Managing talent and branding in learning organization

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Abstract
Purpose – The success of the organization depends on its sustainability and growth in the competitive market. Retention and attraction of talent in the organization are strongly associated with organizational performance. Employer branding is an outcome activity that helps organizations show their strength to attract and retain talent. Talent management practices are mostly essential in the current context for retaining talent. This study aims to explore and identify the contributing factors in efficient talent management and to examine whether the factors contributing to employer branding differ concerning different demographic profiles of the employees for information technology organizations.

Design/methodology/approach – Data were collected from 617 adult participants using an 85-item questionnaire on talent management comprising 25 domains, developed for the present study.

Findings – Principal component analysis of the data indicated that 20 different factors make an impact in developing strong talent management practices. Three broad areas were identified, namely, personal benefits and growth, transparent organizational culture and social commitment of the organizations.

Research limitations/implications – Present research has not taken care of few other factors associated with the organization where employees’ retention gets adversely effected such as evaluation of performance and compensation management, training and development, etc. So, future research can be conducted these areas. These aspects are also required to be incorporated in future research.

Practical implications – Several implications of the present research can be presented in the following areas. It is found in the present research that the effectiveness of the talent management system mostly depends on personal benefits and growth, organizational culture and climate and the organizational out. Apart from the academic implications of the present research, practical implications of the present study cannot be ignored. The components and elements of the talent management in the perspectives employer branding can also appropriately applied by the organizations.

Originality/value – The contribution of the study lies in exploring and identifying three important aspects of the organization in talent management. Findings will have implications for different organizations in understanding, developing and implementing policies related to employer branding and talent management.

Keywords Employer branding, Talent management, Organizational culture, Information technology, HRMS

Paper type Research paper

Introduction
Man, machine, money, material and methods are essential to run the business organizations. However, the human factor plays the most important role in running an industry and maintaining sustainability (Boon, Den Hartog & Lepak, 2019). Maintaining talent and
retaining talent are vital tasks of the human resource management system (App, Merk & Büttgen, 2012). It has been observed that different industries attempt to develop their unique selling points not only by producing good-quality products but also by keeping high-quality talent in the organizations. According to Buttenberg (2013), an appropriate talent management system ensures a strong competitive image of the organization. Kotler defines a brand as a promise of sellers to customers and customers’ perceived value associated with the products and services (Cascio, 2014). On the other hand, the thought of employer brand is associated with functional, economic and psychological benefits provided by the employer to the employee (Ambler & Barrow, 1996). Maurya and Agarwal (2018) pointed out that talent management is strongly connected with perceived employer branding.

The core theme of talent management is associated with the integrated strategy of the organization, which is designed for workplace productivity. It enhances workplace productivity through the improved process of attracting, developing, retaining and using human skills with the current needs and future business requirements. Human resource executives opined that the “single greatest challenge in workforce management is creating or maintaining their companies’ ability to compete for talent” (Msuya & Kumar, 2022). It is a fact that managing talent is one of the core strategic points of today’s business.

From the operations perspective too, organizations are significantly improvising. The success of the organization depends on effectively and efficiently managing skilled and knowledgeable workers to improve the talent management system (Lartey, 2021). Therefore, talent engagement is associated with sourcing, recruiting, strategic manpower planning and workforce engagement of the organization as talent is the only path to long-term organizational success (Chhaniwal, 2017). Mainly in the volatility, uncertainty, complexity and ambiguity (VUCA) world, where the business situation is in volatile mode, developing an appropriate talent management system through employer branding has emerged as an area of concern. In the present study, information technology organizations have been considered as talent management and employer branding are widely in practice in these organizations. Challenges of appropriate talent attraction and retention are major concerns in such organizations. Naim and Lenka (2017) discussed that talent management remains the core concern for information technology organizations globally, and the same is implemented through the process of selection, development of talent, performance and reward management (Melie, Schulp & de Boer, 2020).

Maurya and Agarwal (2018) investigated the linkage between talent management with perceived employer branding. The study concluded that managing talent in an organization is positively associated with employer branding, it indicates that talent predicts the strength of the employer brand through the process of reward system, remuneration policy, balance of work life of employee and policy for talent retention and productivity enhancement. Liu et al. (2021) opined that user-friendly human resource management practices help firms to achieve their desired outcomes, and this helps to manage talent and employer branding process. To manage talent, the organization tries to highlight its brand, which changes the mindset of potential employees’ belief that their need and requirement should be fulfilled by the organization (Mehta, 2021). Just like consumers looking to select the right brand for their products, a linkage of talent management is used by the organization to differentiate their stature in front of talents and support to make decisions (Collins & Stevens, 2002). Therefore, organizations that carry high employer branding propositions are more capable of attracting talent than lower brand-value organizations (Berthon, Ewing & Hah, 2005). There are three elements of employer branding from a human resource management perspective. First, the development of a value proposition with the organization’s culture, employment style and image, which reflects the value the organization offers to their employees (and this is related to
talent attraction). Second, how the value proposition develops a strong feeling of their performance with potential employees (that is related to talent leadership and acquisition). The third element is related to talent retention and productivity, which enhance the value proposition to current employees (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004). Employer branding helps organizations to find talent in terms of quality and quantity and enhance the overall productivity of employees (Collins & Han, 2004; Fulmer, Gerhart & Scott, 2003). Organizations believe that employer brands reduce turnover costs through proper communication with talent and hence facilitate talent engagement through productive work and maintain a healthy organizational culture (Barrow and Mosley, 2006; Pagan-Castaño, Ballester-Miquel, Sánchez-Garcia & Guijarro-Garcia, 2022).

The inner meaning of employer brand and talent management is in the same direction. From an HR perspective, employer brands develop unique employment experiences by giving support to tangible and intangible rewards offered by the employer to their employee (Edwards, 2010). It enhances the value proposition of employees by providing tangible and intangible benefits like job satisfaction, salary and remuneration benefits, fringe benefits, scope of career growth, development, learning opportunities and psychological benefits (App et al., 2012). Sathyia and Indradevi (2014) stated employer brand is a human resource process for hiring and retaining talent and helping the employer and employee for organizational value creation. On the same line, talent management also looks after attracting and retaining potential employee and provides support for improved productivity. Organizations design suitable policies and frameworks for talent in their long-term association in an organization like career enhancement, information and knowledge exploration, succession planning for prospective employee systematic work analysis (Guerra, Danvila-del-Valle & Méndez-Suárez, 2023), to select people with high potentials and those who are high performers and productive professionals (Lin & Huang, 2021). It is also associated with the recruitment and selection of talent, time-to-time evaluation of organizational strategic objectives, following 360-degree appraisal for offering a higher level of responsibility, adopting various psychological tests, assigned work in various fields of operations and rotational experience to prove all-round experience of talent (Wirges & Neyer, 2023). These practices help the employee to design their career development plan like a plan to participate in leadership programs, a training program for upgrade and various learning programs that help the organization for long-term talent retention.

Therefore, it is true that employer branding is a precursor for the organization, which helps design better talent management practices in the organization. Better employer branding tools help to attract and retain good people for the organization and design the assessment program to evaluate employees with higher potential for long-term association with the organization. In this connection, the present study will examine the effectiveness of employer branding in designing the best talent management practices. The study also evaluates the major determinants of employer branding and their connection with talent management practices in the organization.

Review of literature
Talent management is a process that identifies, attracts, retains, develops and deploys the most potential employee who plays a role in developing value for the organization by using their capacity (Krishnan & Scullion, 2017). The effective process of managing talent is strongly connected with workplace productivity where the organization properly allocates the required skills and aptitude of the talent as per current needs and future assessment of the organization (Muduli, 2008). A person having multiple skills and exposure to work in various core fields of organizations can lead and motivate a team with strong
communication skills and creative thinking and is considered a talented resource. In the same way, Tansley and Tietze (2013) defined talent management as the process of recruiting, selecting, retaining and deploying highly potential people who contribute to the development of organizational value. Therefore, workforce planning and execution are a vital part of the human resource management process in developing talent management practices in the organization (Rothwell, 2011).

King and Vaiman (2019) said talent management works in macro and micro level like recruitment, selection, compensation, reward, performance review and deployment to talent. The macro-level aspects include the macro talent context and environmental factors, talent outcome and functions (Lewis & Heckman, 2006). Monteiro et al. (2020) described that employer branding works in a direction to search skills and talent, and it plays a relevant role concerning talent management. Lee and Kotler (2011) defined it as a development process of intended brand act as an element of branding and human resource management.

Muduli (2008) also highlighted some important components that make the talent stay a longer period in the organization, and these are the design of flexible employee benefits, organizational loyalty through employee engagement, space for learning opportunities, compensation as per efficiency, “open and friendly” work culture, which is part of performance management. The thought supported by Bushe (2012) added that effective human resource practice plays a huge role in talent retention by flexibly designing these variables so that employees will feel valued in the organization. Kwon (2009) explained that in cutthroat competition, retaining skilled and dynamic employees gives the organization a competitive advantage. Hassan et al. (2023) explained that the techno-structural model in the organization develops confidence among stakeholders like talent and manages crisis resilience.

Most organizations adopt talent management practices for the effective use of productive human resources that cause organizational success (Dagogo & Ogechi, 2020). Talent attraction, talent retention, talent acquisition and talent poaching are explicitly seen as cutting-edge strategies across the globe, including India (Bhatnagar, 2007; Lewis & Heckman, 2006). Chhaniwal (2017) said talent management practices explained organizational and departmental communication, career progression and performance evaluation that are in organization for adopting talent management practices. Considering employer branding too, such practices in talent retention can be seen leading to improved development of the brand (Patra, Mukhopadhyay & Dash, 2019). Bhattacharyya (2015) highlighted the significance of collegiality in talent retention and talent management practices. It is the association between the employer and employee outside the working relationship. Collegiality is, therefore, found to be a prime precursor to talent retention. In a similar line of research, Mehta et al. (2021) discussed collegiality in organizations to be associated with talent management practices. The organization needs to promote cultural diversity in terms of gender equality, religion, a positional opportunity that develops trust, respect and cooperation, sharing of knowledge and a nurturing and encouraging environment that ensures talent retention (Al Ariss et al., 2014). Bhattacharyya (2017) pointed toward the talent retention policy of Indian organizations and stressed that continuous training and grooming, job rotation along with on-the-job training, designing of competitive promotion and reward and promoting employee engagement in different functions make the employee more confident. This is one of the fundamental aspects of the talent management process and employer branding practices. So, the culture of collegiality develops better talent retention in Indian organizations.

Undoubtedly, the chief resource of any productive organization is human capital, which is a combination of expertise, practices, proficiency, enthusiasm and competencies of the
personnel. Therefore, identifying and sustaining the management and retention of proficient personnel and investment in the development of their expertise and proficiency are imperative in enhancing the overall efficiency and productivity of the organization (Burbach & Royle, 2010; Mate, Darabos & Dajnoki, 2016). Gamama, Bazza and Imam (2018) opined that the majority of the practices in the talent management process are overtly related to the culture and policies of the organization. Lockwood (2006) stated that talent management practices play a considerable part in fostering healthier competition and the overall development of the organization. Extending the thought, Collings, Mellahi and Cascio (2019) identified that talent management and HRM are the fundamental strategic business partners in the organization. Earlier, Collings and Mellahi (2009) suggested an all-inclusive outline that expresses the connection between talent management practices, human resource management and strategic management decisions in an organization. Therefore, a strategic dimension must be incorporated into HR functions that can cause greater impacts on attracting and retaining talent in the organizations.

Inclusive talent development and wider talent management are two major areas of contemporary research. Hassan et al. (2022) opined that talent management has implications in other fields like sports and highlighted that there is an impact on the selection of talent, and it is an emerging area of learning organization. The organizations focus on their nonphysical possessions like knowledge and talent as the business setting is often ambiguous, uncertain, complex and unpredictable (Chuai, Preece & Iles, 2008). In studying successful organizations, it may be found that the organization, which is recruiting, handling and retaining efficient employees, has an elevated level of success, and this explains the growing demand and competition for efficient personnel around the globe (McDonnell, Collings, Mellahi & Schuler, 2017). Talent management is also instrumental in minimizing the cost of recruiting personnel, by retaining efficient workers and training them, so that the efficient employees become an essential resource in any organization (Nalbantian & Guzzo, 2009).

Talent management in learning organizations

The concept of learning organization originated back in the 1990s when Peter Senge and his team introduced the idea of learning-centric organizations. Peter Senge defined five domains that create a learning-centric organization, namely, personal mastery, mental models, shared vision, team learning and systems thinking (Senge, 2006). Between these domains, the domains of systematic thinking and dialogue have greater significance in growing the output of the organization. Nonetheless, the role of talent management in learning organizations got attention later. According to Afshari and Hadian Nasab (2021), talent management has an important role to play in the learning capacity of the organization of any organization. In this research work, we investigated effective talent management through an agile learning environment for the enhancement of the learning capability.

Lee and Wong (2019) noted that intellectual capital involves three domains, namely, human capital, structural capital and relational capital. The study further pointed out that the growth of these components of intellectual capital is associated with the learning milieu of the organization that follows learning organizational practices and phenomena (Afshari & Hadian Nasab, 2021). Earlier research by Chabault, Hulin and Soparnot (2012) also pointed out that constructive talent management, therefore, can involve all three dimensions of intellectual capital, leading to better learning organization practices. With globalization, organization effectiveness has been progressively found to be dependent on talent management practices (Yang et al., 2004). Ali, Bashir and Mehreen (2019) have identified the aspects of learning management to be significantly responsible for the same. Another study
by Yuniati, Soetjipto, Wardoyo, Sudarmiatin and Nikmah (2021) has explored the impacts of organizational learning as a mediating factor in the association between talent management and organizational performance.

The present research intended to synchronize the idea and application of employer branding in talent management in information technology (IT) industries in India. As the concepts of learning and learning organizations essentially contribute to the effectiveness of talent management in any organizational existence, the present study has also attempted to explore some of these aspects through discussions of research directions. The research objectives, methods and different dimensions of analysis adopted in the present research have linked talent management and employer branding through the employee empowerment dimension. Employee empowerment and team-based performance are the two main aspects of any learning organization, and the present research has attempted to integrate these aspects into the research theme and research design. In the present research, personal and work-related factors have been highlighted as essential components that significantly contribute to the growth of employee productivity and excellence at workplaces. These are also central issues in employer branding practices, which purport to attract and retain talent. Besides, these components are also associated with the features and characteristics of a learning organizations.

Objectives of the research:

- to explore and identify the contributing factors in efficient talent management; and
- to examine whether the factors contributing to employer branding differ concerning demographic profile such as age, gender, marital status, qualification and location of the employees.

Research methods

Participants: Participants were 617 (male = 82.5% and female = 17.5%) adult individuals working in different IT companies. Also, 3.1% from age group “18–24” years, 38.7% from age group “25–34” years, 57.7% from age “35–44” years and 0.5% from “45–54” years. Further, 77.3% of the respondents had a graduation qualification, 21.2% had a postgraduation qualifications and 1.5% qualified at diploma level. In addition, 84.3% of the respondents lived in urban areas and 15.7% lived in rural areas.

Tool used: A questionnaire with 85 items under 25 domains was newly developed for the present study. The domains were selected based on existing literature on talent management. Most of the studies focused on diverse factors contributing to talent management. For instance, Mujtaba, Mubarik and Soomro (2022) considered five domains such as “critical position identification, engaging talent, retaining talent, development of talent, talent acquisition.” Kilic et al. (2017), on the other hand, did an exploratory study to identify eight domains of talent management, such as, “understanding of managing talent, process of hiring talent, talent determination, employees’ growth and development, maintaining positive relationship, authorization, awarding process, and work life balance.” Yener, Gurbuz and Pinar (2017) presented comprehensive study of the domains of managing talent in organization and its effectiveness. The review of these studies helped understand the conceptual philosophy of talent management as a construct and delineate the domains for the present questionnaire. The present study therefore attempted to consider the domains already identified by previous studies while recognizing several other domains as per the researchers’ insight on talent management. The 25 domains considered are task variety, task significance, work method autonomy, task identity, organizational location, financial position of the firms/organizations, atmosphere of the company, decision-making
autonomy, company experience from outside, company management, flexibility in working hours, CSR association, leadership style, familiarity with the company, CSR participation and team cohesion, work scheduling autonomy, flexible workspace, diversity, employee benefits, organizational culture, opportunity for learning and growth, job security, work–life balance and working environment.

The items were carefully framed following the principles of item construction. Specifically, each item was framed as a simple sentence with no double negatives or ambiguous wording. Precautions were taken to ensure that the items of each domain pertained to the assessment of that domain only. Following the item construction for the 25 domains, the item set was evaluated by an expert for further modifications. Following the suggestions of the expert, a few revisions were made. The internal consistency of the items was 0.93 by using Cronbach’s alpha, indicating that the items are quite reliable and are measuring one single construct, which is talent management.

Procedure: Informed consent was obtained from the participants before the administration of the questionnaire. Instructions were clearly explained and all queries of the participants were addressed during the data collection process. After data collection, data were cleaned and analyzed.

Statistical analysis: Descriptive statistics of the domains were checked, and correlation analysis was done to check the inter-item correlation for the scale. To fulfil the first objective of the study, “Principal Component Analysis” was done. For the analysis, the 25 domains were considered instead of the 85 items separately. This was done because each of the domains in the test is conceptually different. Combining the domains would have led to construct contamination in this regard. Further, to fulfil the second objective, a non-parametric “Mann-Whitney U Test” was done. It is to be noted that 82.5% of the study sample comprised male participants, while 17.5% were female. However, this inequality in gender distribution was not a statistical concern as “Mann Whitney U test” has no such assumptions regarding the equality of size of the two groups. Histograms of the variables factored by gender showed that the distribution of the two groups was similar, and hence, Mann–Whitney U test could be applied. Moreover, although the proportion of female data in the sample is less, the absolute data size of the female group is large ($n = 108$), which fulfils another condition for applying Mann–Whitney U test. Hence, group differences were examined despite unequal group size.

Results

Descriptive statistics
Mean and standard deviation of the domains are given in Table 1. For the domains, organizational location, financial position of the firms/organizations, atmosphere of organizations, employee benefits and familiarity with the company, standard deviation measures are relatively higher (Table 1), indicating more variation in responses in these five domains.

Correlation among variables
All the test domains were found to be positively and significantly intercorrelated, with coefficients ranging from 0.20 to 0.63. This indicates that the scale domains are internally consistent and measure one single construct, that is, talent management.

Principal component analysis
“Principal Component Analysis (PCA) with Varimax rotation” was done after checking the sampling adequacy in data. The analysis was done with 20 domains instead of 25 domains (Table 2). Initial analysis indicated that these five domains (work scheduling autonomy, flexible workspace, diversity, employee benefits and organizational culture) displayed very
high multicollinearity across the two components. Hence, they were removed from the analysis in the subsequent steps.

The analysis extracted two components with a total variance of 55.14%. It was found that 16 factors, namely:

- Task variety
- Task significance
- Work method autonomy
- Task identity
- Financial position
- Atmosphere of the organizations
- Decision making autonomy
- Company experience from outside
- Company management
- Flexibility in working hour
- CSR association
- Leadership style
- Familiarity with the Company
- CSR participation
- Team Cohesion
- Work-related Factors
- Personal Factors

Loaded on the first component, while only four factors, namely, “Opportunity for learning and growth, Job security, balanced work life and environment withining organization,” loaded on the second component. The first component is therefore named “Work-related Factors,” and the second component is named “Personal Factors.” The result indicated “Work-related factors” take significant role in ensuring efficient talent management in the information technology organizations. The rest of the factors are important, but relatively less preferred while making a job-related decision.

**Differences in the relevance of talent management domains concerning demographic variables**

For checking the demographic-wise differences in the relevance of the talent management domains, the raw scores were converted into factor scores. Following this, the normality of the data was verified using the “Kolmogorov-Smirnov test.” Normality testing revealed

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**Table 1.**

Descriptive statistics showing the mean and standard deviation for the domains (n = 617)

<table>
<thead>
<tr>
<th>Domains</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location/position of the company</td>
<td>15.912</td>
<td>2.5301</td>
</tr>
<tr>
<td>Financial condition of the company</td>
<td>16.348</td>
<td>2.3167</td>
</tr>
<tr>
<td>Company atmosphere</td>
<td>15.961</td>
<td>2.1385</td>
</tr>
<tr>
<td>Company management</td>
<td>11.872</td>
<td>1.6734</td>
</tr>
<tr>
<td>Company experience from outside</td>
<td>12.122</td>
<td>1.7141</td>
</tr>
<tr>
<td>Corporate social responsibility (CSR) association</td>
<td>11.974</td>
<td>1.5550</td>
</tr>
<tr>
<td>CSR participation</td>
<td>8.065</td>
<td>1.1420</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>12.674</td>
<td>1.4812</td>
</tr>
<tr>
<td>Opportunity for learning and growth</td>
<td>16.598</td>
<td>1.7693</td>
</tr>
<tr>
<td>Job security</td>
<td>12.467</td>
<td>1.5052</td>
</tr>
<tr>
<td>Working environment</td>
<td>12.470</td>
<td>1.6205</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>39.032</td>
<td>3.3515</td>
</tr>
<tr>
<td>Team cohesion</td>
<td>16.342</td>
<td>1.8511</td>
</tr>
<tr>
<td>Leadership style</td>
<td>16.506</td>
<td>1.8430</td>
</tr>
<tr>
<td>Work scheduling autonomy</td>
<td>12.225</td>
<td>1.6185</td>
</tr>
<tr>
<td>Decision-making autonomy</td>
<td>12.173</td>
<td>1.7329</td>
</tr>
<tr>
<td>Work method autonomy</td>
<td>8.002</td>
<td>1.3074</td>
</tr>
<tr>
<td>Task variety</td>
<td>11.825</td>
<td>1.9694</td>
</tr>
<tr>
<td>Task significance</td>
<td>11.948</td>
<td>1.8943</td>
</tr>
<tr>
<td>Task identity</td>
<td>12.049</td>
<td>1.7417</td>
</tr>
<tr>
<td>Flexible workplace</td>
<td>12.107</td>
<td>1.6714</td>
</tr>
<tr>
<td>Flexibility in working hour</td>
<td>12.100</td>
<td>1.6176</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>12.311</td>
<td>1.4673</td>
</tr>
<tr>
<td>Diversity</td>
<td>12.198</td>
<td>1.6748</td>
</tr>
<tr>
<td>Familiarity with the company</td>
<td>15.739</td>
<td>2.5827</td>
</tr>
</tbody>
</table>

**Note:** Results are based on the data collected for present study
highly significant values, indicating non-normal data. Hence, we did the Whitney U test, non-parametric testing for comparing the relevance of the talent management domains across the different demographic variable levels. In cases where multiple levels were found, the number of samples across the different levels was checked. In most cases, the sample size was hugely unequal and too small to be compared. For instance, it was found that for the variable age, there were only nine participants who could be categorized in the fourth group, and hence, this group was merged with the third age group. Finally, all the demographic profile considered such as “age, gender, marital status, qualification and location” had two levels only.

Mann–Whitney U test has revealed that concerning age, the relevance of talent management domains differs significantly for company atmosphere ($p < 0.027$), work method autonomy ($p < 0.0001$), task variety ($p < 0.014$) and task significance ($p < 0.001$). In all cases, these domains bear more relevance to the older age group (35–44 years) in comparison to the younger age group (25–34 years). Concerning gender, female employees found the domains like balance between personal and professional life ($p < 0.015$), security of job ($p < 0.006$), working environment ($p < 0.012$), task variety ($p < 0.039$) and familiarity with the company ($p < 0.040$) to be more relevant than male employees. Moreover, single employees found all the talent management domains to be significantly more relevant ($p < 0.0001$) than those who were married. That is, all the factors are important to retain single employees. Concerning educational qualification, the relevance of talent management domains did not differ significantly for the employees. That is, a qualification level of graduation or postgraduation does not play any role concerning the talent management domains. Finally, the relevance of the domains differed significantly for the employees who stayed in urban areas in comparison to others who stayed in rural areas.

Hence, the factors of talent management are more relevant for single female employees, aged between 35 and 44 years and staying in urban areas.

### Table 2.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Component I</th>
<th>Component II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task variety</td>
<td>0.844</td>
<td></td>
</tr>
<tr>
<td>Task significance</td>
<td>0.813</td>
<td></td>
</tr>
<tr>
<td>Work method autonomy</td>
<td>0.772</td>
<td></td>
</tr>
<tr>
<td>Task identity</td>
<td>0.770</td>
<td></td>
</tr>
<tr>
<td>Location of company</td>
<td>0.762</td>
<td></td>
</tr>
<tr>
<td>Financial condition of company</td>
<td>0.737</td>
<td></td>
</tr>
<tr>
<td>Company atmosphere</td>
<td>0.735</td>
<td></td>
</tr>
<tr>
<td>Decision-making autonomy</td>
<td>0.727</td>
<td></td>
</tr>
<tr>
<td>Company experience from outside</td>
<td>0.718</td>
<td></td>
</tr>
<tr>
<td>Company management</td>
<td>0.658</td>
<td></td>
</tr>
<tr>
<td>Flexibility in working hour</td>
<td>0.616</td>
<td></td>
</tr>
<tr>
<td>CSR association</td>
<td>0.612</td>
<td></td>
</tr>
<tr>
<td>Leadership style</td>
<td>0.576</td>
<td></td>
</tr>
<tr>
<td>Familiarity with the company</td>
<td>0.562</td>
<td></td>
</tr>
<tr>
<td>CSR participation</td>
<td>0.548</td>
<td></td>
</tr>
<tr>
<td>Team cohesion</td>
<td>0.539</td>
<td></td>
</tr>
<tr>
<td>Opportunity for learning and growth</td>
<td>0.815</td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td>0.743</td>
<td></td>
</tr>
<tr>
<td>Work–life balance</td>
<td>0.738</td>
<td></td>
</tr>
<tr>
<td>Working environment</td>
<td>0.654</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Results are based on the data collected for present study.
Discussion

The study attempted to recognize the important components that affect talent for long-term sustainability in the organization as well as help organizations explore these factors, which may act as a tool for their branding. Sareen and Mishra (2016) commented that performance of an organization is strongly connected with their talent management practices. They identified that organizations should allow the talented employee to make autonomous decisions in their work so that they could create unique ideas and perform better. The present research identified two important components, namely, work method autonomy (0.772) and decision-making autonomy (0.727), and these two components have strong positive association on talent to work with a high level of involvement. Sastry (2013) described that organizations should maintain a flexible and transparent process of talent management so that a comprehensive work culture can be created. Employees should be able to work on their skill development and prepare themselves for changing business scenarios with more roles and responsibilities. The present study also highlighted opportunities for growth and learning (0.815) as an important factor, and this is indicative of the importance of work methods autonomy.

Vaiman, Scullion and Collings (2012) explained that for successful global talent management, six specific principles should be followed: Alignment of organizational strategy with culture, maintenance of internal consistency, cultural embeddedness, role, task and involvement of management, maintenance of global and local need and fulfilling it as per requirement and design of employer branding through differentiation. From the present study, it noted that 20 different components of employer branding highly connected with the components associated with talent management process of any organization. The first component which consists of 16 factors, majorly highlights a transparent organizational culture where employees should get full autonomy in their working process; for instance, they can define their job role as and when required, design their work process which is best suited, take full responsibility of the task which they are doing, can adopt flexible work hours so that the importance of work cannot be hampered and take leadership roles. All these factors are found to have the highest positive factor loading, which indicates these factors is an indicator of transparent organizational culture. Similar studies supporting the present findings include the research done by Rani and Joshi (2012), who reported that effective talent management practices concentrate on organizational overall culture, benefit employees, keep them updated through proper training and development, provide scope for learning opportunities and present strong company management policies, so that employees feel secure in their job and are rewarded through their success. Tiwari and Shrivastava (2013) opined that practices of talent management motivate people for enhancing their productivity, and that is related to organizational outcome and improve retention process. The study mentioned that working conditioning, work culture, design of effective training and development, design of career progression, work and method autonomy, full power with responsibility, fulfilling desired unmet needs like recognition and reward are important components of talent management. These make the employee more confident to sustain and contribute effectively toward the organizational goals. Dhanabhakyam and Kokilambal (2014) also highlighted that a transparent selection process, design of work schedule, opportunities for learning and growth, team building and charismatic leadership, regular feedback and succession planning are the most important constructs of successful talent management practices (Anand and Hassan, 2019). This evidence suggests that for designing talent management practices in information technology organizations, there is also a need to emphasize a transparent organizational culture where the employees should get priority in their work system and process. The second most important area in the current study that
indicates strong human resource management practices in the organization for managing talent and their growth and development. To retain talent, it is more important to ensure their job security and need to provide them with the utmost benefits so that they will not think to switch jobs. Additionally, nowadays, maintaining a work–life balance is truly challenging; it is necessary to design a policy for better working environment for employee and staff. There are several studies conducted in other sectors chiefly highlighting that personal growth and benefit develop affective commitment within the employee. It is only possible if the psychological needs are being fulfilled that can make employees satisfied within the organization (Meyer & Allen, 1984; Colquitt, Baer, Long & Halvorsen-Ganepola, 2014; Meyer & Herscovitch, 2001).

**Implications of the study**

The current study was trying to investigate the effectiveness and implications of talent management practices in information technology organizations in eastern India. As organizations adopt employer branding as a tool for attracting talented people and their long association with the organization, it plays a significant role in managing talent in organizations because both the concept is internally correlated in various organizations, including the information technology organizations. There are few notable findings observed from the present study, and out of them, it can be claimed that for managing best talent practices, organizations need to concentrate on personal growth and benefit of the employee, organizational culture and climate and the organizational outcome. Second, as a practical site of the current study, it is noted that variables associated with managing talent can be used as tools for the employer branding perspective by the organization. In the context of learning organizations, employee empowerment is found to be a very relevant phenomenon. Third, the current study explains the application of managing talent in a learning organization, and different practices need to be adopted by the learning organization for managing talent and subsequently through employer branding. This may allow the organization to enhance its ability to grow, learn and achieve its objectives and purposes continuously.

**Limitations and future research**

Each and every study has its own limitations, like the current study only considered information technology organizations in eastern India, and not other organizations. The sample size that has been selected is limited to experienced professionals of information technology organizations. Geographically, therefore, the study findings can be expanded to other parts of India with a formidable information technology presence. Second, the present sample majorly included male participants (82.5%) while having a relatively small representation of female participants. Future research should address this inequality in data distribution so that more representative conclusions can be drawn. Third, the present research has considered only talent management as a variable for investigation and did not include other factors associated with the organization, where employee retention gets adversely affected, such as evaluation of performance and compensation management, training, development, etc. Other area where future research can be done that is to explore talent management in connection to these factors as well.

Table 3 summarizes some of the emerging trends in talent management. It is observed that the emerging areas of research on talent management are being expanded to some new areas, such as equity, ethics, justice and social dimensions of talent management, changing scenarios of global talent management, technology, people analytics, cultural dimensions, etc. Future research in this area should consider studying talent management in connection to these new dimensions.
The commonalities of researches are found to be indicative of significant role of organizational justice that maintains the relationship between talent management and improved organizational climate. The studies have further shown the role of improved organizational climate that positively effects the employee perception of equity and justice. The improved employee retention is fall out of such developments.

Global talent management scenario is rapidly transforming. The studies have revealed certain phenomenon such as growing needs for future readiness of the workforce, higher expectation of social stability, respect for diversity and dynamism in line with Industry 4.0 as major influencers of global talent management. The growingly emerging inter-connected world via cyber-security has made this more essential for effective talent management as per these studies.

Technology has entered and influenced the talent management in a big way. Some of the present trends have been found in the designing and applying AI-based talent management system that is dedicated to recruitment and retention. The studies have further shown how these AI-based talent management systems are playing significant roles to identify, forecast and invest talent management and also shaping the future performance management scenario. The researches have further shown how the growing digitization of business are creating a more favorable situation for these technology-enabled talent practices in several organizations. Studies have also highlighted the possibilities of better competitive advantage the organizations are getting through it.

As employee retention has become a major issue in most of the industries, roles of talent management to address such challenges have become an evolving area of research among scholars. The studies have attempted to show the impact of effective talent management on employee satisfaction that effects employee engagement and better employee retention.

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<tr>
<th>Themes</th>
<th>Research paper details</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>Equity, ethics, justice and social dimensions of talent management</td>
<td>Oladapo (2014); Björkman, Ehrnrooth, Mäkelä, Smaie and Sumelius (2013); Bhatia and Bariah (2022); Luna-Arocas and Danvila-del-Valle (2022)</td>
<td>The commonalities of researches are found to be indicative of significant role of organizational justice that maintains the relationship between talent management and improved organizational climate. The studies have further shown the role of improved organizational climate that positively effects the employee perception of equity and justice. The improved employee retention is fall out of such developments.</td>
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<tr>
<td>Changing scenario of global talent management</td>
<td>Moritz and Zahidi (2021), World Economic Forum (2020), Li (2022), Jothi and Savarimuthu (2022), Cranswick (2019)</td>
<td>Global talent management scenario is rapidly transforming. The studies have revealed certain phenomenon such as growing needs for future readiness of the workforce, higher expectation of social stability, respect for diversity and dynamism in line with Industry 4.0 as major influencers of global talent management. The growingly emerging inter-connected world via cyber-security has made this more essential for effective talent management as per these studies.</td>
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<td>Technology and talent management</td>
<td>Faqih and Miah (2023); Miah, Vu and Gammack (2019); Fahd, Miah, Ahmed, Venkatraman and Miao (2021); Jarrahi (2018); Osamy, Khedr, Salim, AIAli and El-Sawy (2022); Guerra et al. (2023); Sparrow and Makram (2015); Morakanyane, O’Reilly, McAvoy and Grace (2020); Fitzgerald, Kruschwitz, Bonnet and Welch (2014)</td>
<td>Technology has entered and influenced the talent management in a big way. Some of the present trends have been found in the designing and applying AI-based talent management system that is dedicated to recruitment and retention. The studies have further shown how these AI-based talent management systems are playing significant roles to identify, forecast and invest talent management and also shaping the future performance management scenario. The researches have further shown how the growing digitization of business are creating a more favorable situation for these technology-enabled talent practices in several organizations. Studies have also highlighted the possibilities of better competitive advantage the organizations are getting through it.</td>
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<td>Talent management and employee retention</td>
<td>Pandey and Kaur (2021); Agarwal and Jain (2015); Ambrosius (2018); Narayanan, Rajithakumar and Menon (2019); Madurani and Piasari (2022)</td>
<td>As employee retention has become a major issue in most of the industries, roles of talent management to address such challenges have become an evolving area of research among scholars. The studies have attempted to show the impact of effective talent management on employee satisfaction that effects employee engagement and better employee retention.</td>
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Table 3. Emerging research trends on talent management (continued)
### Conclusion

The prime focus of the current study is to assess and identify the components that promote and help organizations to adopt and facilitate best talent management practices. From the present research, three major areas have emerged through factor analysis, namely, personal growth and benefit, transparent organizational culture and social commitment of the organizations. These three major areas cover 20 important factors where organizations work to address various organizational issues associated with practices and implications of talent management. The study considered information technology organizations in India, which is a sector that carries huge growth potential in comparison with other major sectors. As per the report published by the Press Information Bureau (PIB), Department for Promotion of Industry and Internal Trade (DPIIT), Department of Information and Technology, Union Budget 2022–23, the sector is expected to grow to US$19.93bn by 2025 in India.

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<tr>
<td>Workplace happiness and talent management</td>
<td>Afshari and Hadian Nasab (2021); Atan, Ozgit and Silman (2021); El-Sharkawy, Nafea and Hassan (2023)</td>
<td>One of the major areas of contemporary management. According to the studies, workplace happiness enhances with effective recognition, work–life balance, family-friendly employee policy, flexible work schedule, organizational learning capabilities and better learning opportunities at the workplace. The researchers have identified these phenomena as the important components of emerging talent management practices in the organization</td>
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<td>Talent management and cultural dimensions</td>
<td>Elsharnouby and Elbanna (2021), Pagan-Castaño et al. (2022), Liu et al. (2021)</td>
<td>Another important priority in contemporary management is shifting the focus from focusing solely on increasing their productivity and differentiating their products and services to focusing on their human capital, considering their employees the most important asset of the organization and to create sustainable competitive advantage</td>
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<tr>
<td>People analytics and talent management</td>
<td>Saling and Do (2020), Wirges and Neyer (2023)</td>
<td>People analytics is an important tool nowadays that effects the talent management. According to the studies, people analytics helps the individuals to market their skillsets and organizations. This includes describing their job requirements down to a granular level of detail in the hope that searches, optimization algorithms and simple recommendation engines can guide them toward an optimal decision for talent management – the right person in the right job at the right time. In a simple way, researchers have identified the role of people analytics in optimizing the talent-related decisions</td>
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**Note:** Results are based on the literature review done for the present study

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Table 3.
The same report has revealed that the number of talents required in the sector by 2026 will be 14 million people. Therefore, retention and development of the best talents in the sector have emerged as the foremost priority. Examining the relevance of talent management according to different demographic variables has been the second most important aspect covered in the present study. From this perspective, the present study shows that task variety, work autonomy and company atmosphere are relevant for middle-aged employees instead of the young professional falling between 25 and 34 years. This indicates young talents’ propensity to get exposure to various organizations. On the other side, it is noted that work environment, security in the job and work–life balance are important aspects for male professionals. Therefore, developing a flexible human resource management system is the need of the hour. Such a system can invariably increase their loyalty toward the organization. The present research also addressed another important issue in talent management, which is employee branding. Though talent management through employer branding has been a popular area of research and practice in many sectors in India and abroad, this was not critically addressed by the research conducted in the organizations belonging to India and South Asia. Hence, the present study bears enormous significance in exploring the different facets of talent management practices in India.

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Further reading


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