

**A STUDY ON THE VARIOUS TALENT MANAGEMENT PRACTICES
CONDUCTED BY INFORMATION TECHNOLOGY SECTOR INDUSTRIES
UNDER PANDEMIC CIRCUMSTANCES:
A STUDY WITH SPECIAL REFERENCE TO COMPANIES IN PONDICHERRY**

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ABSTRACT

Indian economy since the pre and post-opportunity time span has seen an extraordinary change from an agrarian economy to a data based economy consequently making a data based workforce and affiliations. With the distinction true to form, the learning turned out to be all the more astounding and need subsequently making ruin and high-pace change in the character of the work in a relationship regardless, making a situation where man-made mental ability is replacing human understanding. The current representatives are more genuine to the extent capacities, pay-groups, and besides work difficulties. Amidst all of these changes, the current weakness and crisis floating the entire world for instance .the Corona Virus pandemic which has compelled essentially all relationship to recognize virtual learning and virtual data sharing as a genuine edge and changing virtual-reasonable learning and correspondence structure. It is ideal time when the organization of the affiliation needs to begin a widely inclusive procedure towards virtual learning and data offering to an away from of up-skilling its workforce to new normals during and post-pandemic. The new common norms will get new troubles of another plan of aptitudes and capacities likewise, operational cycles to revive the wrecked economy and business challenges.

KEYWORDS: *Indian Economy, Pre and Post-Opportunity Time Span, Corona Virus Pandemic.*

Introduction

The intense change of the Indian economy has supplanted the current HR Practices with inventive HR Practices like preparing is supplanted with ability and information the board and information which is considered to have a vital unmistakable quality behind authoritative achievement. Associations are giving more accentuation on capabilities and immaterial assets as an upper hand (Kiesling and Harvey, 2006). A large portion of the information which goes about as a source is of implicit kind (McDonnell et al., 2007) which is hard to be recorded and shared as it is established in individuals' activities and encounters.

The overall economy has gone for a toss amidst the COVID-19 pandemic. Basically, Indian economy is seeing its steepest droop since opportunity. India is working in an uncommonly sensitive atmosphere on account of the pandemic. The cross country lockdown has set off a couple of other VUCA factors influencing the Indian economy. Confederation of Indian Industry (CII) assembled data of 200 CEOs across India of which 52% of the respondent CEOs have predicted work mishaps in their different territories. They have also anticipated a fall in earnings by around 10% and a dive in advantages by 5%. Various troubles that have been set off by the pandemic are business movement, low specialist motivation, working indirectly, reductions, etc.

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The prime target for any association in the current circumstance is perseverance, thriving and reasonable organization of the human workforce. Henceforth, Human Resources expect a huge part in this pandemic time. This has obliged affiliations and industry partitions across geologies to re-try their HR frameworks to have the alternative to proceed through VUCA times. All the while, capacity the chiefs is seen as of prime centrality similar number of affiliations are doing combating to realize ground-breaking capacity the board practices to help through the current atmosphere.

This study presents pieces of information into the Information Technology (IT) Industry with respect to a pandemic scene. While the scene of COVID pandemic in the year 2020 has incited the rest of the endeavors engaging, business for tech industry has been steady. A report by India Brand Equity Foundation (2018) shows that the Indian IT Industry is one of the fastest creating endeavors in India and has expected a huge capacity in growing India's detectable quality in the overall market.

It is of most outrageous criticalness that affiliations today should set up a wide action plan keeping an eye on a segment of the huge issues like the repercussions of capacity and data the chiefs post-COVID-19 and improvement of aptitudes abilities and data among the workforce through a virtual learning atmosphere. It should moreover focus in on the different gadgets and methodologies to be considered to execute a good virtual learning atmosphere, assessment of the cost of getting the hang of with respect to virtual learning atmosphere, aptitudes data, and abilities made in relationship with ampleness in execution. The affiliations need to characterize imperative plans to make learning through virtual sort a standard practice and consistent procedure sooner rather than later.

Review of Literature

Sheokand and Verma (2015) found that ability the executives idea is emerging bit by bit in the present business circumstance. The HR also called as the HR of the affiliations fill in as the primary section of achieving genuine edge and now, the affiliations that work at an overall level have started to comprehend their value and hugeness. The investigation gave a separated overview subject to various examinations that were driven previously and they found that in the 21st century, the possibility of capacity the board is debatable yet it unquestionably prompts a high performing affiliation.

Oladapo (2014) expressed that when an organization is fruitful in holding its top/key ability, it certainly affects the productivity of that association and he additionally referred to that if the association can deal with its ability successfully by having the best ability the executives rehearses, it will be valuable in the long haul for the organization. He likewise expressed that holding the representatives is reliant on having the best ability the board rehearses and for that the associations need to have an essential comprehension of the idea of ability the executives.

Sireesha and Ganapavarapu (2014) exhibited that capacity the load up is connected to getting the advantageous individual for the ideal work at the ideal spot and moreover at the right time. For this, the affiliations need to perceive how its laborers will act in future and getting them to act extraordinary comparable to the past to improve results. A complete target of capacity the board practices or ventures realized by the association should be to get the ideal people for the right situations to make the association productive anyway this goal isn't that easy to achieve as it sounds.

Rana and Abbasi (2013) considered the effect of ability the executives and worker turnover on the effectiveness of the association in Pakistan's telecom area. They discovered that all the factors are decidedly related and directly affect one another. These days, just those associations increase an upper hand and become fruitful who viably deal with their skilled representatives.

Hanif and Yunfei (2013) referred to that different rehearses identified with ability the executives assume a significant function for persuading and hence holding the ability in the association. Diverse human asset capacities like enlistments, preparing, execution the board, progression arranging and so forth assume a significant part in the joining of powerful ability the executives rehearses. The effective execution of these methodologies identified with ability management has a gigantic positive effect on the business results of any organization and on the profitability and productivity of its worker execution too.

Kaur (2013) communicated that overall affiliations or multinationals imagine that it's difficult to manage their capacity when diverged from the close by or public associations yet some of them have genuinely tried to beat this test. Investigation demonstrated how the affiliations can effectively manage their capacity by making and holding them reasonably as they are the drivers of the accomplishment.

Khoram and Samadi (2013) thought about the association between managing the capacity and definitive creative mind and practicality in the monetary business. They stepped through examination of 202 respondents for driving their investigation and their assessment revealed that there is positive association between various leveled creativity, ampleness and capacity the heads.

Sastry (2013) communicated that the representatives that have the essential aptitudes, capacities and data legitimate for making a particular demonstrating is known as the capacity of the affiliation. If the capacity the board patterns of the association are capable and clear, by then, it makes a work culture where the delegates can work on developing their abilities and aptitudes which subsequently will help them with setting themselves up for the changing business atmosphere and besides the changing positions and commitments.

Kehinde(2012) investigated the impact of ability the executives on the show of the affiliation. The assessment showed that it decidedly influences the overall display of the affiliation. It in like manner alluded to that unique worldwide and public associations are doubtlessly benefitted by the capacity the chiefs practices anyway the little and medium assessed associations are not expanding any great situation because of these practices in the business atmosphere of Nigeria.

Haghparast, Moharamzadeh and Mohamadzadeh (2012) thought about the impact of ability the board on the authoritative benefit and accomplishment. For any relationship, to grow, ground-breaking capacity the board is fundamental. It is central to utilize talented resources in light of the fact that with their help essentially the affiliations can expand a genuine edge watching out.

Singh, Sharma and Garg (2012) expressed that in the time of globalization and colossal horrible contention, capacity the load up had become the need vital. The affiliations accordingly should understand their middle capacities if they need to overpower their opponents. Thusly, to succeed, affiliations should focus in on enlisting the best capacity that has the energy and guarantee to endeavor to achieve its destinations and objectives and purposely send them to profit by them.

Kamil, Hamid, Hashim and Omar (2011) communicated that to grow brisk and to achieve first class, all the affiliations need to meld incredible capacity the board frameworks. They in like manner demonstrated that the associations that consider capacity the chiefs as an essential activity will gain more unmistakable ground levels and will similarly have the alternative to proceed with it for long stretch. The examination furthermore contemplated that the capacity the chiefs isn't just a movement of the human resource division yet it is a fundamental bit of the overall progression of the affiliation.

Snell (2011)referred to that the HR are the best assets for all affiliations and therefore, they should be generally directed and managed. It's the agents simply that make a motivating force for the association and its thriving is totally dependent upon their aptitudes and capacities. However, the business bosses likewise the HR directors don't have clearness regarding how they can use these resources for exceptional business results.

Bano, Khan, Rehman and Humayoun (2011) found that capacity the board has constructive outcome on the mindset of the delegates and moreover the legitimate execution. They moreover surmised that affiliations which need to build advantage over their opponents need to take reasonable measures to manage their capacity pool.

Khatri, Gupta, Gulati and Chauhan (2010) referred to that the affiliations need to detail an incredible capacity the board philosophy to suitably regulate and hold the capacity and should reliably consider it one of the fundamental abilities to fill in the dynamic business conditions.

Sahoo and Prasad (2010) expressed that getting and holding great ability has gotten perhaps the most basic issues for the human asset division nowadays. It squeezes the organizations as their prosperity is subject to their human resources. There are two most significant components for working together for each organization and that are time and cost.

Farndale, Scullion and Sparrow (2010) contemplated the job of corporate human asset work in dealing with the ability of the association on a worldwide level. They likewise featured that dealing with the worldwide ability has become another zone of worry for the associations in the current situation. Collings and Mellahi (2009) expressed that the associations which have ability the board rehearses set up have improved execution and efficiency. Also, to accomplish this, they need to build up their high performing labor force to fill the top positions.

Hughes and Rog (2008) referred to that ability the board is a type of a business technique that helps in making representative enlistment, commitment and maintenance of the gifted workers effective inside various associations. The exploration recognized different components that are needed for the compelling implementation of the ability the board techniques. They reasoned that with the assistance of ability the board, the operational and furthermore the monetary execution of the organization improves by and large.

Ashton and Morton (2005) expressed that the ability the executives practices and all the frameworks and cycles identified with this should be appropriately lined up with the corporate objectives and targets to accomplish extraordinary business development and benefits.

Objectives of the Study

The objectives of the study are

- To explore the talent management practices undertaken by organizations across the IT Industry in Pondicherry to sustain through a pandemic driven VUCA environment
- To establish a framework based on identified Talent Management practices.

Research Methodology

Research methodology is a method to solve the research problem research systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from the following sources. The study is exploratory in nature and subjective information has been gathered from different essential and optional sources. Broad writing survey was directed by researching diaries, research papers, authoritative reports, government reports, media reports and articles accessible on web which contributed hugely in giving guidance to the work. The novelty of the subject requested a top to bottom subjective investigation which helped in recognizing ability the board rehearses received by the Indian innovation area to continue through a pandemic driven climate.

To identify the above on a deeper level, smaller sample sizes were accumulated through semi-structured questionnaires. The primary data-based study comprised of senior Human Resource (HR) professionals and Subordinate employees from organizations across the IT Industry in Chennai. 50 HR professionals from the IT industry were approached based on their experience in the industry and roles in their respective organizations, participation in IT related conferences, explicit knowledge on forums, presence on social media (such as LinkedIn) and such related factors. From those who responded affirmatively, 20 participants were chosen on the basis of purposive sampling. The survey sessions with the respondents gave author the opportunity to get detailed responses.

Responses of the Interviewed

Talent Management practices undertaken by IT organizations in Pondicherry to sustain through a pandemic driven environment.

- **Respondent 1**
 - Our association is attempting to establish a unified climate (Central ERP) where one can discover nitty gritty profiles of all workers across the association. This will be useful for driving drawing in conversations with customers. Eg: while pitching to customers, deals group will approach accessible assets inside the firm which can really tackle customer necessities.
 - Employee life cycle has gone virtual – association has thought of methodologies, for example, turning out online testicles, leading virtual meetings including an innovative web based on boarding.
- **Respondent 2**
 - We won't be cutting wages of our workers while a few organizations have been doing this, we indeed plan to give extra advantages to our representatives during this time. How you treat your workers in this emergency circumstance will have any kind of effect and they will recollect what you did to them when they required you the most.
 - We have been attempting to draw in with our workers practically. Group gatherings occur over zoom, we have likewise dispatched a side interest club – photography is one of the regions, there's another pastime club for perusing tied up with Maxter and we have as of late dispatched a cooking club also where you can grandstand your culinary aptitudes through recordings and so forth.
- **Respondent 3**
 - We have an idea of seat in the IT business. Seat alludes to those representatives who are not chipping away at any venture until further notice however stay on the rolls and gets standard compensations. We will keep paying compensations to seat workers as this is a transitory stage and we will require them for new ventures once the lockdown closes.
 - We have been using this time and putting resources into workers by doing a ton of up skilling and cross skilling.

- **Respondent 4**
 - Providing up skilling platforms to employees – The organization has recently started with a virtual L&D platform which can be downloaded as an app and is user friendly. Eg: .Eg: Managers encourage their respective teams to take up various up skilling sessions. Based on the sessions attended, employees are assigned projects to give real time exposure.
 - Employee life cycle has gone virtual – organization has come up with strategies such as rolling out online testes, conducting virtual interviews including a creative online on boarding.
- **Respondent 5**
 - The whole lifecycle of employees is digital from on boarding to exit. Although this has been in place for quite some time in our organization but have been piggy banking and making the right use of these digital platforms for engaging with the workforce in the current scenario. Eg: We have an application on cloud which can be downloaded on the mobile and once this application gets downloaded they can see what is going on in the organisation, there is also a help desk tool embedded in that (like a chatbot), they can put up their general queries which gets redirected to the concerned person at the help desk etc.
- **Respondent 6**
 - Our mantra is “we are far yet connected”
 - We have enabled a cloud platform which can be downloaded on phone. Employees can attend town halls, read any updated shared by CEO. Through this one app they can totally stay connected.
 - We have created a formal group of communication on whatsapp. Leaders have been added on that group, they keep communicating with their teams on a regular basis through this.
- **Respondent 7**
 - One of the focus areas in the current scenario is employee engagement. We have set protocols for team leaders on how they should connect with their teams eg virtual tea parties, team building games etc.
 - Mental health and well-being of employees’ is of utmost importance. Keeping this in mind we are working around various strategies
- **Respondent 8**
 - We have gone completely virtual. We have been trying to communicate, engage and connect with our employees at an optimal levels as too much nudging is annoying when you have deliverables at hand. We are slowly gradually giving them nuggets to pick on things that are entertainment related, fitness related, things that are enabling them to learn.
 - Virtual games for employee engagement are rolled out on a weekly basis especially on Fridays.
- **Respondent 9**
 - We have encouraged our employees to work from home. For existing employees promotions will continue but no salary increments will be introduced for now. Also, we will continue hiring for new joiners; no offers will be deferred.
- **Respondent 10**
 - For acquiring talent with niche skills we have strengthened our internal talent acquisition team because hiring consultants adds on to the cost. We have also introduced an employee referral programme ; anyone who gives a reference is paid bonus or incentive so instead of giving money to a consultant you are paying to your own employees.
- **Respondent 11**
 - We have tie up with vendors who provide bunch SMS service. In this way, it becomes easier to communicate important messages through one click and it gets delivered to all employees across the organization.
 - We have also initiated a campaign called let's do it together where employees can share stories about how they are spending time in lockdown, how are they helping in daily chores etc.

- **Respondent 12**

- Virtual recognition of employees on how they did something extraordinary or have delivered out of their core work even in such challenging situations
- Ensuring sufficient logistics to fulfil employee needs for efficient working like IT assets.
- We have created a virtual on boarding programmes for new joiners.

Findings and Analysis

The above structure has been inferred based on reactions given by individual members that have been examined at length in the previous segment on "Conversations"

The system is partitioned into two classifications:

- **High Priority Talent Management Practices** – This class signifies those ability the executives rehearses that came up as basic practices in the reactions given by talked with experts. This suggests that these practices were executed by numerous associations to support through a pandemic climate.
- **Low Priority Talent Management Practices** - This class signifies those ability the board rehearses that were just executed by specific associations to counter their individual difficulties. This suggests that while these practices can be executed by explicit associations, it probably won't have an industry wide effect on counter current circumstances.

The system recommended above can go about as a base model for different ventures that have been attempting to continue through this time of worldwide emergency.

Conclusion

Indian business economy is working in a pandemic driven scene. There are a few challenges that have arisen in this time affecting numerous associations and businesses. While the episode of COVID pandemic in the year 2020 has prompted the remainder of the ventures devastating, business for tech industry has been consistent. Associations over the innovation area in Pondicherry have executed imaginative ability the board rehearses that has helped them support and give a serious edge in this quickly changing pandemic climate. The work has takeaways for academicians, specialists and above all corporate experts and vital business pioneers.

The Talent Management structure recommended in this examination can fill in as a base model for associations in different enterprises that have been confronting comparable conditions and have been attempting to support through this time of worldwide emergency. The mechanical and scholarly specialists can promote profound jump into the investigation by applying quantitative methods. They can research the effect of ability the board rehearses on different pandemic challenging factors and comprehend the connection between the two which will thus, encourage HR administrators to suggest best practices for their organizations.

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