

Exploring the Impact of Evolving Roles of Talent Acquisition and Talent Management in IT Industry

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ABSTRACT

Talent Acquisition and Talent Management practices have undergone a drastic change over the last 2 decades. The changing role of Talent Management has contributed greatly to increasing the employee engagement in many organizations. Studies have also established a link between these practices and the general employee productivity and output, and also attrition rates. The pandemic has led to the workplace being a roller coaster in terms of retention and arresting attrition. The beginning of pandemic had led to turnovers. However, with changing workplace dynamics and changing preference in terms of benefits, job hopping and attrition is on the rise again. Dynamic changes are being introduced in the benefits scheme. Another thing that has come to the forefront is the preference of people to maintain a decent work-life balance. Mental health has been a priority for most organizations. It is imperative to reduce the turnaround time, time to hire and also keep the cost to hire less. Smooth interview experiences can leave a long term lasting impression for the employee and can help in branding of the organization as well.

There has to be an introduction of reverse mentoring programs which ensures two-way learning. Dynamic learning opportunities have to be designed as per the needs and preferences of the individual. More stress should be laid on shorter video formats and gamification to ensure development.

Organizations have had to adapt to the dynamic IT workplace and its demands and implement new Talent Acquisition and Management practices. This study attempts to explore the impact of evolving roles of

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Talent Acquisition and Talent Management in IT industry. The primary motivation is to investigate and determine the changes taking place in IT workplace, mostly in a remote setup, and how they are affecting the workplace as a whole.

Findings: Although a positive relation was found between new ways of working with evolving Talent Acquisition and employee productivity, an alarming number of grievances were also found while doing Qualitative Research. 63.2% of respondents had internet connectivity issues, while 57.9% suffered from lack of ergonomic setup that is found in office. Work Life balance, Unregulated working hours and lack of Team connect seem to be the most worrying signs, all of them scoring more than 70% in everyone's concern list. But the productivity does not take a high hit as brainstorming and problem solving are least reasons for concern with 20% of the votes. Thus, it can be concluded that although the new ways of working are proving to be beneficial to employees, there are many roadblocks yet which need to be addressed to make a seamless transition, with as many as 82.5% wanting to go back to the old ways of working in the long run.

Implications: The findings indicate a strong correlation between work efficiency and employee satisfaction arising out of evolving roles of Talent Acquisition and Talent Management.

Keywords: *Talent Acquisition in IT, Talent Management in IT, AI and ML in Recruiting, Employee Satisfaction, Digitalization in HR*

INTRODUCTION

With the onset of the 21st century, the basic organizational structure of work is being challenged. With the advent of the digital age and agile workplace, retaining and managing that talent also requires new methods that are evolving at a fast pace to keep up with these changes. Newer technologies and the recent COVID-19 crisis has pushed us more into exploring these newer ways of recruiting and retaining employees. Over the years, several HRM activities have been introduced by researchers that have the potential to enhance and maintain organizational performance. Such activities focus on employee selection based on fit with the culture of the organization, emphasize on actions, attitude, and essential technical skills needed by the job, performance-dependent compensation, and encouragement of employees to promote team work, among others, are included (Barney, 1991). Competence of a firm in leveraging and

utilizing the infrastructure improves talent management, which in turn makes implementation of a more environmentally sustainable strategy of operations to increase the said company's performance (Benitez-Amado & Fernández-Pérez, 2015). Consistent HR management behaviors impact employee actions to accomplish organizational objectives and enforce the operational processes of the organization (Ahmad & Schroeder, 2003). Despite new developments and high market competition, human and intellectual capital become a critical resource for an organization to survive and compete in the marketplace in the long term (Beheshtifar & Nekoei-Moghadam, 2012; Farndale & Sparrow, 2010). The better companies value their human resources. They understand the value of effective talent management and acquisition techniques, so as to minimize any additional overhead by efficient and full utilization of its talent pool (Irtaimah & Khaddam, 2016). Adoption of AI influences the actual usage of Machine Learning and AI for talent acquisition and that is the dominating trend we can see across the board (Pillai & Sivathanu, 2020). We will be taking a deep dive into these techniques and strategies that can be integrated cross industries and implemented for the betterment of IT services. This study delves into how the adoption of new strategies and technologies can help in effective talent acquisition and talent management across the board and is targeted towards employees and employers in the Information Technology and ITES industry. The purpose of this study is to explore the impact of evolving roles of Talent Acquisition and Talent Management in IT industry. The primary motivation is to investigate and determine the changes taking place and how they are effecting the workplace as a whole.

LITERATURE REVIEW

The varying processes of talent acquisition and management have a big impact on the job satisfaction. It is important to understand this relationship, with the help of tools like surveys on 'job satisfaction' and questionnaires distributed among the employees of an organization. The literature produced from October 2009 through August 2020 in various journals was electronically sourced for brief ideas on the topic. Two papers named, "HR disruption—Time already to reinvent talent management" by Lisbeth Claus and "Adoption of artificial intelligence (AI) for talent acquisition in IT/ITeS organizations" by Rajasshrie Pillai, Brijesh Sivathanu were selected to get a broader horizon of knowledge on this subject. These

papers have helped in the detailed understanding of the practices in place today, and of the revamped practices that industries are following or planning to follow henceforth, or more importantly, the need to restructure existing practices or introduce new ones in light of COVID. The importance of an ever-adapting and evolving talent management body and how crucial its smooth functioning is, is further highlighted by the research covered in these papers. The publications were searched using the primary keywords: Talent Acquisition, Talent Management, AI in recruitment, Employee Satisfaction, People Analytics. To co-relate the theoretical principles with the ongoing changes in the workforce around the globe, we used a combination of analytical and sampling approaches. Research gaps were identified in the existing papers and articles, and co-related with ours, especially areas pertaining to the correlation between the new talent management practices and employee satisfaction, and the pulse of the employees regarding these new practices, with special emphasis on changes in the process and overall talent management operational structure post the pandemic. How the industry should plan ahead and how to tackle the changes in the practices is something these papers has tried to venture deeper into and understand via the pulse of the employees themselves.

Benitez-Amado, Jose and Llorens Montes, Francisco and Fernández-Pérez, Virginia (2015) examined the impact of information technology (IT) on talent management and operational environmental sustainability and propose a model in which IT infrastructure capability enables the firm's operational environmental sustainability through talent management. In this paper, test the proposed model using the structural equation modelling technique with an innovative secondary data set collected for a sample of 63 large Spanish firms. And find that a firm's proficiency in leveraging IT infrastructure improves the management of talent, which in turn enables execution of a more environmentally sustainable operations strategy to increase firm performance. This paper has three key contributions. First, as the first study of talent management in the context of IT and environmental sustainability, it provides a better understanding of the concept of talent management. We explain theoretically and test empirically how IT infrastructure capability influences operational environmental sustainability through talent management. Second, since we find that IT infrastructure capability increases firm performance through talent management and operational environmental sustainability. In this paper, also improves knowledge of how IT infrastructure capability influences

firm performance. Finally, this study advances theoretical conceptualization of operational capabilities, and the relationships between IT infrastructure capability and dynamic and operational capabilities.

Ahmad and Schroeder (2013) examined the interest in strategic human resource management (HRM) has spawned a number of empirical research studies that investigated the impact of HRM practices on organizational performance. However, very little attention has been paid to address the impact of HRM practices on operations management and to generalize the findings across countries and industries. In this study, attempts to generalize the efficacy of seven HRM practices proposed by Pfeffer in the context of country and industry, focusing primarily on the effects of these practices on operations. The findings provide overall support for Pfeffer's seven HRM practices and empirically validate an ideal-type HRM system for manufacturing plants.

Barney (1991) examined the firm resources and sustained competitive advantage. Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable over time, this article examines the link between firm resources and sustained competitive advantage. Four empirical indicators of the potential of firm resources to generate sustained competitive advantage—value, rareness, imitability, and substitutability—are discussed. The model is applied by analyzing the potential of several firm resources for generating sustained competitive advantages. The article concludes by examining implications of this firm resource model of sustained competitive advantage for other business disciplines.

Beheshtifar, Malikeh and Borhani, Hossein and Nekoei-Moghadam, Mahmood (2012), examined the destructive Role of Employee Silence in Organizational Success. In this paper, they are also studied about employees are regarded as major sources of change, creativity, learning, and innovation, which are critical factors to the success of organizations. However, many employees choose not to voice their opinions and concerns about matters in their organizations. Silence can convey approval and sharing or disfavour and opposition, thus becoming a pressure mechanism for both individuals and organizations.

Claus (2019) examined the HR disruption—Time already to reinvent talent management. Here, mentioned rapid changes in demographics, technology and globalization have considerable global implications for work and the worker. This new context is also disrupting talent management as known for the last two decades.

Necula and Strîmbei (2019) examined people Analytics of Semantic Web Human Resource resume for Sustainable Talent Acquisition. The purpose of this study was to define a data science architecture for talent acquisition. The approach was to propose analytics that derive data. The originality of this paper consists in proposing architecture to work within the process of obtaining semantically enriched data by using data science and Semantic Web technologies. We applied the proposed architecture and developed a case study-based prototype that uses analytics techniques for resume data integrated with Linked Data technologies.

Yarger, Payton and Neupane (2019) examined the algorithmic equity in the hiring of underrepresented IT job candidates and online Information Review. The purpose of this paper is to offer a critical analysis of talent acquisition software and its potential for fostering equity in the hiring process for underrepresented IT professionals. The under-representation of women, African-American and Latinx professionals in the IT workforce is a longstanding issue that contributes to and is impacted by algorithmic bias. Sources of algorithmic bias in talent acquisition software are presented. Feminist design thinking is presented as a theoretical lens for mitigating algorithmic bias. Data are just one tool for recruiters to use; human expertise is still necessary. Even well-intentioned algorithms are not neutral and should be audited for morally and legally unacceptable decisions.

OBJECTIVES

- To investigate the changing trend in talent acquisition and talent management.
- To understand the role of advanced technologies that aid in the process of tried and tested Talent Acquisition methods.
- To understand the advantage and disadvantages of digital recruitment.
- To evaluating the evolving role of these new methods and their impact upon the workforce.

METHODOLOGY

A proper search on multiple search engines and databases were carried out. These include Scopus, Web of Science, Google Scholar, Emerald which are properly cited at the end. Some of the keywords used on these search engines were Talent Acquisition, Talent Management, AI in recruitment, ML in recruiting, People Analytics, Employee Satisfaction,

Talent Acquisition in IT, Talent Management in IT - to understand the changes in strategies that are taking place in the IT industry for Talent Acquisition and Talent Management. Researches of various prominent authors and journals were referred to and all the citations were provided in the APA style.

- *Qualitative Research:* In this approach a one on one interview took place in both offline mode and telephonic or video calls. This interview took place for the recent graduates who would be joining a company or people who joined the workplace in the recent past. The questions revolved around how their on boarding experience, their impression about the talent management strategies at their companies, how effective they are and how satisfied they are with them. Outside of their verbal answers, their facial expressions, non-verbal cues etc. were noted to gauge an idea about their impressions of the topic. In addition, research involved floating forms or taking survey via online platform. The questions were in multiple choice where in people can choose the answers from the predefined options, and some short answer type questions where they can answer in brief about their views regarding the questions being asked in the survey. The Likert scale was used.
- *Analysis:* From the interviews, a transcript was made and coded to identify the important points and themes in the qualitative research. For the survey, the answers were interpreted using correlation analysis.
- *Quantitative Research:* A google form was designed and circulated among a total sample size of 113, majority of which belong to the IT industry. Responses were collected and analysed to understand the pulse of the majority pertaining to the satisfaction they feel when it comes to the modern talent management processes, in practice, in their respective organizations. Their responses have been collected using a Likert Scale.

RESEARCH GAP

The results of this study open further avenues for future quantitative studies. Qualitative study was done to find the satisfaction index of the employees with the current practices. But the qualitative research shines light on the various problems facing the remote working employees and their possible solutions. Further studies need to be conducted to find relationship between the remote working environment and overall employee productivity.

Questionnaire Designing: Purpose of the Questionnaire

The purpose of this questionnaire is to understand the pulse of working individuals, exploring the impact of evolving roles of Talent Acquisition and Talent Management in IT industry. The responses from this survey will help identify the issues that employees are facing in this new found scenario and new ways of working, how they are dealt with and whether this approach is working or requires a thorough revamp. This will also give an idea as to what factors count towards actively engaging the employee to his/her workplace and how the remote nature of work is helping or harming in that cause. The questionnaire is attached in the annexure.

DATA ANALYSIS

A total of 113 participants were surveyed for this research. Their responses were recorded through a form that was floated through various mediums. Ample amount of time was provided to the respondents, i.e. working professionals in the Information Technology sector.

The results from survey questionnaire were quantified in Likert scale. Qualitative data was also collected via text fields in the said form. Reliability and validity tests were carried out. 'New Ways of Working' or 'NWOW', is an initiative whose purpose is to boost flexibility and retention, and it tries to achieve so by removing a large number of the barriers, do away with the old and outdated management styles and bringing them into line with a much more robust, updated and modern multigenerational workforce. The relationship between 'NWOW' and employee satisfaction and productivity was determined by correlation analysis (Pearson's correlation matrix).

Quantitative Research	Qualitative Research
● Sample size for qualitative interviews of employees currently working in the IT industry was 113. ● The results from the survey conducted amongst a diverse demographic but mostly specific to the IT industry was quantified in the Likert Scale. ● The relationship between the impact of evolving roles of Talent Acquisition and Talent Management on work performance and the impact of the same on work quality, satisfaction and engagement was determined by correlation analysis (Pearson's correlation matrix) and linear regression.	● Sample size for qualitative interviews of employees currently working in the IT industry was 113. ● The purpose was to understand the barriers and facilitators of an engaged workplace in wake of the new TA and TM strategies. The responses helped in understanding the problems arising due to a remote and their opinion on which mode is more helpful for their respective work.

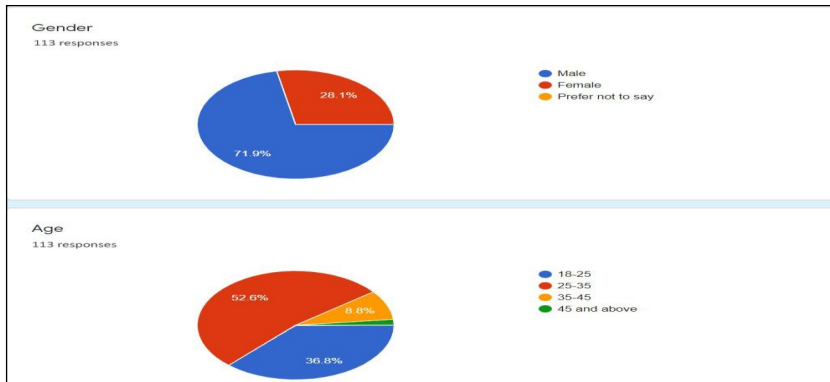


Fig. 1: Table for Demographics of Sample

71.9% of the respondents were Male and 28.1% were female. Majority of the respondents were in the age group of 25-35 (52.6%), followed by 18-25 (36.8%), 35-45(8.8%) and 45 and above (1.8%).

Reliability and Validity Test

The reliability test is used to determine how reliable a variable or group of variables is in measuring what it is supposed to calculate (Hair, Anderson, Tatham & Black, 1998). The test of a measure's reliability is important for measuring both stability and precision (Wiklund, 1999). The average inter-correlations of the objects calculating the definition are used to measure Chronbach's alpha. The higher the internal accuracy or durability, the lower Chronbach's alpha is to 1. The variable's validity refers to the degree to which variations in scores between goals represent the subjects' real differences in relation to the construct being evaluated. The validity of a variable can only be measured through the durability, although it is not mandatory, it is still a necessity.

Scale: ALL VARIABLES		
Scale: ALL VARIABLES - Reliability Statistics - April 20, 2021		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.881	14

Fig. 2: Table for Reliability and Validity Test

The reliability score of the data collected purpose of this project is 0.903 as given in figure. This means the collected data is highly reliable. Since the questions were simple and pertinent, the correspondents had an easy time processing and answering them. The responses were given in Likert Scale format, so as to not take too much time from busy IT professionals.

Correlational Analysis

Employee Satisfaction and Efficiency: The results from correlational analysis of Likert scale data from survey questionnaires are presented in the form of Pearson's correlation matrix in Table 1.

Table 1: Correlation between Employee Satisfaction and Efficiency

	ES	Efficiency
ES	1	
Efficiency	0.698419	1

The correlation co-efficient is 0.698419. This indicates a strong positive linear relationship between the two constructs - employee satisfaction and efficiency, which further establishes the results of the data we have collected from our survey using the structured questionnaire - which reveals that majority of the participants from our targeted sample size strongly feel that work efficiency depends heavily on employee satisfaction. Efficiency is a reactive construct and with increased comfort working from a familiar remote setup where the employees can login and work flexibly o suit their needs, the employee satisfaction has gone up and vice versa i.e. the employee satisfaction levels and efficiency are directly proportional.

Employee Satisfaction and Productivity: The results from correlational analysis of Likert scale data from survey questionnaires are presented in the form of Pearson's correlation matrix in Table 2.

Table 2: Correlation between Employee Satisfaction and Productivity

	ES	PROD
ES	1	
PROD	0. 524661	1

The correlation co-efficient is 0.524661. This indicates a weak positive linear relationship between the two constructs - employee satisfaction and productivity, which further establishes the results of the data we have collected from our survey using the structured questionnaire - which reveals that majority of the participants from our targeted sample size strongly feel that overall productivity does not depend heavily on employee satisfaction. Time devoted to work has increased in the IT Industry in remote setup. But the additional time devoted has been mostly useful for bridging the communication gaps arising due to remote setup. Thus, it is not certain if the employee satisfaction and productivity levels are strongly related to each other or not.

Qualitative Analysis

The purpose of the qualitative analysis was to understand the barriers and facilitators with the current system. The conversations helped in the deeper understanding of what makes an employee feels and whether an organization should step up and introduce new policies and provide new facilities to engage the employees more.

It is evident that people might want to go back to the old ways of working if possible. For the question ‘In the long run, it is better if we revert to the old and tested ways of working’, the answer was an astounding 82.5% yes and 17.5% No. This tells us that there are still a few chinks in the system that we have not been able to work out in the virtual setup.

Majority of the respondents overwhelmingly supported the online mode of Talent Acquisition. Answers like “The forms and documents which needs to be filled carries unnecessary and repetitive fields and details”, “Online process has made it more efficient” were given in response to “Justify your marking for on boarding processes in a few words”. But there were a few doubts regarding the lack of personal touch.

On the other hand, organisations are doing all in their power to keep the employees engaged with new methods of Talent Management. “Regular Feedback”, “Work life balance policies”.

“By introducing new employee retention policies” are some of the answers received to the question “How is your organisation trying to better it’s Talent Management?”. So it is evident, the organizations are trying their best to retain the best talent even in this online setup.

CONCLUSION

Although a positive relation between new ways of working with evolving Talent Acquisition and employee productivity was found, an alarming number of grievances were also found while doing Qualitative Research. 63.2% of respondents had internet connectivity issues, while 57.9% suffered from lack of ergonomic setup that is found in office. Work Life balance, Unregulated working hours and lack of Team connect seem to be the most worrying signs, all of them scoring more than 70% in everyone's concern list. But the productivity does not take a high hit as brainstorming and problem solving are least reasons for concern with 20% of the votes. Thus, it can be concluded that although the new ways of working are proving to be beneficial to employees, there are many roadblocks yet which need to be addressed to make a seamless transition, with as many as 82.5% wanting to go back to the old ways of working in the long run.

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ANNEXURE

Questionnaire

1. Gender

Options: Male | Female | Other

2. Age (in years)

Options: 18-25, 25-35, 35-45, 45 and above

3. Prior Work Experience

Options: Yes | No

4. Industry

Options: IT | ITES

Questions	Strongly Disagree	Dis-agree	Neu-tral	Agree	Strong-ly Agree
I am happy with online interviews and complete digital onboarding process (DV)					
How would you rate the organizational policies about talent management at your workplace before COVID?					

Questions	Strongly Disagree	Dis-agree	Neu-tral	Agree	Strong-ly Agree
How would you rate the organizational policies about talent management at your workplace after COVID?					
I feel that the working hours have increased due to the remote working nature.					
I feel that my organization is trying to better it's Talent Management post COVID					
On a scale of 1 to 5, how is your organization trying to better it's Talent Management?					
I think the new online onboarding process is much more efficient.					
I am happy with the new online setup.					
Me or my friends have faced no problem in the online interview/onboarding process.					
I feel like my work quality has improved due to new Talent Management techniques post COVID.					
I feel like the team's productivity has improved due to new Talent Management techniques post COVID.					
I would rather go back to the old ways of face to face interviewing.					
I feel the new online interviews are time and energy efficient.					
In the long run, it is better if we revert to the old and tested ways of working.					