

Talent Management Challengers in Syntel during COVID-19

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Abstract - Talent management is concern as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind.

It has been studied extensively in management literature in the last ten years, this concept has become a field of interest. As organizations operate in an impossible to prevent marketplace, there are always new and unpredictable difficulties that make managerial roles difficult, and the achievement of organizational goals and objectives are more critical.

The COVID-19 pandemic has resulted in significant talent management challenges including (a) hiring freezes and layoffs; (b) salary freezes, cancelled bonuses, and pay reductions; (c) how work is done and (d) increased employee stress. Also COVID-19 has made it evident that many organizations have just performance appraisal systems that typically involve a once-a-year evaluation and review, little effort to provide feedback and coaching on an ongoing basis, little alignment between employee performance and the organization's strategic goals, a focus on past performance only, and ownership by the human resources function instead of those rating and being rated. Thus, the lack of value contributed by the usual performance evaluation and review process is the reason why so many organizations are postponing or even completely discontinuing performance evaluations.

It implemented using evidence-based recommendations, performance management serves important administrative, strategic and communication, developmental, organizational maintenance, and documentation purposes and therefore can be particularly useful in addressing contemporary talent management challenges.

Index Terms – COVID-19, talent management, employee development, pandemic crisis.

INTRODUCTION

Talent management implies recognizing a person inherent skill, traits, personality and offering him a

matching job every person has a unique talent that suits a particular job profile and any other position ill cause discomfort. It is the job of Management, particularly the HR department to place candidates. A wrong fit will result in further hiring, re-training and other wasteful activities. Talent management is beneficial to both the organization as well as the employees.

The global economy has contracted significantly due to the COVID-19 pandemic. During the second quarter of 2020, the U.S. economy dropped 35% compared to the same period of time last year (2020), and the Eurozone economy decreased by 12.1% on average compared to the first quarter of the year. Spain experienced the largest drop at 18.5% (2020).

These financial poverties are affecting talent management in many ways. First, many companies have implemented hiring freezes and layoffs. For example, as of the end of March 2020, 42% of companies in the United States and Canada froze or reduced hiring, while another 28% were thought to do so (2020). In the United States, hospitality industry lost 7.7 million jobs alone in April 2020, which represents 47% of total positions (2020). Similarly, about 397,000 people across the European Union lost their jobs in April (2020).

As a second set of talent management challenges, many workers who are not able to keep their jobs face pay freezes, cancelled bonuses, and pay reductions. Globally, 29% of employers have implemented salary cuts, 42% a salary freeze, and 37% a bonus reduction (2020). Across the world and in all industries, 67% of executives, 56% of middle managers, and 49% of professionals and supervisors experienced cuts in pay (2020).

A third significant talent management challenge directly attributed to the pandemic is how work is done. Teleworking has become a norm for many employees, and as of May 2020, 76% of companies require that all or most employees work from home

(2020). Before the pandemic, only 5.4% of the workforce in the EUROPEAN-27 countries regularly worked from home, and only 15% of the workforce had ever teleworked (European Commission, 2020). At a time when at least 62% of the workforce was working remotely (2020), employees did not have access to physical resources and equipment in the office as they used to. In addition, under teleworking, spontaneous interpersonal communication is reduced to a minimum; organizations need to rely on informal communication networks to disseminate knowledge, facilitate innovation, and increase productivity.

Finally, the pandemic has increased employee stress and burnout. In the United States, 45% of employees reported that they were burned out in May 2020. COVID-19 has contributed to this unusually high level of stress because of increased workloads; the need to juggle personal and professional life; lack of communication, feedback, and support; increased time pressures; and unclear and changing performance expectations in 2020. In addition to this working from home can contribute to stress, which has a negative impact on employee's wellbeing and performance consequently. The reason is that the reduced travelling time and flexible hours are often cancelled out by an assumption that more work should be done in less time.

Therefore, as organizations of all sizes and across industry types experienced significant revenue reductions and budget shortage, they faced huge talent management challenges including hiring freezes and layoffs; salary freezes, cancelled bonuses, and pay reductions; how work is done; and increased employee stress and burnout. These are challenges that, to some extent, had already existed. But they have been increased as a result of the pandemic.

Talent management has a number of benefits to offer such as employee engagement, retention aligning to strategic goals in order to identify the future leadership of the organization, increased productivity, culture of excellence and much more.

REVIEW OF LITERATURE

Talent management a critical review. If the volume of literature in the popular and practitioner press is any guide, practitioners in the field of human resources are now primarily in the business of talent management.

Robert E Lewis, Robert J Heckman

Strategic talent management a review and research agenda. Despite a significant degree of academic and practitioner interest the topic of talent management remains underdeveloped. A key limitation is the fact that talent management lacks a consistent definition and clear conceptual boundaries.

David G Collings, Kamel Mellahi

A review of talent management infancy or adolescence. The aim of this is to provide a critical review of the academic literature on talent management in search of alternative perspectives.

Marian Thunnissen, Paul Boselie and Ben Fruytier

Talent management conceptual approaches and challenges. The challenges associated with managing talent in modern labour markets are a constant source of discussion among academics and practitioners, but the literature on the subject is sparse and has grown somewhat haphazardly.

Peter Capelli, Jr Keller

Talent management and relevance of context towards pluralistic approach. This paper aims to contribute to the development of a broader, more balanced approach to talent management across different contexts.

Marian Thunnissen, Paul Boselie, Ben Fruytier

OBJECTIVES

1. Develop and grow the skills and talents of current employees to prepare them and the company for future needs.
2. Manage recruiting to ensure a robust, diverse talent pool from which to draw in the future as the company grows.
3. Educate management about common career paths and types to ensure a good strategic mix.
4. Recognize and reward talented Experts in organization.
5. Collaborate with management to build a company culture in which talented people of all career paths can grow and become ever better at their jobs/careers.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem. Initially, we study the various steps that are generally adopted by a researcher in studying

research problem along logic behind them. It includes the formulating of research problem, research design, sources of data, questionnaire, sample design, statistical techniques, study of literature, collecting the data and making interpretation of that data.

Research Design

Research design is defined as the specification of methods and procedures for accruing the information needed. A research design is an arrangement of conditions for collection measurements and analysis of data. It is designed to gather descriptive information and provides information for formulating more sophisticated studies. Descriptive research design includes surveys and facts finding enquiries of different kinds.

Sampling Technique

The sampling technique adopted is random sampling that is few employees are selected randomly and were interviewed to understand issues specific to the organization. This process is known as “discovery phase” is part of our standard methodology. Feedback from these interviews is incorporated in the questionnaire. The method of sampling adopted is random sampling.

Sampling Size

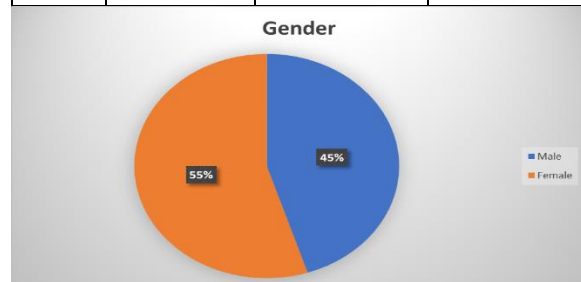
The sample size selected for the study was 100 employees and the response was obtained from all the 100 employees.

The study was conducted by personnel interview with the employees. The questionnaire was distributed among the employees of the company.

Data Analysis

1Q. Table showing gender of Respondents

S. No.	Particulars	Respondents	Percentage
1	Male	45	45%
2	Female	55	55%
	Total	100	100%

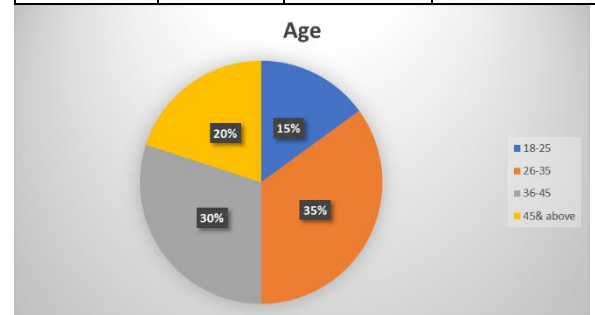


Interpretation

The above graph illustrates that the majority of the respondents working in the organization is female 55% whereas male employees are only 45%.

2. The table showing Age of the Respondents

S.no.	Particulars	Respondents	Percentage
1	18-25	15	15%
2	26-35	35	35%
3	36-45	30	30%
4	45 & above	20	20%
	Total	100	100%

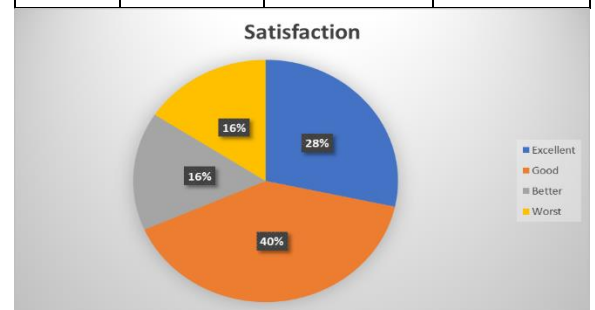


Interpretation

The above graph illustrates that the 15% of employees are between the age of 18-25, 35% of employees are between 26-35, 30% of employees are between 36-45, and remaining 20% of employees are above 45.

3Q. How much an employee is satisfied with work from home facility?

S.no.	Opinion	Respondents	Percentage
1	Excellent	27	28%
2	Good	38	40%
3	Better	15	16%
4	Worst	15	16%
	Total	100	100%

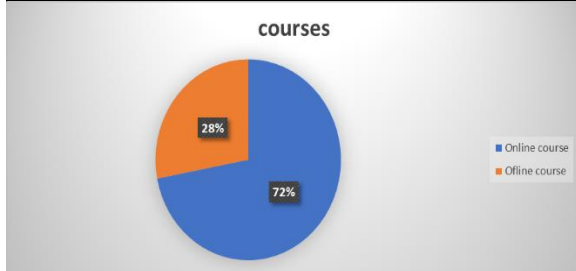


Interpretation

From the above table 28% of the respondents feel that the working from home is Excellent, 40% of the respondents feel that it is good, 16% of the respondents feel that it was better, 16% of the respondents feel that it was best.

4Q. How the employee develops their skills and performance during work from home?

S.no	Opinion	Respondents	Percentage
1	Online courses	72	72%
2	Offline courses	28	28%
	Total	100	100%

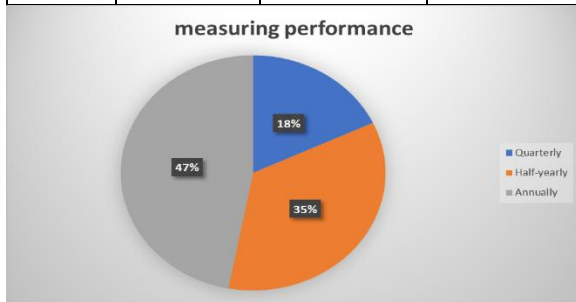


Interpretation

From the above table 72% of the respondents develops their skills and performance through online courses, 28% of the respondent's employee develops their skills and performance through offline courses.

5Q. When to measure the employee work performance?

S.no	Opinion	Respondents	Percentage
1	Quarterly	18	18%
2	Half-yearly	35	35%
3	Annually	47	47%
	Total	100	100%

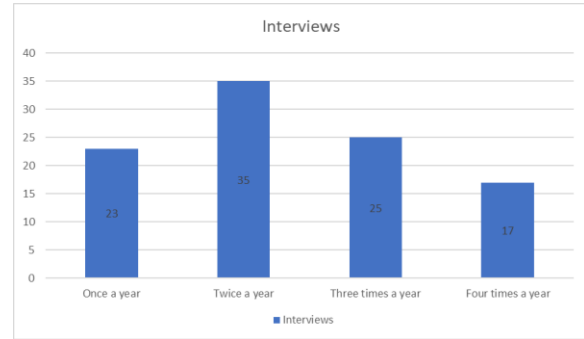


Interpretation

From the above table 18% of the respondents measure their work performance Quarterly, 35% of the respondents measure their work performance Half-yearly, 18% of the respondents measure their work performance Annually.

6Q. When to conduct stay interviews to retain top performance?

S.no	Opinion	Respondents	Percentage
1	Once a year	23	23%
2	Twice a year	35	35%
3	Three times a year	25	25%
4	Four times a year	17	17%
	Total	100	100%

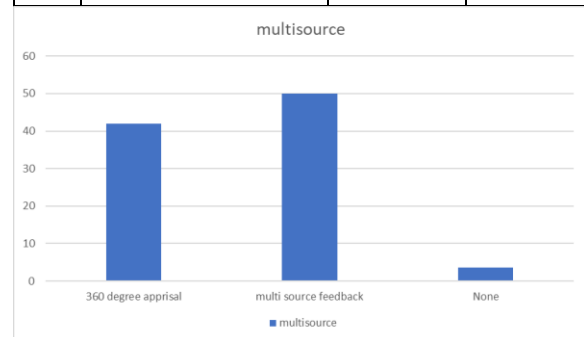


Interpretation

From the above table 23% of the respondents attend stay interviews once a year, 35% of the respondents attend stay interviews Twice a year, 25% of the respondents attend stay interviews Three times a year, 17% of the respondents attend stay interviews Four times a year.

7Q. What are multisource Talent management system used by employees?

S.no	Opinion	Respondents	Percentage
1	360 Degree appraisal	42	42%
2	Multi source feedback	50	50%
3	None	8	8%
	Total	100	100%

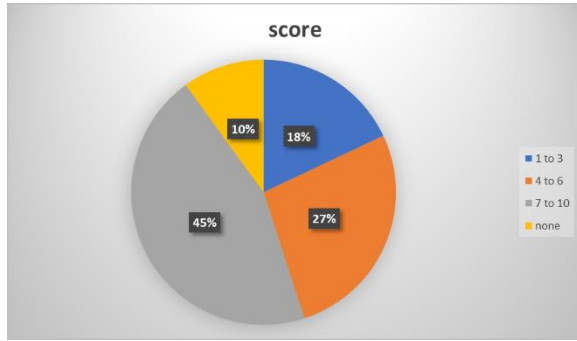


Interpretation

From the above table 42% of the respondents use 360-degree appraisal multisource talent management system, 50% of the respondents use multi source feedback talent management system, 8% of the respondents use none multisource talent management system.

8Q. How to collect performance promoter score?

S.no	Opinion	Respondents	Percentage
1	1-3	18	18%
2	4-6	27	27%
3	7-10	45	45%
4	none	10	10%
	Total	100	100%



Interpretation

From the above table 18% of the respondents gave the score between 1-3, 27% of the respondents gave the score between 4-6, 45% of the respondents gave the score between 6-10, 10% of the respondents gave none.

FINDINGS

1. This study suggests a number of practical actions which could be taken to develop a more strategic approach to the talent management.
2. Talent management has become one of the most important buzzwords in corporate human resources and training. Today organizations know that they must have the best talent in order to succeed in hyper competitive and increasingly complex global economy. They must manage talent in a critical resource to achieve the best possible results in long run.
3. The organizations who want to acquire competitive advantage should implement appropriate strategies which bridges the gap that develops talent in organizations to meet global challenges.
4. In order to retain, human resources managers need to design jobs to maximize skill variety, task significance, autonomy, control over their work and feedback, and ensure that they provide opportunities for learning and growth.
5. These actions will help re-define human resource from a function that emphasizes process completion to a function focused on driving business execution. This study has shared a variety of models and concepts that can help to make this shift. We have the knowledge, tools, and a blueprint for getting there. Now it is up to you to make it happen.

SUGGESTIONS

1. Organization should make research to avoid talent drain.
2. HR department should interact and expose inbound employee.
3. Perform various task to motivate employee for work, because various employee cannot work with motivation, they just do it, because organization pay for them.
4. Create clear expectations, when employees know what's expected of them, they have a better shot of meeting or exceeding those expectations.
5. A problem that can arise from exceptional talent is arrogance. This can lead to a number of antisocial behaviour traits that should not be welcome within your organization.

CONCLUSIONS

The revenue reductions and budget shortage caused by the COVID-19 crisis have resulted in significant talent management challenges. Under these difficult circumstances, many organizations have opted to downgrade and even completely abandon performance evaluations and reviews. The fact that these practices are being discontinued demonstrates that many organizations do not implement state-of-the-science performance management systems but, instead, just performance appraisal. In contrast, performance management is particularly suited to address the many talent management challenges created by the COVID-19 crisis because it serves important administrative, strategic and communication, developmental, organizational maintenance, and documentation purposes. These evidence-based practices will not only help organizations address challenges during a crisis but also allow them to thrive after the crisis is over.

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