Intervention of Talent Management Impact on the HR Practices among the Employees Working in the Software Industries.

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ABSTRACT

Recruitment of applicants with highly valued talents, provision of continual learning and development opportunities, reward of important team members, and encouragement of advancement within the organization are all common and best practices in talent management (more on these practices below). Numerous examples exist of Indian businesses successfully keeping key employees on staff. Such organizations use alternative methods of talent management. In majority of these situations, such Indian organizations have a heritage of at least hundred years. Some startups and family-run enterprises are also successful in the talent acquisition and retention arena. This case study looks at how one Indian company's talent management practices led to the retention of a key employee. The case, which is based on research on the methods used by several Indian companies to manage their employees' talents, stresses the value of teamwork. The concept of collegiality in the context of talent management has received little attention. This case note is an attempt to spark conversations on how organizations might improve their talent management practices via the use of collaborative strategies. The term "talent management" refers to a company's approach to finding and keeping the best possible staff. Motivated workers who are also strategically aligned have a greater chance of advancing in their current positions and eventually taking on leadership responsibilities. YES, Bank staff in the Indian cities of Hyderabad, Bangalore, and Chennai participated in the research.
Keywords: Human Resource Management, Talent Management, Recruitment, Human Resource Practices

1.0 Introduction:

In today's increasingly interconnected world, companies must contend with a fresh set of operational challenges. As a result of globalization, firms are being forced to move their activities from developed to developing nations. Their future success hinges on how well they can apply what they have learned. Corporations are under a lot of pressure to upgrade their talent engagement systems and the technology behind them due to their increased reliance on skilled cum knowledge personnel. Changes in sourcing, strategic manpower planning, and worker engagement are being driven in part by the blurring border between internal and external staff. Against this backdrop, top executives throughout the world have come to recognize the critical importance of talent management, realizing that talent is the sole source of sustainable company success. Companies now face a growing challenge from talent gaps and incompatible skill sets. Aligning talent engagement practices with business strategy becomes critical. Surprisingly, the onus of personnel management still falls on be a group effort and must be treated as such a portion of the business strategies created by more senior elite levels in a field.

Talent Acquisition Process- Joy Sen, who works at Yes Bank Limited, oversees the initiative to find retail talent (Yes Bank). To fill a key position, he had to look for the best candidate. Although the Human Capital Management (HCM) staff made every effort to raise offers, it just wasn't working.

Competition for Acquiring Talent Was Intense- There was highly competitive for talent because qualified candidates could apply for multiple positions at competing organizations. While recruiting took time and was frustrating for all parties involved, the necessary number of applicants was screened to ensure success.

Lack of Consistency and Hiring Process with Candidates Selection- Amit Singh, the cluster relationship leader in charge of Yes Bank's high-net-worth individual channel, put pressure on Sen to find a quick solution because the role was crucial to the company's business**.**

Technology- Talocity InstaSolutions Pvt. Ltd. is a firm that provides a platform for talent recruiting those analyzes applications using video analytics and artificial intelligence (AI). By evaluating eye movements, voice tone, and uttered phrases, the firm evaluates candidates' cognitive abilities using an AI-powered tool.

Doubt about Using Technology in Hiring- On the contrary, Sen felt that the instrument would dehumanize the entire process. Therefore, he had to pick between a stronger internal recruitment staff and an artificial intelligence-based recruiting tool.

2.0 Literature Review

The authors Gul, Akkaya, and Yildirim (2023), The goal of this research was to examine how contentment on the job influences nurses' loyalty to their employers through the talent management–job satisfaction–job-commitment triad. Talent management is crucial for

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recruiting, training, and retaining nurses, and it also plays a major role in boosting morale and loyalty among existing staff. The participants in this study of correlation were 482 RNs who volunteered to take part in the study and were selected for participation based on convenience. To compile this data, we used an info form, the Talent Management Scale, the Minnesota Satisfaction Questionnaire, and the Organizational Commitment Scale. To analyze the data, we employed both descriptive and inferential statistics, including Pearson correlation, linear regression, and hierarchical regression. We used the Baron and Kenny framework for this purpose. Employees' emotional commitment, normative commitment, and persistence commitment, as well as their total score on the intrinsic and extrinsic components of job satisfaction, all improved because of talent management. While work satisfaction mediated all the effects of talent management on employees' emotional and persistent commitment, it mediated just some of the effect on their normative commitment. Increases in nurse job satisfaction and company loyalty have been linked to better HR practices in businesses. Using the findings of this research, policymakers and managers in the nursing industry may realise why it's vital to apply talent management techniques. Improving nurses' abilities may have beneficial results including raised levels of contentment on the job and company loyalty.

The authors Chelan, Alimohammadzadeh, and Maher (2022), If they want to succeed in today's competitive business environment, firms must have the best personnel possible. Talent management ensures that each employee's strengths are fully utilized. This paper used 2016 data to investigate the relationships between talent management, upper-level management, and the heads of nursing departments in university medical centres in Tabriz. The target population for this study consisted of about 197 people from Tabriz University of Medical Sciences, including deans, directors, and chief nurses. The final number of 123 participants was determined using Morgan's table. When establishing whether data were normally distributed, the Kolmogorov-Smirnov test was employed. After instituting talent management strategies, the top administrators, and intermediate managers in Tabriz, as well as the city's top nurses, all significantly increased their output. Therefore, improved human resource management increases output significantly. The correlation between talent management and output was also shown to be linear in the linear regression study. Talent management principles seem destined to be used in the management selection process at companies with demanding settings, such as hospitals, to guarantee the best managers are picked.

According to Thoti (2016), Competing in today's global economy requires proficiency in information and communication technology (ICT). The potential for technological advancement to better the lives of people everywhere, stimulate economic development, and open doors to new opportunities for people, businesses, and governments is truly limitless. The evolution of information and communication technology during the past 13 years has been extensively studied. As a result of ICT's rapid evolution, new difficulties in the workplace have surfaced. Regulations may need to be updated to account for the changing realities of phenomena like "brain drain," "workmen compensation," "treatment of foreign workers," "terms of employment," "organizational safety and health," and "new ways of working." Therefore, these obstacles need a new work culture and cause increased job stress

among employees, obviously affecting morale and productivity. Therefore, this study aims to investigate the connection between organizational culture and productivity in the ICT sectors in Malaysia by looking at how job stress and satisfaction play a role. This research contributes to the expanding body of knowledge on the effects of stress on organizations. The field of organizational behavior would benefit greatly from an investigation of how company culture affects stress and morale among workers. Although they are still relatively new, Malaysian IT firms are quickly rising to the top of the international ICT market.

It has been shown that Bostjancic & Slana, (2018) If they want to succeed in today's competitive business environment, firms must have the best personnel possible. By doing so, talent management ensures that each employee's strengths are fully utilized. This paper used 2016 data to investigate the relationships between talent management, upper-level management, and the heads of nursing departments in university medical centres in Tabriz. The target population for this study consisted of about 197 people from Tabriz University of Medical Sciences, including deans, directors, and chief nurses. The final number of 123 participants was determined using Morgan's table. When establishing whether data were normally distributed, the Kolmogorov-Smirnov test was employed. After instituting talent management strategies, the top administrators, and intermediate managers in Tabriz, as well as the city's top nurses, all significantly increased their output. Therefore, improved human resource management increases output significantly. The correlation between talent management and output was also shown to be linear in the linear regression study. Talent management principles seem destined to be used in the management selection process at companies with demanding settings, such as hospitals, to guarantee the best managers are picked.

Arocas and Lara (2020), Organizations in both the private and governmental sectors recognize the importance of talent management (TM). In this study, TM and SP are linked via a mediating role played by affective organizational commitment (AOC). We analyzed a group of 104 municipal employees using TM, AOC, and SP. The research employed both the method of Baron and Kenny and the PROCESS developed by Hayes to develop the mediation hypothesis of AOC. The results show that AOC is a key mediator in the causal route from TM to SP. Cross-sectional study is the method of investigation employed here. The study improves upon the shortcomings of the standard research approach. This leads to a focus on people management that is new, adaptive, less bureaucratic, and more customer or citizen-centric in its approach to service delivery. This research addresses a knowledge vacuum in academic literature and offers substantial insights for public administration practitioners by investigating **the function of talent management in the provision of public services.**

3.0 PROBLEM STATEMENTS

Telecity's technological recruiting solutions to fill important positions quickly and effectively: Technology is the main tool that helps companies and employees respond to the company. In addition, many employers today are concerned about strategic implementation management. Therefore, technology can be used to coordinate organizational actions. Nevertheless, in this case, there are several examples of inconsistencies in the outcomes

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desired by the various stakeholders involved in the talent acquisition process. Hiring management is not satisfied with the quality of candidates who show up for interviews. In addition, there is insufficient oversight of how recruiters attempt to source candidates. As a result, there is inconsistency in the number of interviews conducted, causing delays in filling positions and prolonging the recruiting process. Based on the findings, the recruitment process needs to be changed to ensure that enough people have been recruited to fill the positions. As a result, Yes Bank has rethought the recruiting process and examined technological steps to provide a seamless and effective talent acquisition process for applicants. Talocity's technology services can help organizations streamline procedures and make more accurate talent acquisition decisions, all while enhancing overall functional agility.

YES BANK conducts a lot of interviews, the quality of its talent acquisition recruiting efforts is low: Amit Singh, a part of the selection committee, expressed dissatisfaction with the series of interviews that took place. Despite speaking with over fifty applications, he could only choose one for further consideration. This occurs because most interviewees are unqualified for the position being offered. Furthermore, Singh stated that he was dissatisfied with the time spent getting to know each candidate and was unsure whether he had made the correct decision to reject them. A series of these has an impact on potential candidates. This allegedly occurred because Singh lacked the patience and time to investigate deeper. However, the technology provided by Talocity makes it easier for the selection committee to locate candidates and make decisions. Talocity's offer to Yes Bank was that banks could "see and hire" rather than "interview and hire," a strategy that makes sense given Talocity's claim that organizations don't hire 80% of the talent pool they locate.

4.0. PROBLEM ANALYSIS

The goal of the problem is to identify the best strategy for Yes Bank to help the organization hire the best candidates for a specific position, like relationship manager, and to also show how technology can help an organization save time and money during the pre-screening process by calling the most qualified candidates in for in person interviews. Some analysis of problems related to the recruitment of potential talent.

Analysis of the problem is: **Process YES BANK uses recruitment solutions with Talocity's technology to fill important positions quickly & effectively.**

In the case study, it is discussed how difficult it is to find and keep relationship managers of high calibre. Another problem that provides a significant challenge for Yes Bank is that the bank's HCM team lacks a platform to approach suitable applicants because of a small approach to candidates in the outside market. Additionally, because the bank lacks the technology to pre-screen the applications, phoning significant cluster prospects for in-person interviews is frustrating for both the interviewer and the candidates. Talocity is a talent recruitment platform used by Yes Bank that uses video analytics and AI to evaluate applications. The company used AI approaches to analyse the candidates' cognitive and competency levels by observing eye movement, listening for tone, and spoken word, and
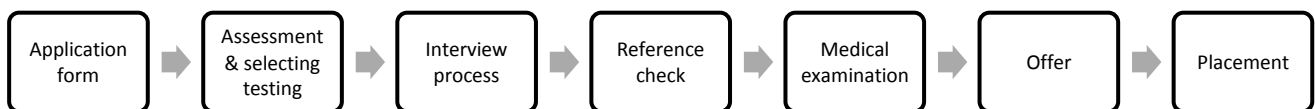
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judging language proficiency in the provided video interviews. It enables the business to hire lots of excellent workers. Technology selects candidates quite quickly. All candidate applications can be managed using a system for tracking applications. The applicants can be sorted using this approach in the desired order.

YES BANK conducts many interviews, but the quality of its talent acquisition efforts is low: The case study claims that the initial issue was the agencies' inability to understand the needs of the bank. The bank was looking for individuals with outstanding financial and sales abilities. Agencies, meanwhile, were only concerned with a person's propensity for sales. The campaign's success was suddenly in jeopardy since the candidates, who on paper appeared to be a good fit, either failed to show up for interviews or provided inadequate quality ones. Therefore, its primary disadvantage is the time and effort required to find top talent. The perfect individual will meet the requirements and have the elusive characteristics needed to forge a long-term, mutually beneficial partnership. The team could be derailed by traits that could be crucial in one organisation and an unsuitable mindset or skill set. Choosing the applicant or applicants from a pool of candidates who have the best performance potential and fit for the open post must thus be part of the selection process during interviews. According to the syllabus, businesses must carry out internal recruitment, in which employees are informed of job openings through job advertisements, and applicants who believe they meet the requirements submit their applications for the position in the job-bidding process. This can cut down on hiring expenses and save time.

5.0 IDENTIFICATION OF ALTERNATIVES

The initial alternatives to the first problem focus on how Yes Bank can utilize Talocity's technology recruiting solutions to fill important positions quickly and effectively by applying algorithm-based technology to obtain more precise candidate-related information. This is because the company Talocity InstaSolutions Pvt. Ltd also known as Talocity, provides a talent recruiting platform that sends candidates based on video analysis and artificial intelligence (AI). Through observing candidates' eye movements, assessing their tone and spoken words, and testing their language ability in uploaded video interviews, the organization employs AI techniques to gauge applicants' proficiency and proficiency levels. The input used can simultaneously calculate the candidate's score, which the employer can use to limit down the number of prospects before viewing the prospect's real video interview. This is because using this technology, as opposed to human teams, can produce more accurate forecasts regarding expected behavior in simulated scenarios. Next, using an algorithmic approach can speed up more accurate decision-making, lower the number of participants needed at once, and shorten the time required to evaluate the appropriateness of candidates. Furthermore, instead of "interview and hire," Talocity's presentation to Yes Bank emphasizes "view and hire." This is because the program will use AI to analyze the CV and compare the information provided in the CV with the real job description to anticipate the suitability of the role so that the given role is the most accurate. This input is then incorporated into a candidate report that has previously incorporated information from video analytics to produce a final talent acquisition suggestion. According to Talocity, the platform's algorithm would learn and recognize trends with each decision made by the bank

to accept or reject a candidate, boosting the accuracy of its selection process. The alternatives that I consider are appropriate for the second problem, which is even though Yes Bank conducts a lot of interviews, the quality of its talent acquisition recruiting efforts is low by following the correct applicant selection procedure. The selection method involves selecting the applicant or applicants with the best performance potential who best fit the open position from a pool of applicants. Figure the below is one of the correct applicant selection

Application form → Assessment & selecting testing → Interview process → Reference check → Medical examination → Offer → Placement

procedures.

Then, we can accurately and fairly examine candidate's talents by conducting an online skills assessment. There are numerous ways to examine a candidate's talents, including their technical and soft skills, behavior in the workplace, and suitability. This assessment allows us to compare all candidates objectively, avoiding any bias that may enter the company's employment process. This will also provide you with additional information to consider before making your final selection. Besides that, Yes Bank should advertise the position clearly, describing the responsibilities and necessary personal qualities. This will make it simpler for applicants to achieve the established criteria. Additionally, they might put in more practice to confidently show their personality. Candidates who don't fulfil the criteria won't apply to the company and won't waste anyone's time.

6.0 EVALUATION OF ALTERNATIVES

The pros and cons of all alternative solutions to the first issue are:

Pros:

➢ Spend less time choosing candidates and skip the weeks-long interview process
➢ The candidates' chosen profession is more suitable and accurate for them.
➢ Saving money for candidates to visit the company for interviews.
➢ The timing and location of the interview are very flexible.

Cons:

➢ The approach is thought to be ineffective because the company uses technology Talocity, which could lead to inaccurate results.
➢ Since all candidates are interviewed online, oral communication abilities are expected to decline.

➢ There might be an issue with individuals trusting technology more than they trust their co-workers.

➢ They are too reliant on manufacturing technology and too lazy to undertake their work.

The pros and cons of all alternative solutions to the second issue are:

Pros:

✓ Can select the ideal applicant from the pool of applicants.

✓ Since we conducted our interviews with each candidate, we are happy with the choice.

✓ Improving communication skills among candidates while also adding new contacts

Cons:

✓ It is difficult to determine the effectiveness of an interview or answers.

✓ Interviewing each person one by one requires a lot of time.

✓ It is highly costly for candidates to go to the company, especially those that reside in rural areas.

7.0. TESTING HYPOTHESIS:

H1: Talent Management has an impact on the HR practices among the employees working in the software Industries.

PLS Algorithm Factor Analysis
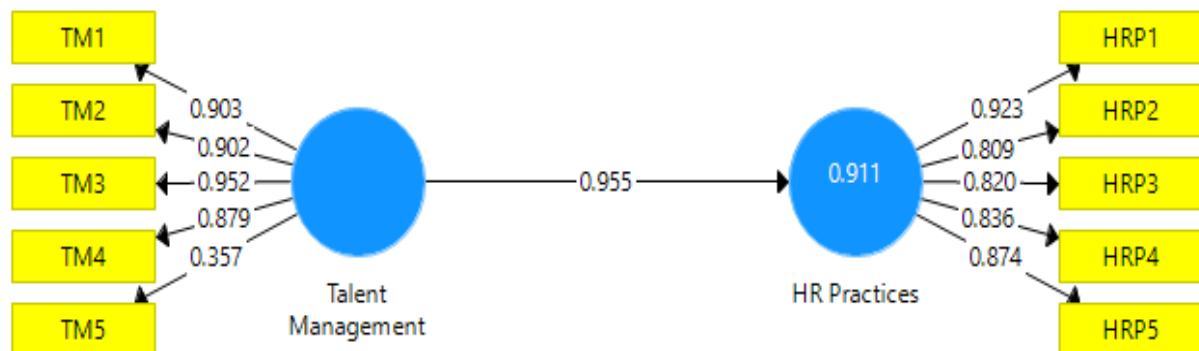
	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HR Practices	0.906	0.931	0.729
Talent Management	0.865	0.911	0.687

Cronbach's Alpha, Composite Reliability and AVE values for HR Practices is 0.906, 0.931 & 0.729 and Talent Management are 0.865, 0.911 and 0.687. According to table 6.1, the values are significance and acceptance range.

PLS: Bootstrapping Testing
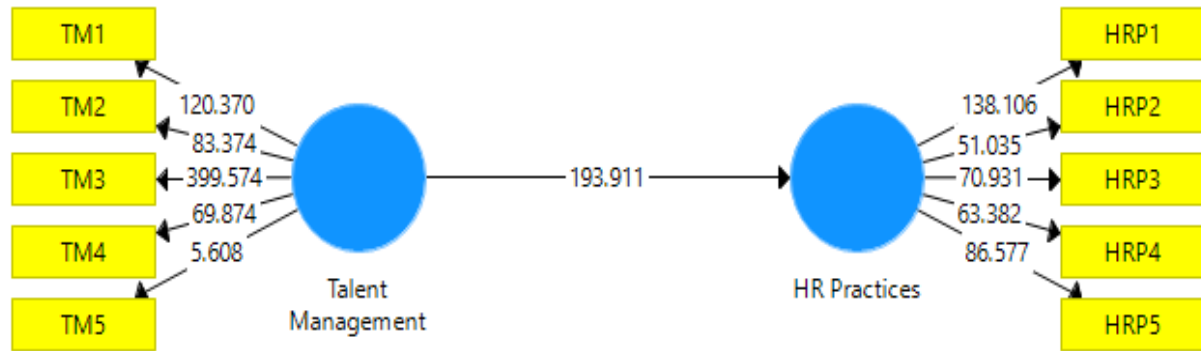
	T Statistics	P Values
Talent Management -> HR Practices	193.911	0.000

According to the bootstrapping testing, the value for T statistics is 193.911, and P-Value is 0.000. Concerning table 6.1, The T Statistics values and P Values are significant and acceptance range.

Hence, the Hypothesis statement is acceptable, i.e., Talent Management has a significant impact on the HR practices among the employees working in the software Industries.

8.0 RECOMMENDED OF COURSE ACTION

Provide a Training for Employees- Offering training is the ideal course of action since it creates a win-win situation that can help the business accomplish its goals more quickly. Employees that receive training will feel more supported and confident, which will lead to a more pleased and driven staff. Employees receive a clear picture of their current level from the analysis of training requirements, which also reveals their strong points and opportunities for improvement. Each person receives a unique version. All employees can learn, and training also fosters equality of opportunity inside the company. Along with expertise, it's essential to keep up with industry advancements and keep learning new abilities. Some employees elect to stay after beginning as apprentices with the organisation to gain new skills. Training programmes help workers advance and apply for better jobs while training them to assume new responsibilities. On the other hand, enhance employee output: A worker who receives training that is specifically matched to their needs will be able to perform their duties more successfully and, as a result, provide better results. Increased output and adherence to regulations. Businesses that invest in training typically experience an increase in output. A project's success is ensured by increased process efficiency, which also raises its profitability. Increased innovation in new initiatives is typically a direct result of ongoing training, the acquisition of new skills, and the consolidation of staff knowledge across all business areas. Reducing employee turnover is also one of the impacts. Employees who receive training feel valued, which increases their level of engagement and lowers the likelihood that they will be persuaded by a competitor's offer. Enhance the employer's brand image by implementing a sound and effective training approach.

Improve the Fundamentals of Performance Management- The foundations of performance management should be improved first. Performance management is a corporate management method that gives managers the ability to monitor and evaluate the performance of their staff members. The purpose of performance management is to foster an atmosphere where employees may perform to the best of their abilities and with the utmost effectiveness and efficiency. A robust performance-management system makes it simpler to agree on objectives, goals, career advancement, and how each employee's task fits into the company's larger strategy. Leadership education on performance management also covers when and how to issue disciplinary notices, corrective measures, and penalties, give employees constructive feedback throughout the evaluation process, and carry out annual performance reviews. This department can address the positives and negatives noted in the performance evaluations of its personnel. Additionally, these appraisals frequently suggest information or abilities that an employee should concentrate on developing; training and development initiatives can assist the employees in meeting that need. To get a thorough picture of prior performance, the managers must also review personnel files. Contact their managers at other organisations if it's difficult for long-term employees to balance experience and output. Keep in mind that any discrepancies in earlier performance evaluations may have made subsequent productivity issues worse.

Empowering the Recruitment of New Employees- Identification, attraction, interviewing, selection, hiring, and onboarding of personnel are all included in the recruitment process. The hiring process begins with recruitment, which must happen before the selection phase. The goal of recruiting is for the company to create a pool of qualified individuals from which to choose applicants for open positions. Finding out where to look for competent people (recruitment sources) and the best ways to entice them to the company are helpful (recruitment methods). Employing individuals who will help the company achieve its goals is essential for businesses. A strategy called "strategic recruitment" tries to draw in the greatest available talent. Employer branding, recruitment-focused marketing, and skilled selling make up its three pillars. A key element in ensuring corporate success is matching the process of recruitment and selection with the organization's goals. An organization's commitment to providing equal chances for all employees is maintained when it has an effective recruiting and selection policy in place. This policy also guarantees that the requirements for the job are met. The benefit of proactive recruitment is that it will aid the business in finding a much better fit. Additionally, a far better fit will increase staff retention. In addition, proactive hiring allows the business the opportunity to attach more potential applicants, including the best in that industry. By building relationships with more prospects through recruitment marketing, newsletters, talent networks, or other proactive measures, the business may be guaranteed to find the individual who is the absolute best fit for the position. Finally, proactive hiring can help the business keep its employees. Because burnout is one of the main causes of employee departure from firms. The effect on the remaining employees will be lessened if it is made sure that there are a variety of candidates who can step in should an employee quit. Additionally, the company is more likely to identify and comprehend the demands of those it targets because to the prolonged two-way dialogue. Their offers will be tailored to fit those specific requirements as a result.

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