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An Empirical Study on Talent Landscaping in Information Technology Industry

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Abstract: ***The main purpose of this study is to examine the process of Talent Landscaping in the Information Technology industry. The primary objective of the study is to identify the importance of Talent management in an organization. Descriptive research design has been adopted for this study. The need for effective Talent Landscaping is being understood by major I.T firms around the world and this had led to the increasing demand for the process. For talent mapping to be optimal and accurate the involvement and commitment of both the employer and the employee is paramount. This study empirically indents do soul searching in these realms.***

1. INTRODUCTION

Talent is generally considered to be an innate, personal ability possessed by relatively few people. The process of Talent Landscaping is the single most overlooked aspect of acquiring talent in the I.T sector

IT talent landscape is made up of three attributes namely

- The pool of available candidate resources
- The desires and attitudes of these resources
- The accessibility, availability and time frame-for-acquisition of candidates with regards to employer's mix of wants/needs.

I.T Landscaping enables the recruiters to find the right match to meet their job requirements. This ensures the process of talent search & talent management in any organization which provides it an additional edge over other competitors
The process of talent identification is a complex task as the number of candidates seeking their dream jobs has been increasing in a healthy pace especially in I.T industry Hence it

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becomes extremely challenging to identify the right individual who can deliver the growing expectations of the ever expanding I.T industry standards Talent Landscaping has created awareness that creating an IT job description and setting hiring expectations in a vacuum will only fail to produce the desired results. It is because if an employer stop at their own internal needs and don't delve into understanding how those needs fits into the broader IT talent landscape, they'll end up either hiring a candidate who is middle-of-the road at best or failing to find a "qualified" candidate at all.

Traditional talent management techniques have clearly defined components including: Training and development, skill inventories, performance management, recruiting, and succession management.

According to Kevin Wheeler, internationally known expert in talent acquisition and management says, "Most companies perform two or three components of a talent management system well, but the total system seems to be elusive without executive level involvement."

When employers consider all of the complexities of human capital and how it impacts organizational performance, the senior executives across the organization should be the sponsors and owners of talent management. Hence the usage of effective Talent Landscaping techniques would favor the I.T organizations around the world to acquire the best candidates who are productive and innovative driving the steady growth of their organization in the competitive I.T industry. The process of Talent Landscaping would hence ensure optimal productivity in the global organizations which strive to attain a significant position in their desired industry.

2. DATA ANALYSIS

Table 1 showing gender of respondents

S.No	Gender	No of Respondent	% of Respondent
1	Male	63	57
2	Female	47	43
	Total	110	100

From the above table it is found that 57% of the respondents are Male & 43% of the respondents Female.

Table 2 showing age of the respondents

S.No	Age In Years	No of Respondent	% of Respondent
1	21-25	60	55
2	26-30	44	40
3	31-35	4	4
4	Above 35	2	1

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	Total	110	100

From the above table it is found that 55% of the respondents are between the age group of 21-25 years, 40% of the respondents are between the age group of 26-30 years, 4% of the respondents are between the age group of 31-35 years and 1% of the respondents are above 35 years old.

Table 3 showing educational qualification of the respondents

S.No	Educational Qualification	No: of Respondent	% of Respondent
1	Graduates	44	40
2	Post graduates	56	51
3	Professionals	8	7
4	Others	2	2
	Total	110	100

From the above table it is found that 40% of the respondents are Graduates, 51% of the respondents are Post graduates, 7% of the respondents have done Professional degree and 2% of the respondents have other educational qualifications.

Table 4 showing experience of the respondents

S.No	Age In Years	No: of Respondent	% of Respondent
1	Less than 2 years	31	28
2	2-4 years	52	47
3	4-6 years	24	22
4	6-8 years	3	3
	Total	110	100

From the above table it is found that 28% of the respondents have less than 2 years of experience, 47% of the respondents have 2-4 years of experience, 22% of the respondents have 4-6 years of experience and 3% of the respondents have more than
6-8 years of experience.

Table 5 showing the technology the respondents are associated with

S.No	Technology	No of Respondent	% of Respondent
1	Java applications	33	30
2	MS technologies	56	51
3	Others	21	19
	Total	110	100

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From the above table it is found that 30% of the respondents are working in Java applications, 51% of the respondents are working in Micro Soft technologies and 19% of them are working in other technologies.

Table 6 showing organisational level of the respondents

S.No	Level	No of Respondent	% of Respondent
1	Executive level	38	33
2	Middle level	54	49
3	High level	18	18
	Total	110	100

From the above table it is found that 33% of the respondents are working in Executive level, 49% of the respondents are working in Middle level and 18% are in the Higher level of the Organizational hierarchy.

Table 7 showing monthly income of respondents

S.No	Income (In Rs.)	No of Respondent	% of Respondent
1	10,000-20,000	33	30
2	21,000-30,000	54	49
3	31,000-40,000	21	19
4	40,000-50,000	2	2
	Total	110	100

From the above table it is found that 30% of the respondents are getting a monthly income of Rs.10,000-20,000 , 49% of the respondents are getting a monthly income of Rs.21,000-30,000 , 19% are drawing 31,000-40,000 and 2% are getting a monthly income of Rs.40,000-50,000.

Table 8 showing whether talent is recognized by organisation

S.No	Feedback	No of Respondent	% of Respondent
1	Yes	63	57
2	No	11	11
3	Can't say	36	32
	Total	110	100

From the above table it is found that 57% of the respondents feel that their talent is recognized by their organization, 11% feel that their talent is not recognized by their organization and 32% are not willing to comment on the same.

Table 9 showing whether employee retention is important in an organisation

S.No	Feedback	No of Respondent	% of Respondent
1	Very Important	73	66
2	Important	31	28

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3	Not so Important	6	6
	Total	110	100

From the above table it is found that 66% of the respondents feel that employee retention is very important in an organization, 28% feel that employee retention is important and 6% of them feel that employee retention is not so important in an organization.

Table 10 showing employee preference to shift from one organisation to other for talent recognition

S.No	Feedback	No of Respondent	% of Respondent
1	Yes	54	49
2	No	15	13
3	Can't say	41	38
	Total	110	100

From the above table it is found that 49% of the respondents prefer to shift from one organization to another for talent recognition, 13% feel against it and 38% of them do not wish to comment on the same.

Table 11 showing level of importance towards the following

Factors Of Importance	Extremely Important	Important	Neutral	Unimportant	Extremely Unimportant	TOTAL
Clearly defined Roles & Responsibility	64	28	11	5	2	**110**
Appreciation of talent	53	28	21	5	3	**110**
Compensation package	72	18	7	8	5	**110**
Job profile	49	35	15	8	3	**110**
Company	38	25	28	18	1	**110**

From the above table it is found that majority of the respondents consider compensation package clearly defined roles and responsibility & appreciation of talent to be extremely important than job profile & company name.

Table 12 showing essentials to attain success in i.t industry

S.No	Essentials	No of Respondent	% of Respondent
1	Analytical skills	12	12
2	Effective communication	24	24

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3	Extensive subject knowledge	10	10
4	Technical skills	24	24
5	All of the above	30	30
	Total	110	100

From the above table it is found that 12% of the respondents say that Analytical skills to essential to attain success in I.T industry, 24% feel that effective communication is essential for it, 10% feel that Extensive subject knowledge is essential for it, 24% feel that Technical skills is essential to achieve and 30% of them feel that all the skills mentioned are essential to attain success in I.T industry.

Table 13 showing whether talent landscaping is effective in i.t industry

S.No	Feedback	No of Respodent	% of Respodent
1	Yes	82	74
2	No	28	26
3	To some extent	0	0
	Total	110	100

From the above table it is found that 74% of the respondents say that the process of talent landscaping is effective in I.T industry, 26 % of them feel against it.

Interval Estimation

Formula used: $p \pm z\sqrt{pq/n}$

p= .74 q= .26

At 95% level of confidence z= 1.96

$=.74 \pm 1.96 \sqrt{(.74 \times .26)/110}$

= .8219, .6580

It could be concluded that at 95% confidence interval that the effectiveness of talent landscaping in I.T industry lies between .8219 to .6580 i.e. 82.19% to 65.80%.

Table 14 showing the level of importance shown for talent recognition in their organization

S.No	Level	No of Respodent	% of Respondent
1	High	36	33
2	Medium	65	59
3	Low	9	8

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	Total	110	100

From the above table it is found that 33% of the respondents say that high level of importance is shown by their organization for talent landscaping, 59% of them vote for medium level importance for the same and 8% of them feel that the level of importance shown by their organization for talent landscaping is low.

Table 15 showing acceptance towards higher pay for niche talents despite their lower experience levels

S.No	**Feedback**	**No. of Respodent**	**% Of Respodent**
1	Strongly agree	67	61
2	Agree	34	31
3	Neither agree nor disagree	7	6
4	Disagree	1	1
5	Strongly disagree	1	1
	Total	110	100

From the above table it is found that 61% of the respondents strongly agree that higher monetary benefits can be given to candidates with niche talents despite their lower experience, 31% of them agree it, 6% of them neither disagree nor disagree for the same, 1% of them disagree, and 1% of them strongly disagree higher monetary benefits for niche talents.

Chi Square Test Of Independents

H_0: The respondents do not agree that higher monetary benefits can be given for candidates having niche talents despite their lower experience levels.

$H_{1:}$ The respondents do agree that higher monetary benefits can be given for candidates having niche talents despite their lower experience levels.

O_i	E_i	$(O_i - E_i)^2$	$(O_i - E_i)^2/E_i$
67	22	2025	92.04
34	22	144	6.54
7	22	225	10.22
1	22	441	20.04
1	22	441	20.04
			χ^2_{Cal} = **148.88**

$$E_i = \frac{67+34+7+1+1}{5}$$

$E_i = 22$; n = 5

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α = 5% with n-1 degrees of freedom
n => 5-1 = 4

$$\chi^2_{Cal} = \sum_{i=1}^{n} ((O_i - E_i)^2 / E_i); \qquad \chi^2_{Cal} = 148.88$$

From chi square table at α = 5%, 4 degrees of freedom

$\chi^2_{0.05}$ With (5-1) df = 4 df = 9.49

$\chi^2_{tv} = 9.49$

$\chi^2_{Cal} > \chi^2_{tv}$

Therefore H_0 is rejected . The respondents do agree that higher monetary benefits can be given for candidates having niche talents despite their lower experience levels.

Table 16 showing the role of talent landscaping in attracting, engaging & retaining key leadership & technical talent.

S.NO	FEEDBACK	NO. OF RESPODENT	% OF RESPODENT
1	Strongly agree	62	56
2	Agree	39	36
3	Neither agree nor disagree	7	6
4	Disagree	1	1
5	Strongly disagree	1	1
	Total	110	100

From the above table it is found that 56% of the respondents strongly agree that talent landscaping plays an important role in the process of attracting, engaging & retaining key leadership & technical talent, 36% of them agree it, 6% of them neither disagree nor disagree for the same, 1% of them disagree and 1% of them strongly disagree to the same.

Chi Square Test Of Independents

H_0: The respondents do not agree Talent Landscaping plays an important role in attracting, engaging and retaining Key leadership & Technical talent.

H_1: The respondents do agree Talent Landscaping plays an important role in attracting, engaging and retaining Key leadership & Technical talent.

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O_i	E_i	$(O_i - E_i)^2$	$(O_i - E_i)^2/E_i$
62	22	1600	72.73
39	22	289	13.14
7	22	225	10.23
1	22	441	20.04
1	22	441	20.04
			χ^2_{Cal} **= 136.18**

$$E_i = \frac{62+39+7+1+1}{5}$$

$E_i = 22$; n = 5

α = 5% with n-1 degrees of freedom
n => 5-1 = 4

$$\chi^2_{Cal} = \sum_{i=1}^{n} ((O_i - E_i)^2 / E_i); \quad \chi^2_{Cal} = 136.18$$

From chi square table at α = 5%, 4 degrees of freedom

$\chi^2_{0.05}$ With (5-1) df = 4 df = 9.49

$\chi^2_{tv} = 9.49$

$\chi^2_{Cal} > \chi^2_{tv}$

Therefore H_0 is rejected. The respondents do agree Talent Landscaping plays an important role in attracting, engaging and retaining Key leadership & Technical talent.

Table 17 showing whether the organisation has realized the importance of talent landscaping

S.No	Feedback	No of Respodent	% of Respodent
1	Yes	94	85
2	No	16	15
3	To some extent	0	0
	Total	110	100

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From the above table it is found that 85% of the respondents say that their organization had realized the importance of talent landscaping and 15% of them say that their organization had not realized the importance of talent landscaping.

Interval estimation

Formula used: $p \pm z\sqrt{pq/n}$

p= .85 q= .15

At 95% level of confidence z= 1.96

$=.85 \pm 1.96 \sqrt{(.85 \times .15)/110}$

= .9167, .7832

It could be concluded that at 95% confidence interval that the organization has realized the importance of talent landscaping lies between .9167 to .7832 i.e. 91.67% to 78.32%.

Table 18 showing whether the i.t industry provides better career opportunities

S.No	Feedback	No. of Respodent	% of Respodent
1	Strongly agree	49	44
2	Agree	44	40
3	Neither agree nor disagree	13	12
4	Disagree	4	4
5	Strongly disagree	0	0
	Total	110	100

From the above table it is found that 44% of the respondents strongly agree that I.T industry provides better career opportunities, 40% of them agree it, 12% of them neither disagree nor disagree the same and 4% of them disagree that I.T industry provides better career opportunities.

Major Findings:

It was found that the majority of the respondents are working in Middle level of the Organizational hierarchy. The majority which is 49% of the respondents agree they are getting a monthly income of Rs.21,000-30,000. Majority of the respondents agree that their talent is recognized in their organization. Majority of the respondents felt that employee retention is very important in an organization.

It was found that compensation package, clearly defined roles and responsibility & appreciation of talent are given higher importance than job profile & company name by

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I.T professionals. 30% of the respondents feel that analytical skills, effective communication, extensive subject knowledge and technical skills are all essential to attain success in I.T industry. Majority of the respondents feel that the process of talent landscaping is effective in I.T industry.

59% felt that the level of importance shown by their organization for talent landscaping is medium. Majority of the respondents strongly agreed that higher monetary benefits can be given to candidates with niche talents despite their lower experience. Majority of the respondents strongly agreed that talent landscaping plays an important role in the process of attracting, engaging & retaining key leadership & technical talent.

Majority of the respondents strongly say that their organization had realized the importance of talent landscaping. About 44% strongly agreed that I.T industry provides better career opportunities.

3. CONCLUSION

Talent Landscaping process is an essential one for every organization irrespective of its industry & size. It generally examines strengths of the individual in areas like team structure, leadership, and decision-making etc. Talent is indeed an innate ability of an individual to perform better. More generally, it is the state or quality of being adequately or well qualified, having the ability to perform a specific role. It encompasses a combination of knowledge, skills, and behaviour utilised to improve performance. Hence it should be properly nurtured to reap the benefits. Following the process of talent landscaping ensures the optimal growth & development of the individual & the organization as a whole. For talent mapping to be optimal and accurate the involvement and commitment of both the employer and the employee is paramount.

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