

An Analysis of the Talent Management Process's Digital Transformation in Indian Context

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[Abstract] A new focus is needed in light of the digital breakthrough and the escalating talent market rivalry in order to support informed and quick decision-making in a sustainable society. The current study takes into account the important areas of an employee's life cycle, namely talent recruitment and acquisition, evaluation, training and development, which have been identified by practical research as the limitations of talent management. Further, in order to predict future personnel management trends, new tools have been developed, such as employee advocacy programs and/or brand ambassadors. In the examination of the most important digital tools used in the Indian market by both national and global organizations, this research analyzes the talent attraction employee life cycle, training, acquisition, evaluation, and development. The main findings indicate a rapid rise in the quantity and tools for different types of talent acquisition, an expansion of the use of social networks to broaden the scope of those processes, and a modest rise in the use of digital tools for the talent development and retention processes.

[Keywords] talent management, digital transformation, talent development, and sustainability

Introduction

The concept of talent is "the sum of a person's natural aptitude to learn and grow." Michaels et al. (2001). The strategic relevance of talent was recognized after a McKinsey & Company study discovered that talent will be the most essential corporate resource over the next 20 years: smart, intelligent business professionals who are technologically proficient, globally astute, and operationally nimble. Even as the demand for skill rises, the supply of it will fall. Talent management refers to controlling an organization's workforce's aptitude, competence, and influence. The idea goes beyond finding the best candidates; it also involves examining their uncommon and hidden traits and fostering them to produce the desired results. The greatest talent in the business may be difficult to find, so keeping talented professionals on board and, more significantly, integrating them into the organization's culture so that they can produce their best work is a far bigger worry for organizations today. In organizations, talent management is a continuous process that includes recruiting, hiring, developing, keeping, and promoting people while concurrently addressing organizational needs. Employee engagement, dedication, retention, and value addition are all improved by the organization thanks to talent management Mohammed, (2015).

In the twenty-first century, civilization is undergoing a full-scale digital change. Although talent management could take advantage of the advantages of applications, resources, and tools as well as the contagious nature of social networks, which are accessible worldwide, the results achieved in terms of talent management are not particularly satisfactory, according to McKinsey & Company (2019, 20).

The current study examines the essential components of an employee's life cycle, talent attraction and acquisition, training, evaluation, and development that applied research has identified as the boundaries of talent management. Employee advocacy and/or brand ambassadors have been added to the list of new tools for human resources management as a means of fostering commitment and integration within the organization. The authors begin this study with a survey of the literature on talent management and the controversy surrounding talent acquisition in which businesses are currently engaged (the so-called "talent wars"). Further, it is looked into how the concept of talent management might change as a result of the increased use of digital tools. The research findings are presented along with the gathered data. The discussion of how Indian businesses have digitalized their people management processes brings this article to a close

Review of Literature

According to Cochran major American corporations found it challenging in the first half of the 20th century to find the best executive candidates: How were men to be educated, chosen, and motivated to take on the responsibility of organizing and leading the entire enterprise? This system developed between 1950 and 1980 with the intention of meeting the requirements of the most strategic positions using a range of procedures and techniques. Companies have recently felt the need to look beyond their organization for talent in order to stay competitive due to the unpredictable business environment, and this talent hunt is no longer limited to strategic positions P. Cappelli (2008).

Collings, Mellahi and Cascio (2017) highlight the need for researchers to confront one of the biggest challenges of organizations by building effective channels to improve talent management. Whereas our goal of extending the employee life cycle is apparent, "ensuring you choose the proper personnel in the first place" is as important. These prior elements, according to Cattermole, (2019) constrain the company's ability to hire and retain talent and call into question the efficacy of earlier approaches in accomplishing this aim, especially if they are neither effective nor sustainable. It was noted in Marler, (2009) that E-HRM technology offers a chance to enhance human resource management. Some of its advantages can include increasing productivity and efficiency at work, reducing expenses, speeding up the process, and doing away with bureaucracy through automation. Marler and Fisher, (2013) said there may be additional cost savings connected to the management of the function, strategic alignment, and improved associations with current practices in addition to transformative potential in its fictitious position and as a change agent in the firm.

Girimonte, El-Khoury, and DiRomualdo, (2018) Talent management is impacted by the progressive digitalization of society, which "leaves no element of HR untouched as it drastically transforms the sorts of services supplied by HR and how they are delivered," according to a report. Cattermole, (2019) who had various questionnaires filled out by managers in large corporations emphasizes the importance of attracting and keeping talent, utilizing the necessary skills and abilities, and at the same time, identifies barriers to its achievement. However, the findings with regards to the obstacles to accomplishing the stated objectives are not definitive.

Vial, (2019) says that without a doubt, the digital transformation of businesses has barely begun. That calls for disruptive answers to bolster the value of the services they offer and the operations they manage. Tataru, (2019) introduces new information and communication technology (ICT) tools that are everything that digitalization entails. The idea of the workforce, the workplace, and consequently, the world of work, will alter as a result of organizations.

Sustainability is described as "development that meets the demands of the present without compromising the ability of future generations to meet their own needs" in The World Commission on Environment and Development Report (2020). One of the UN's specified sustainable development goals, decent work and economic growth, has drastically decreased as a result of COVID-19. The socioeconomic effects of the epidemic have been felt in the unemployment rate, earnings, and gender pay inequalities. Due to the epidemic, women and young people have lost the most jobs, particularly if they worked in the informal economy Monitor, (2020). The United Nations issued a warning in March 2020 that the pandemic was threatening our society's foundations. For children and young people to receive a high-quality education, the economy must be stimulated by supporting small and medium-sized businesses and the informal economy. Education cultivates future talent by utilizing resources and effective, long-lasting efforts. Corporate viability supports people's psychosocial growth.

Objectives of the study

- To understand the employee cycle life and its procedures and phases taking advantage of the digital transformation of human resources management.
- To measure the degree of digitalization of the talent cycle in companies located within India, regardless of their origin

Methodological Tools Administered

An online survey that was tailored to the requirements and objectives established through the research team was used to gather the data. In the months of March and April 2022, this survey was carried out. The final participating sample included 180 enterprises of which more than 30% are listed on the IBEX 35. The invited sample consisted of 240 businesses. The N = 180 organizations that made up the study's sample provided the data for its findings. Major Indian cities were included in the geographic coverage, even though the majority of the participating enterprises are based in Bangalore, Mumbai, Pune, and Chennai. The method for data collecting was Tableau, a business intelligence and fast analysis program.

The Key Talent, ICADE Business School, and Universidad de Deusto collaborated to create the survey. The online survey was comprised of 22 questions, including open-ended, multiple-choice, and single-choice questions. It was developed based on findings from one-on-one sessions with management leaders in which the most crucial procedures were examined. In addition to talent management departments or management areas, the surveys were sent to HR heads and/or departments. The questionnaire was filled out and submitted by all involved organizations. The complete talent management cycle was explored in the questionnaire, which was created to encourage growth in responses.

Results Analysis and Discussions: Talent Management Process's Digital Transformation in Indian Context

As per Table 1, the study's participating businesses employed a combined total of more than 500,000 people and had an average staff size of over 200 employees. Fifty percent of the businesses have more than 1000 employees, 19 percent have between 51 and 250 employees, 26 percent have less than 50, 9 percent have between 251 and 500, and 8 percent have between 501 and 1000.

Table 1

Company Profiles

Number of Staff by Company Size	Percentage
Less than 50	26%
51-250	19%
251-500	9%
500-1000	8%
1000-5000	13%
Greater than 5000	26%

Table 2 shows that all eleven industry sectors were represented in the sample for the study. Industry, services, textiles, distribution, telecommunications, technology, and software accounting are the majority of participating companies—more than 50%—along with Industry, distribution, and telecommunications. The businesses, 59.9% are located in the Bangalore Region, 28.9% being in Mumbai and 9.4% in Pune. Eight regions in Chennai make up the remaining 7.8%.

Table 2

Geographical Distribution of Companies

Geographical Distribution of Companies	Percentage
Bangalore	59.90%
Mumbai,	28.90%
Pune,	9.40%
Chennai	7.80%

Using a Likert scale from 1 ("very low digitalization") to 5 ("very high digitalization"), the participants' perceptions of the level of digitalization of their company's human resources management process are

shown in Table 3. Only 14% of the sample thought their level of digitalization was sufficient or very high, compared to 288% who thought it was extremely low or low. The remaining 33% said they were "somewhat digitalized."

Table 3*Level of Digitalization of Companies*

Digitalization	Percentage
Very low digitalization	4%
Low digitalization	24%
Somewhat digitalized	37%
High digitalized	21%
Very high digitalized	14%

Table 4 depicts the results, with a maximum score of 8 (very digitalized) and a minimum score of 1. (little digitalized). The distribution of the results is as follows: only 22% of the participating companies received the highest ranking (between 6 and 8 points), 40% of the organizations received a rating of 5, and 27% of the participating companies employ little digital tools. Although the trend is not linear, businesses with larger workforces (251–500 employees or more) typically exhibit the highest levels of digitization. On the other hand, businesses with fewer than 50 employees have the lowest levels of digitalization of personnel management operations.

Table 4*Talent Digitalization by Sample Size*

Number of Employees in the Company	Talent Digitalization Level				
	Very Low Digitalization	Low Digitalization	Somewhat Digitalized	High Digitalized	Very High Digitalized
Less than 50	35%	15%	30%	20%	0%
51-250	15%	27%	38%	16%	4%
251-500	14%	40%	40%	60%	0%
500-1000	5%	35%	25%	35%	
1000-5000	18%	18%	33%	20%	11%
Greater than 5000	5%	17%	40%	29%	7%

Table 5 demonstrates that improving the effectiveness and dependability of selection procedures is the main focus of investments in digitalization. A total of 43% of the organizations that were polled responded that they use digitalization to find applicant profiles that are better suited to their vacant positions. The ability to save time appears to be a second important consideration, which 37% of the responding organizations acknowledged.

Table 5*Objective for Investing in Digitalization*

Talent Digitalization	Percentage
Time saving	37%
Enhance objectivity	15%
Cost saving	5%
Better suit between vacancies and candidates	43%

Table 6 stated that the most popular tools are company DBs (databases) and ERPs (enterprise resource planning). In contrast to businesses with fewer than 50 employees, which hardly ever utilize ERPs,

businesses with more than 1000 employees use them often. In addition, smaller businesses and those with between 500 and 1000 employees use recruitment tools less frequently. The size of the organization affects how many digital systems are used to manage selection processes. These systems are absent from more than one-third of the smallest businesses, but only one in every eleven businesses with more than 5000 employees have them.

Table 6
Tools for Managing Selection Procedures by Company Size

Number of employees in the company	Tools for managing selection				
	ERPS(Success, Factors, Bamboo HR, Sage, Taleo)	Recruitment Tool (pay metrics, Hacker Rank, AplyGo, ePreselec)	Company DB (Excel, Access..)	lack of digital tool for selection process	workday
Less than 50	9%	12%	38%	38%	5%
51-250	32%	36%	57%	22%	-
251-500	18%	25%	57%	29%	-
500-1000	36%	6%	68%	20%	-
1000-5000	55%	25%	25%	10%	-
Greater than 5000	65%	29%	32%	9%	-

As per Table 7, 25% of the organizations questioned employ online testing. This is shown to be slightly greater in organizations with more than 5000 employees (37%), and slightly lower in companies with 500 to 1000 employees (5%).

Table 7
Online Assessment and Company Size

Number of employees in the company	Online assessment tools	
	Online tool	No online tool
Less than 50	35%	65%
51-250	20%	80%
251-500	23%	77%
500-1000	5%	95%
1000-5000	22%	78%
Greater than 5000	37%	63%

Table 8 shows that the most desired aim for organizations using online exams is to provide support for interviews (18.9%), with minor variations, but it is consistently the end-goal in all companies regardless of size. These tests' less - common purposes are decision support in the performance evaluation process (12.8%) and screening (12.8%).

Table 8*Goals of Online Assessment*

Goals of online assessment	Percentage of companies in the sample
Support for performance assessment	12.80%
Support for recruitment interviews	18.90%
Screening of recruitment process	12.80%

Table 9 reveals that 40% of the businesses employ gamification. While only between 36% and 55% of businesses with fewer than 1000 employees use this strategy, gamification is really used for training by more than half of businesses with more than 1000 employees.

Table 9*Gamification and Company Size*

Number employees in the company	Gamification	
	Yes (%)	No (%)
Less than 50	35%	65%
51-250	32%	68%
251-500	25%	65%
500-1000	36%	64%
1000-5000	55%	45%
More than 5000	59%	41%

Table 10 illustrates that quizzes and role-plays are used by half of the businesses that utilize gamification in training events. More than a third employ candidate rankings, reward schemes, and challenges. There are few other gamification techniques in use. The following is a distribution of the top five gamification techniques:

- Role-playing is most frequently used (75%) in businesses with 251–500 employees. In businesses with 250 people, rankings are used more frequently (40% and 50%);
- Companies with more than 5000 employees and those with between 51 and 250 workers (i.e., those with 50% or more employees) use reward programs the most frequently;
- Online games are primarily employed in businesses with at least 500 employees (55%), whereas challenges are utilized by 75% of businesses with between 251 and 500 employees.

Table 10*Gamification Modalities and Company Size*

Gamification modalities	Number of employees in the company					
	less than 50	51-250	251-500	500-1000	1000-5000	Greater than 5000
Role-play	28%	22%	29%	30%	35%	32%
Ranking	20%	18%	20%	20%	32%	36%
Reward	22%	26%	22%	22%	24%	37%
Knowledge quiz	24%	22%	22%	30%	33%	37%
Challenge	22%	21%	28%	24%	27%	32%

Table 11 shows that just 15% of employees used corporate communication technologies that allowed them to submit content on social media. This holds true for both large firms (23%) and small businesses (20%).

Table 11
Employees Sharing Contents through Social Net Works

Number employees in the company	Employees sharing contents through social net works	
	Yes (%)	No (%)
Less than 50	20	80
51-250	15	85
251-500	8	92
500-1000	17	83
1000-5000	6	94
More than 5000	23	77

Conclusion and Suggestions

Talent management systems are an effective and systematic approach to maintain and retain the existing talent in the organization Lakhawat, (2016). There are many researchers who identified talent management as an important tool for employee satisfaction also. To maintain the talent within the organization there are many ways like career advancement, training and development, motivation, fair remuneration system and non-biased leader's behavior Baroda, (2018). They still favor using more conventional techniques, such as in-person interviews, during the talent assessment stage. Direct, in-person communication prevails over other channels once a candidate is hired, while online formats are becoming more common for the transfer of business information and knowledge. This pattern is seen in organizations that promote professional and personal growth through training procedures in staff development. There are intranet and training programs that they can join for assisting employee training. These choices mainly rely on in-person or mixed techniques. However, there is currently no framework that permits or enhances agile and effective management throughout the retention stage of the talent management process.

The major findings of this study suggest a rise in the digitalization of talent acquisition tools and a higher use of social networks to recruit talent, which may be a trend that should be taken with a grain of salt. Both tendencies, however, are related to the size and personnel of the companies: the larger the organization, the more digital technologies are used. Though not proportionally reflective of the size of Indian enterprises, the sample is not representative.

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