AN EMPIRICAL STUDY ON RECENT TRENDS OF TALENT ACOUISITION PRACTICES IN IT SECTOR OF INDIA

PROF HARSHITA SHRIMALI

FACULTY OF MANAGEMENT STUDIES. PACIFIC UNIVERSITY.

ABSTRACT

IT sector being the hot sector is known to generate highest number of opportunities for the talented youth.

Researchers have an opportunity to bring clarity and thought leadership to a popular topic that lacks coherence and rigor.

Talent management is not only to select the appropriate talent, but to manage existing talent effectively and efficiently, with high motivation, commitment, and maximizing performance of added value.

The real challenge would be how we are able to incorporate all the sub systems & help them in achieving the ultimate goal-exceptional performance. In a high performance driven industry like IT, this becomes all the more important. People have to be groomed to get in tune with the performance culture. Creating an environment that stimulates the creation of knowledge, its sustenance & its dissipation throughout the organization will be the challenge for organizations. Meeting this organizational supply and demand requires the right "Talent DNA" and supporting technology solutions. By implementing an effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

KEYWORDS: Talent management, IT sector, recent trends, india

REFERENCES

Anand, P. (2011). Talent development and strategy at telecom major Bharti Airtel. Strategic HR Review, 10(6), 25-30.

Ann All, "Suggestions on Attracting, Retaining Talent in India", IT Business Edge, www.itbusinessedge.com, 2007.

Barney, J., Ketchen, D. J., & Wright, M. (2011). The future of resource-based theory: Revitalization or decline? Journal of Management, 37(5), 1299-1315.

Barron, T. (2004). The Link Between Leadership Development Retention. T+D, 58(4), 58-65.

- Becker, B., Beatty, D., & Huselid, M. (2009). Differentiated Workforce: Transforming Talent into Strategic Impact: Harvard Business School Press Books.
- Becker, C. D., Fineman, M. R., & Freedman, R. J. (2004). Best Practices in talent management from a study of American and European multinationals. Report conducted by ORC Worldwide on behalf of Industrial Relations Counselors Inc.

"Get the best Practice to Retain Talent", Sandeep, September 2011, indiatoday.in/story/supplements/1/153077.html

Resource Management Review, 21(3), 159-161.

Bereno, A. (2011). Maximizing workforce analytics. HR Professional, 28(2), 24-24.

Berta, D. (2006). Leadership development bolsters employee retention. Nation's Restaurant News, 40(37), 18-18.

Bhatnagar, J. (2007), "Talent Management Strategy of Employee Engagement in Indian ITES employees: Key to Relations", 29: 640-663.

Bhattacharya, C. B. et al., "Using CSR to Win the War of Talent", MIT Sloan Management Review, Winter 2008, Vol. 49, No. 2.

- Biggs, E. L. (2004). CEO succession planning: An emerging challenge for boards of directors. Academy of Management Executive, 18, 105-107.
- Black, J. S., Morrison, A. J., & Gregersen, H. B. (2000). Global explorers: The next generation of leaders. New York: Routledge.
- Boudreau, J. W., & Ramstad, P. M. (2005a). Talentship and the New Paradigm for Human Resource Management: From Professional Practices to Strategic Talent Decision Science. HR. Human Resource Planning, 28(2), 17-26.
- Boudreau, J. W., & Ramstad, P. M. (2005b). Where's Your Pivotal Talent? Harvard Business Review, 83, 23-24.
- Corporations. British Journal of Management, 19(4), 320-342.
- Bryan, L. L., Joyce, C. I., & Weiss, L. M. (2006). Making a market in talent. The McKinsey Quarterly, 2: 98–109.
- Burbach, R., & Royle, T. (2010). Talent on demand? Personnel Review, 39(4), 414-431.
- Byham, W. C. (2003). Taking your succession management plan into the 21st century. Bridgeville, PA: Development Dimensions International (www.ddiworld.com).
- Cafolla, L. (2006). Extreme talent: Management training at HSBC. China Staff, 12(9), 9-11.

- Caligiuri, P., & Tarique, I. (2009). Predicting effectiveness in global leadership activities. Journal of World Business, 44(3), 336.
- Caligiuri, P., Tarique, I., & Jacobs, R. (2009). Selection for international assignments. Human Resource Management Review, 19(3), 251-262.
- Calo, T. J. E. I.-C. P. (2008). Talent Management in the Era of the Aging Workforce: The Critical Role of Knowledge Transfer. Public Personnel Management, 37(4), 403-416.
- Cantrell, S. (2008). Workforce of One: Revolutionizing Talent Management Through Customization. Harvard Business School Press Books, 1.
- Cappelli, P. (2008). Talent Management for the Twenty-First Century. Harvard Business Review, 86, 74-81.
- Gordon, J.R., K.S. Whelan. 1998. Successful professional women in midlife: How organizations can more effectively understand and respond to the challenges. Academy of Management *Executive* 12: 8-24.
- Gratton, L. (2010). The Future of Work. Business Strategy Review, 21(3), 16-23.
- Gratton, L. (2011b). Workplace 2025—What will it look like? Organizational Dynamics, 40(4), 246-254.
- Guerci, M., & Solari, L. (2012). Talent management practices in Italy implications for human resource development. Human Resource Development International, 15(1), 25.
- Guthridge, M., McPherson, J. R., & Wolf, W. J. (2009). Upgrading talent. The McKinsey *Ouarterly*(1), 61.
- ROI. Journal of Business Strategy, 32(6), 4-13.
- Hartley, D. (2004) Digital Beat. TD, 58(3), 22 25
- Harttig, M. A. M. A. (2010). Global Workforce Planning. Benefits & Compensation International, 40(1), 19.
- Hassi, A. (2012). The impact of culture on corporate training design: a review of the current state of knowledge. International Journal of Human Resources Development & Management, *12*(1/2), 119-139.
- Hedricks, C. A., Robie, C., & Harnisher, J. V. (2008). Creation of Norms for the Purpose of
- Hieronimus, F., Schaefer, K., & Schroder, J. (2005). Using branding to attract talent. The McKinsey Quarterly(3), 12-14.
- Hills, A. (2009). Succession planning or smart talent management? *Industrial & Commercial* Training, 41(1), 3-8.
- Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. Review of General Psychology, 9, 169-180.
- Holland K. (2008, February 24). "Working all corners in a global talent hunt", The New York Times. www.nytimes.com.
- Hollenbeck, G. P. (1994). CEO selection: A street-smart review. Greensboro, NC: Center for Creative Leadership.

- Huselid, M. A., & Becker, B. E. (2011). Bridging Micro and Macro Domains: Workforce Differentiation and Strategic Human Resource Management. Journal of Management, *37*(2), 421-428.
- Huselid, M.A. (1995) The impact of human resource management practises on turnover, productivity, and corporate financial performance. Academy of Management Journal. 38, 635 -672
- IDS (2000), Improving staff retention, IDS Studies No. 692, July 2000.
- IDS (2004), Improving staff retention, IDS HR Studies No. 765, Jan 2004.
- Iles, P., Chuai, X., & Preece, D. (2010). Talent Management and HRM in Multinational companies in Beijing: Definitions, Differences and drivers. Journal of World Business, *45*(2), 179.
- Inkson, K., Carr, S., Edwards, M., Hooks, J., Johnson, D., Thorn, K., & Allfree, N. (2004). From Brain Drain to Talent Flow: Views of Kiwi Expatriates. University of Auckland Business *Review*, 6(2), 29-39.
- Jackson, S., Schuler, R., Lepak, D. P., & Tarique, I. (2011). Human Resource Management Practice and Scholarship: A North American Perspective. In C. B. a. W. Mayrhofer (Ed.), Handbook of Research in Comparative Human Resource Management: Edward Elgar Publishing.
- Jiang, T., & Iles, P. (2011). Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China. Journal of Technology Management in China, 6(1), 97-110. doi: 10.1108/17468771111105686
- Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: toward a definition and a model. Journal of International Business Studies, 37(4), 525-543. doi: 10.1057/palgrave.jibs.8400205
- Jonathan P. Doh et al., "How to Retain Talent in India", MIT Sloan Management Review, Fall 2008, Vol. 50, No. 1
- Joyce, W. F., Nohia, N., & Roberson, B. (2003). What really works: The 4 + 2 formula for sustained business success. New York: Harper Business.
- Kavanagh, M. (2010). Rising demand reveals shortage of talent, Financial Times, p. 3. Retrieved from http://search.proquest.com/docview/518815823?accountid=13044
- Kazmin, A., Pearson, S., Robinson, G., & Weitzman, H. (2011). Talent shortage adds to growth strains. Financial Times, Retrieved from p. 9. http://search.proguest.com/docview/867841198?accountid=13044
- Mobley, W. H. (1982). Employee Turnover: Causes, Consequences, and Control. Addison-Wesley Publishing, Philippines.
- Molloy, J. C., & Noe, R. A. (2010). 'Learning' a living: Continuous learning for survival in today's talent market. In S. W. J. Kozlowski & E. Salas (Eds.), Learning, training, and

- development in organizations. (pp. 333-361). New York, NY US: Routledge/Taylor & Francis Group.
- Nguyen, B.Q. 2008. Tomorrows' workforce: The needs for immigrant workers and strategies to retain them. Public Personnel Management 37: 175-184.
- Organization and Leadership Practice McKinsey & Company, "The War for Talent", 2001
- Parry, E., Stavrou-Costea, E., & Morley, M. J. (2011). The Cranet international research network on human resource management in retrospect and prospect. Human Resource Management Review, 21(1), 1-4.
- Pattan, J.E. (1986) Succession management, 2: management selection. *Personnel*, 63(11), 24 34
- Payne, S. (2008). Talent shortage has become 'critical business issue'. Oil & Gas Investor, 28(4), 44-44,46.
- Peters, L. H., Greer, C. R., & Youngblood, S. A. (1997). The Blackwell encyclopedic dictionary of human resource management. Cambridge, MA US: Blackwell Business/Blackwell Publishers.
- Pfeffer, J. (1994). Competitive Advantage Through People: Unleashing the Power of the Workforce. Boston: Harvard Business School Press
- Piansoongnern, O., & Anurit, P. (2010). Talent Management: Quantitative and Qualitative studies of HR practitioners in Thailand International Journal of Organizational *Innovation*, 3(1), 280-302.
- Preece, D., Iles, P., & Chuai, X. (2011). Talent management and management fashion in Chinese enterprises: exploring case studies in Beijing. The International Journal of Human Resource Management, 22(16), 3413.
- Progoulaki, M., & Theotokas, I. (2010). Human resource management and competitive advantage: An application of resource-based view in the shipping industry. Marine Policy, 34(3), 575-582.
- Rappaport, A., E. Bancroft, and L. Okum. 2003. The ageing workforce rises new talent management issues for employers. Journal of Organizational Excellence Winter, 55-66.
- Schuler, R. S., & Tarique, I. (2007). International human resource management: a North American perspective, a thematic update and suggestions for future research. *International* Journal of Human Resource Management, 18(5), 717-
- Tyler, K. (2006). Retaining Repatriates. HR Magazine, 51(3), 97-101.
- Tymon, W. G., Jr., Stumpf, S. A., & Doh, J. P. (2010). Exploring talent management in India: The neglected role of intrinsic rewards. Journal of World Business, 45(2), 109.
- Vaiman, V., Scullion, H., & Collings, D. (2012). Talent management decision making. *Management Decision*, 50(5), 925-941.

Online available at indianresearchjournals.com

- van der Heijden, J. A. V., van Engen, M. L., & Paauwe, J. (2009). Expatriate career support: predicting expatriate turnover and performance. International Journal of Human *Resource Management, 20*(4), 831-845.
- Van Loo, J., De Grip, A., & De Steur, M. (2001). Skills obsolescence: causes and cures. International Journal of Manpower, 22(1/2), 121.
- Vancil, R. (1987). Passing the baton. Boston: Harvard University Press.