent Management**

Components of Talent Management	N	Percent	Percent of Cases
Specific Procedures	48	29%	41%
Individual Development Plans	54	32%	46%
Talents Involvement	65	39%	55%
Total	167	100%	142%

**Interpretation:** - It is inferred from that above table the most common component is 39%, Specific procedure was cited 32 % and Individual development is observed as 29%. Larger companies had higher rates of option a.

Specific procedures and methods of talent assessment, individual development plans were used with little variation across company size and sectors there is no variation based on location of respondents.

**Table 10 Evaluate the ability of your company to manage talents**

Evaluate the ability of manage talents	N	Percent
Low	13	11%
Medium	64	54%
High	41	35%
Total	118	100%

**Interpretation:** - it is inferred from that above table that the majority of employees 54 % said that their companies' ability to manage talents was medium, 35%

said their companies' ability was high and 11 % said there ability was low accordingly.

**Table 11 Factors Maximizing Use of Talents**

Factors Maximizing Use Of Talents	N	Percent	Percent of Cases
Contribution of HRM	41	19%	35%
Management Style	47	22%	40%
Reputation of the Company	37	17%	31%
Level of Salaries	39	18%	33%
Organizational Culture	49	23%	42%
Total	213	100.0%	181%



**Interpretation:** - It is inferred from that above table the highest factor in maximizing the use of talents was organizational culture 23 %, the second largest was the management style 22 %, the third largest factor was the contribution of the HRM department 19 %, the fourth

factor was reputation of company and level of salaries both accounted for 18 %. Again the contribution of HRM departments and management style was more prominent in IT companies that influence maximizing the use of talent at work.

**Table 12 Does Your Company Feel the Deficit in Talents?**

Does Your Company Feel Deficit in Talents	N	Percent
Yes	38	32%
No	80	68%
Total	125	100%

**Interpretation:** - it is inferred from that above table that the majority of employees 68% said that their

companies' don't feel deficit of talent 32% said their companies' feels deficit of talents respectively.

**Table 13 Problem Concerning Talent Management**

Problem Concerning Talent Management	N	Percent	Percent of Cases
Attracting of Talents	38	23%	32%
Talent within Wider workforce	40	25%	34%
Analysis of documents	30	18%	25%
Retention of Talents	53	33%	45%
expectations of Talents	1	1%	1%
Others	1	1%	1%
Total	163	100%	138%

**Interpretation:** - It is inferred from that above table the majority of companies 32 % had issues retaining talents, 24% said they had issues with managing talents in the wider workforce, 23% of Companies had issues with attracting talent in the first place, 19 % of companies had issues with Analysis of documents, 1 % of companies had issues with managing the expectations of talents and others. Managing the expectations of talents was a greater issue in smaller company than larger one

- 28% of respondent have joined IT company for good pay packages.
- 81% of respondents hold total experience between 0-5years.
- 81% of respondent are serving current organization between 0-5years.

**LIMITATIONS OF THE STUDY**

Despite the fact that very reliable results that may also be generalized have been arrived at, the investigator would like to point out some unavoidable limitations that have entered into the study. They are stated below:

1. Since the study is an individual effort, the primary data required for the study are collected from 125 respondents (around 10% of total population) only.
2. The study has time constraints.

**FINDINGS**

- The maximum number of respondents were male 76%
- The maximum 54% respondents are age of 26-35.
- 27% of respondents marital status was single
- 57% of respondents educational qualification was Graduate
- 64% of respondents earn below Rs. 30,000.

**CONCLUSION**

Thus based on present research survey a carefully fit talent management is the need of great importance for IT associations to address the influential needs of gifts, better approaches for taking a glimpse at additional into the individual issues and needs of the workers. In a work concentrated nation like India, organizations should remember, the gigantic undiscovered potential. For a people based industry like IT area utilizing and tapping potential would be critical for accomplishing hierarchical perfection Practice. The IT organizations put resources into talent management practices yet it is not seen over all the organizations in the IT sector. There is need to ensure reinforce the talent management frameworks in organizations. In spite of the fact that workers are happy with the common Talent management hones, there is extent of change. The workers see the formative open doors as the way to ability administration. In any case, this is for all intents and purposes not the entire truth, as the integrative approach of talent management is the Best



### Acknowledgement

This work was a part of PhD thesis “Human Resource Management in Information Technology Sector in India with Special reference to Madhya Pradesh” in the Devi Ahilya Vishwavidyalaya, Indore, (MP) India.

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