

A Review of Literature on Recruitment & Retention of Talents: Study in Information Technology Firms

¹. Ms. Aastha Tripathi, ². Dr. Pankaj Dhingra, ³. Dr. Rajlaxmi Srivastava

¹. Research Scholar, Institute of Management, Commerce & Economics, Shri Ramswaroop Memorial University, Lucknow, India.

^{2,3}. Associate Professor, Institute of Management, Commerce & Economics, Shri Ramswaroop Memorial University, Lucknow, India.

Abstract

In today's tight labor market it has become profound competitive to recruit and retain talent in information technology (IT) sector as companies in current era are facing information technology skills shortages. According to NASSCOM, the main reason of this first, in recent years, the number of students graduating in India with bachelor's degrees in computer science declined more than 40 percent. Predictions are that during the next few years this trend will grow even more and another one; there is a growing need of talented IT professionals. As per (Computerworld, 1997), among 42,000 employers surveyed globally, 40% are experiencing difficulties filling roles; the highest level since 2007. 48% of Indian employers in IT sector report difficulties finding job vacancies due to talent shortages. This shortage of labor has forced several companies to develop new and effective recruitment and retention strategies specifically to address recruitment and retention of scarce Information technology specialists. This is a conceptual paper based on the review of literature. This paper presents effective recruitment and retention practices, as described by number of researchers in their research study. The purpose is to provide useful information to employers of Information Technology sector.

Keywords: *Recruitment, Retention, Manpower planning, Information technology, Employment, Human resource planning*

1. Introduction

It is not astounding that there is a consider capable current and estimated deficiency in qualified information Technology Talent (Computerworld, 1997-1998; Kaufman, 1998). for example, In USA 1998, there were 350,000 vacant IT jobs with a forecast of 1.3 million more IT workers needed in the next decade (Computerworld, 1998). There is a big competitive advantage for those companies who are managing not only the recruitment of Talents but also

focusing on retaining them. The purpose of this study, therefore, is to discover what are the various ways through which organizations are able to recruit and retain scarce Information Technology talent. Are today, recruiting practices of Information Technology different than in the past? If it is, then in what ways? Which recruitment strategies have some organizations discovered to be particularly successful? Which retention strategies have organizations found to be particularly successful? In short, what has been and what not has been done in the field of recruitment and retention of Talents.

For talent, the growing consciousness and the expected talent downfall are affected by various drifts and factors, like changes in demographic factors and enlarging flexibility and globalization (Basri and Box 2008; Beechler and Woodward 2009; Tarique and Schuler 2010; Schuler, Jackson and Tarique 2011a, 2011b). The quantity, quality and characteristics of the talent needed are also affected by transformational changes in business environments (Ashton and Morton 2005; Guthridge et al. 2008; Beechler and Woodward 2009; Schuler et al. 2011a, 2011b; Vaiman, Scullion and Collings 2012). Schuler et al. (2011b) declared that nowadays, Organization's success is directly proportional to how excellently organization recognize and supervise the challenges of talent they are facing up.

In popular and practitioner- oriented literature, Internet magazines and on social networking sites, these talent challenges have been discussed broadly. In 2006, Lewis and Heckman analyzed that talent management was still in its infancy; regardless of the volume of academic literature. Based on empirical research, It lacked a clear and consistent definition and scope as well as a conceptual framework. In 2009, this was again committed by Collings and Mellahi. After two Years, Collings, Scullion and Vaiman (2011) analyzed that from infancy to adolescence, the field was moved. In addition, Powell et al. (2012) described that there is also a strong center of attention on talent management in the private sector and in multinationals. This is distinguishable to the general field of human resource management (HRM) (Keegan and Boselie 2006). In the field of Human Resource Mangement, there is a enlarging awareness of the pertinent impact of contextual factors in shaping of the employment relationship and Human Resource Mangement (Paauwe 2004).

Collings et al. (2011) called for a counterbalance from different perspectives and traditions, in order to frame recruitment and retention strategies in more novel ways. In this article, we offer a review of the academic literature on recruitment and retention of talents in Information Technology and add alternative perceptions and new insights into it. The purpose

of this article is to provide the development of a broader theoretical framework for the recruitment and retention strategies in different contexts. We reviewed academic literature on recruitment and retention strategies to present the dominant themes and the leading points of view and fundamental concepts in current recruitment and retention strategies.

2. Literature Review

In this section, we began the detailed exploration of the concept of recruitment and retention of talents in Information Technology. In their review of recruitment and retention of talents literature, Lewis and Heckman (2006) analyzed that it is not easy to come to an unambiguous concept of recruitment and retention of talents. They analyzed three streams of thought regarding recruitment and retention of talents. The first stream determines regular Human Resource Management practices as recruitment and retention of talents with some minor differences. This stream is related to the concept that recruitment and retention of talents needs a best strategy for an organization. According to Lewis and Heckman (2006), the second stream of the recruitment and retention of talents literature emphasized primarily on the concept of talent pools. The third stream was on recruitment practices, as analyzed by Lewis and Heckman, emphasize on talent generically without any organizational boundaries. These three perspectives show a tendency to focus on various factors in an organization to recruit and retain the employees for long time period. Collings and Mellahi (2009) sought a multiple aspect approach of recruitment and retention of talents.

We distinguished the nature and the center of the publications (strategic talent management, global talent management or (single) practice oriented based on the Human Resource Management subfields distinguished by Boxall, Purcell and Wright 2007). On the backgrounds of the authors, Information was fetched out as well. For the definitions of talent management and talent, the description of the intended outcomes and effects and the talent management practices, We analyzed the publications as well. Within the themes, The dominant facts and assumptions were discovered. We also analyzed, involved in talent management, such as the role of human resources (HR), management or employees whether the authors paid attention to the stakeholders (Paauwe 2004; Boselie 2004). It is very clear from the following review of some research papers that organizations are nowadays focusing more and more on recruitment and retention strategies of talents.

S. No	Study	Name of the Author	Field Study of	Variables	Finding	Conclusion
1	Addressing skills mismatch: Utilizing talent supply chain management to enhance collaboration between companies and talent suppliers	Makarius and Srinivasan (2017)	Supply Chain Management	Talent management; Talent supply chain management; Skills inventory; Talent recruitment; Skills alignment	Performance assessments are used to determine the quality of the product as well as to monitor trends in the industry that will help change future strategies if necessary.	Employers need to collaborate and work closely with talent suppliers
2	Exploring the Relationship between Employer Branding and Employee Retention	Tanwar and Prasad (2016)	IT Organisations	Employer branding, employee retention, qualitative pilot study, antecedents and outcomes	The present study has explored the role that CSR, WLB, training and development and work environment can play in determining employer brand of an organization.	It shows that employer branding impacts organizational commitment.
3	Compensation and Benefits Program a Mediating Variable for Talent Retention: A Study of Two Century-Old Indian Organizations	Bhattacharyya (2015)	Two-century old indian organisations	talent retention, compensation and benefits program, talent management, career development, talent attrition	Well-managed organizations develop their specific talent retention strategies and carry out the strategy from an employee's first day on the job.	Employers emphasize proactive talent development.
4	A qualitative case study of the talent management process across project-oriented companies within the intellect industry	Wilson et.al (2015)	Project oriented companies	Capability, Competitive advantage, Competitive positioning, Human Capital, Human Resource Management, Talent, Talent Management	Build their business reputation and demonstrate their worth to their clients using the specialized knowledge, expert skills, experience and performance of their professionals.	Advancement opportunities and retention is most essential to organizational success.
5	Employee Commitment and Other Factors That Affect Attraction and Retention of Employees in Organizations: The Examination of Research and	Clark (2013)	Public and private organisations	Talented Staff Acquisition, Employee Retention, Employee Commitment, Talent Sustainability, and Employee Turnover.	Identification of a model for the acquisition and retention of talent. This model based on a conceptual framework has significant theoretical and practical implications.	There should be use of strategies based in theory and practice. There is no other one way of achieving this goal.

	OPM Practices					
6	Talent management: Current theories and future research directions	Arisa et.al (2013)	Business and consulting firms	Talent management, Future of talent management, Global talent management Research methods	As far as worker dynamics are concerned, we foresee that workers will increasingly be in control of their own talent.	Practices will be customized to the individual level and often defined by workers themselves.
7	Managing Talent at Lupin Limited	Sharda (2012)	Management case	Talent Management, Impact of effectiveness, Talent Management Practices	Low attrition, high morale, and commitment.	Lupin should use some of the recent advances in HR and use technologies.
8	Talent Management at Tata Consultancy Services	Lakhwinder Singh Kang and Harpreet Sidhu (2011)	Tata Consultancy Services	Talent management, recruitment, training, compensation, EVA	The philosophies of leadership, delivery excellence and the promise of 'Experience Certainty' are pillars on which the success of TCS is cemented	The immense talent, professionalism, dedication and support of TCSers continues to be the company's greatest asset.
9	Employer brand for Talent Acquisition: An Exploration towards its measurement	Pallavi Srivastava and Jyotsna Bhatnagar (2010)	Prospective Employees of India	Employer Brand, Staffing, Talent Acquisition, India	It defined instrumental attributes as objective, concrete, and factual attributes that the job or organization either has or does not have.	It is exploring the importance of employer brand on attraction.
10	Managing Meaning through Branding — the Case of a Consulting Firm	Dan Kärreman and Anna Rylander (2008)	Case of a consulting firm	brands, branding, management consulting, organizational identity, identification	Study demonstrates that the concept has potential to illuminate organizational phenomena. However, the concept suffers from the shortcomings of its strategic marketing conceptualization. More specifically, it is under socialized, behaviorist and functionalist — and there is scant empirical investigation when applied to an organizational level.	Branding can be interpreted as a means to influencing and channeling the ambiguity in knowledge work.
11	Talent acquisition due diligence leading to high employee engagement: case of Motorola	Pallavi Srivastava and Jyotsna Bhatnagar (2007)	Case Study	Due diligence, Recruitment, Employees, Job satisfaction, Telecommunications, India	By reflecting recruitment and culture need fit, an environment is created at the workplace where employees feel more passionate about	The better is the recruitment-culture-need fit, the higher would be the engagement

	India MDB				their work and exhibit the behaviors that organizations need to drive better results.	and lesser will be the attrition.
12	Talent management: A critical review	Robert E. Lewis and Robert J. Heckman (2006)	Strategic management of Talent	Talent management; Strategic Human resources; Organization	There should be analyses at multiple levels of the organization and the specification of the impact of talent-related decisions throughout the organization.	Researchers can markedly improve the quality of talent conversations in organizations.
13	Talent Management as High Performance Work Practice: Emerging Strategic HRM Dimension	Sunita Chugh and Jyotsna Bhatnagar (2006)	Strategic Human Resource Management	talent management practices, Employer Branding	Following a multiple case embedded research design, we have investigated how the Talent Management System has been successfully implemented at five high performing well known organizations in the National Capital Region of India.	HR devotes its energies to the gamut of talent management spanning.

Despite all above findings, most of the authors have focused upon following three main factors aiming to retain the best talent in their organizations and they are as-

a) Training

To learn new skills, training is as yet esteemed as much by today's recruits, as they were in the past. In the embedded technology culture and work challenge, Life-long training is the crucial part of it, however it is likewise seen as a method for making oneself more attractive, probably at a higher pay. Nowadays training can be understand like in previous time, if someone went to work for IBM they could pretty much be assured of a job for life, but today that is not true anymore. A demonstrable commitment to training (Tunick, 1997a) is seen as a way to future work at a higher compensation.

b) Money

For both past and present IT recruits, Money elaborated as base salary offering, was as yet distinguished by employees as being the single most important factor in a decision to join an organization (Boxall, Purcell and Wright (2007)). In today's scenario, an attractive base

salary alone is not enough, however hiring bonuses and stock options are also essential monetary incentives.

*c) **Benefits***

Nowadays, Employees not only expect traditional benefits packages, but they also desire ``outside-the-box" benefits such as on-site day care and flexible work hours. In the employment decisions of today's dual-career family recruits (Herzberg, 1974). Childcare demands gradually play a very crucial role.

Conclusions and recommendations

Hygiene factors like money and job advancement opportunities should be there in both recruitment and retention of qualified IT professionals, (Herzberg, 1974). If there will be lack of these hygiene factors then it will lead to dissatisfaction, and also if motivational factors such as challenging work, training, and praise/recognition and working conditions are not addressed properly, then the retention of employees will be difficult in the organization.

On the other hand, Results propose that if the basic hygiene factors of money and job advancement opportunities are perceived to be inadequate or more attractive, then only offering more training will not be able to retain IT employees (Computer world's hiring survey (1997/1998).

Diane Lockwood A. Ansari, (1999), According to their focus group study, they analyzed that the factors as demographics of potential IT recruits, geographic locale, local labor market conditions, and even country-specific cultural effects impacts on relative success of particular recruiting and retention practices.

In conclusion, the purpose of this study was to describe the recruiting and retention practices of Information Technology sector. In future research, it is necessary to be more explicit about assumptions and perspectives of the recruitment and retention of talents.

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