

## TALENT MANAGEMENT STRATEGY: UPSKILLING AND RESKILLING OF IT EMPLOYEES

**<sup>1st</sup>Jayaram Kallidukkil**

Research Scholar

Department of Management

Karpagam Academy of Higher Education

Coimbatore, India.

jkallidu@gmail.com

**<sup>2nd</sup>Dr. A. Martin Jayaraj**

Associate Professor

Department of Management

Karpagam Academy of Higher Education

Coimbatore, India.

martin.a@kahedu.edu.in

### Abstract

To enable addressing prepare for evolving demands of the industry, this article discusses the important aspect of a people management approach centered on reskilling and up skilling IT professionals. The rapid advancements in information technology (IT) have resulted in the emergence of new technologies, tools, and methodologies. Consequently, organizations must adapt their talent management strategies to ensure their IT workforce remains competent and capable of driving innovation and competitive advantage. Up skilling and reskilling initiatives play a vital role in achieving this objective. By investing in these initiatives, organizations can leverage their existing talent pool and enhance employee satisfaction and retention. Furthermore, up skilling and reskilling programs enable companies to address skill gaps and reduce reliance on external hiring, ultimately resulting in cost savings. The article also explores effective strategies for implementing up skilling and reskilling initiatives. These strategies involve identifying critical skills and competencies required for the organization's growth, designing comprehensive training programs, and utilizing various learning methodologies such as workshops, online courses, mentorship, and hands-on projects. It emphasizes the need for continuous learning and development opportunities to foster a culture of innovation and adaptability within the organization. The data is collected from 75 respondents working in IT sector in Kochi, Kerala. The study reveals that upskilling and reskilling have to be considered as eminent factors for the future.

**KEYWORDS:** Talent Management, Up-skilling, Re-skilling, IT Employees, Skills development.

## INTRODUCTION

In the rapidly evolving field of information technology (IT), organizations are faced with the challenge of keeping their employee's skills up-to-date to meet the demands of the industry. The emergence of new technologies, methodologies, and changing business needs requires a proactive approach to talent management. One such approach is the implementation of upskilling and reskilling initiatives for IT employees.

Upskilling refers to the process of enhancing the existing skills of employees, enabling them to acquire new competencies and knowledge. On the other hand, reskilling involves training employees in entirely new areas, equipping them with the skills necessary to transit into different roles or adapt to evolving job requirements. By investing in up skilling and reskilling, organizations can effectively bridge skill gaps, nurture talent, and ensure that their workforce remains competitive and relevant in the ever-changing IT landscape.

The benefits of implementing a talent management strategy focused on up skilling and reskilling are numerous. Firstly, it allows organizations to leverage their existing talent pool, reducing the need for external hiring and associated costs. This approach also enhances employee satisfaction and engagement, as employees feel valued and supported by their organization's commitment to their professional development. Moreover, up skilling and reskilling programs contribute to building a culture of continuous learning and innovation within the organization, fostering a more agile and adaptable workforce.

To effectively implement up skilling and reskilling initiatives, organizations need to adopt a systematic and well-planned approach. This includes identifying the critical skills and competencies required to meet organizational goals, assessing the current skill gaps within the IT workforce, and designing comprehensive training programs tailored to address those gaps. Organizations can utilize various learning methodologies such as workshops, online courses, mentorship programs, and hands-on projects to ensure a well-rounded and engaging learning experience for employees.

While the benefits of up skilling and reskilling are evident, organizations may encounter challenges during the implementation process. Time constraints, budget limitations, and resistance to change from employees can pose obstacles. However, with strong leadership, commitment and support from management, these challenges can be overcome. It is crucial for organizations to communicate the importance of up skilling and reskilling to their employees, highlighting the long-term benefits and opportunities for growth and advancement.

Continuous assessment and evaluation of up skilling and reskilling initiatives are essential to measure their effectiveness and make necessary adjustments. This allows organizations to refine their programs and ensure alignment with evolving industry trends and technological advancements.

The World Economic Forum [18] estimates that 50% of all employees will need reskilling by 2025. Executives report having a skill mismatch in 87% of cases. According to 29% of workers, sentiments of low engagement are exacerbated by a lack of employment and professional

development possibilities. The talent management practices of Up skilling and reskilling used in IT Industry shall build confidence in the employees. Such opportunities shall create a continuous learning environment. The development of new skills shall solve the problems in new ways. It would result in more efficient work culture and improve productivity.

## REVIEW OF LITERATURE

**Tafti et al., (2017)** [15] in his paper examines the obstacles and challenges faced in talent management practices within the Iranian automotive industries and aims to identify the critical success factors specific to this industry. The research, based on insights from 15 managers, identifies four categories of challenges: Structural challenges and barriers, encompassing issues like the lack of an integrated HR system, absence of a competency model as an organizational strategy, insufficient strategic alignment, and an inadequate motivational approach. Environmental challenges and barriers, including factors like management instability, population and labour market saturation. Behavioural challenges and barriers, which consist of cultural barriers, instances of sexual discrimination, and resistance to change. Management challenges and barriers, involving the absence of a supportive work environment, limited involvement, lack of a positive outlook, and commitment issues. The study also classifies critical success factors into three categories: structural, environmental, and managerial, highlighting their importance in effectively managing talent within the industry.

**Londhe (2016)** [13] The article highlights the significance of wages, learning opportunities, work environment, and growth prospects as crucial talent management strategies for retaining effective and committed faculties in various colleges affiliated with the University of Pune. Implementing the best talent management strategies ensures several successful elements within these institutes, including exciting work, a positive organizational culture, strong leadership, rewarding compensation, and opportunities for career growth and development. The presence of talented manpower and their contributions are vital for achieving the mission and vision of these institutes. Moreover, talent in academic institutions adds value to their organizational strategic and competitive positioning, fostering a smooth and successful operation.

**Tajuddin et al (2015)** [16] The study provides a comprehensive and insightful talent management crisis model designed to foster a sense of belongingness, loyalty, and enhanced performance among employees. The model was created primarily to enhance the standards of life for staff members employed by Malaysian banks. According to the research's findings, employee propositions of value (EVP) and talent management strategies have a favourable and significant link in Malaysian banks. EVP is closely associated with TMP (talent management practices), which is considered a predictor of EVP. This relationship plays a crucial role in reducing employees' intention to leave the organization and simultaneously improves overall job satisfaction. The talent management practices (TMP) encompass five essential dimensions, namely, talent acquisition, competence management, leadership development, succession planning, and performance management. On the other hand, the employee value proposition

(EVP) is structured around four dimensions, which are EVP task, contextual, assignment-specific, and sustainability. By implementing this talent management crisis model, organizations can effectively cultivate a positive work environment and bolster employee engagement, ultimately contributing to the betterment of the employee's quality of life and the overall success of the organization.

**Thunnissen (2015)**[17]The paper titled "Talent Management: For What, How, and How Well: This framework takes into account the impact of the organizational context and its interrelated actors on talent management practices. To gather empirical data, the researchers conducted an explorative, longitudinal study focused on talent management policies and practices within five Dutch University Departments. The study found that the company and skilled people, two key players in talent management, have differing perspectives on the envisioned and true significance of talent management. Since the company can create and put in place a talent management system that fits its requirements, talent management is viewed as beneficial from an organizational perspective. However, talented employees feel that their needs are not adequately addressed in the intended and actual talent management practices. As a result, talent management holds less value for them. The research sheds light on the need for a more inclusive and balanced approach to talent management, where the perspectives of both the organization and talented employees are considered to create an effective and meaningful talent management strategy.

**Sonia and Krisnan (2015)** [4], The study highlights the significance of talent management and proposes specific strategies that higher educational institutions can adopt to attract and retain talented faculty. The research also identifies certain stress-inducing factors among academic staff, such as excessive workload, insufficient funding, job insecurity, lack of recognition, and role ambiguity. To enhance faculty performance and job satisfaction, management seeks to identify core competencies required for better job performance and provides clear job descriptions. The study emphasizes four key components for talent identification in the workplace: performance, potential, readiness, and fit. By addressing these factors and implementing effective talent management strategies, higher educational institutions can attract, retain, and nurture talented faculty, which is vital for their sustained success and advancement.

**Cerdin and Brewster (2014)** [5]The author's argument suggests that talent management (TM) and expatriation are closely connected yet treated as distinct areas in both research and practice. The proposal aims to investigate and clarify the relationship between TM and expatriation to better understand their interaction in the field. Global talent management is regarded as the most effective approach to explore the relationship between TM and expatriation. This approach revolves around developing high-potential individuals and their career growth on a global scale. It emphasizes the training and development of internal employees on a global level, while relatively neglecting the external labor market. By examining the connection in between two factors through the lens of global talent management, researchers and practitioners can gain deeper insights into how these two areas influence and complement each other, ultimately

leading to more effective talent management strategies and expatriation practices on a global scale.

**Keoye (2014)**[12]The goal of research was to examine the link between talent administration and Comply Ltd's financial success during the previous five years. The study covered a target population of 418 people, comprising 211 lower-level staff members from various departments, including finance, human resources, sales, and marketing, as well as 43 senior management heads of departments. The study's key findings showed that personnel management at Conform Ltd. strongly correlated with financial performance. Particularly, career development emerged as a significant predictor of talent management practices, leading to the establishment of a sustainable employer brand. This, in turn, had a tremendous positive impact on employee attitudes and behavior towards their work, while also enabling a rigorous and consistent assessment of candidates' competencies. In conclusion, the research affirmed the influential effect of talent culture on organizational productivity and financial performance at Comply Ltd. The study underscores the importance of effective talent management practices for bolstering organizational success and performance outcomes.

**Hanif and Yunfei (2013)**[9]emphasized the crucial role of talent management in talent retention alongside human resource generic strategies. The study aims to reduce employee turnover and retain pivotal talent within organizations. The research concluded that talent management techniques are closely correlated with and an integral part of generic human resource management strategies. The study considered various HRM practices, such as talent retention, recruitment, training, resource support, motivation, development, and skill enhancement. Within talent management, succession planning and employee branding were identified as the independent variables for the study, while employee retention (low employee turnover rate), growth, productivity, service capacity, and harmonized relationships (perceived human resource impact on firm's performance) were considered as dependent variables. The study demonstrates the significance of effective talent management practices in contributing to talent retention and positively impacting overall organizational performance.

**Kehinde (2012)**[10]conducted a study on the impact of talent management on organizational performance, utilizing t-student distribution, correlation coefficient, and descriptive analysis methods. The research focused on industries in Lagos metropolis, with 60% of the companies headquartered in Lagos.. Respondents agreed that better financial investment in talent management leads to maximum wealth creation for the company. The study recommended a complete overhaul of human resource management practices and talent management schemes to cater to the diverse needs of all staff levels within the organization, with a separate talent scheme for especially talented workforce.

**Dave (2012)** [6]performed analysis of pharmaceutical sector recruitment and retention methods with the goal of identifying gaps and reasons of attrition and proposing solutions to lower attrition rates. The study included 200 employees from ten pharmaceutical companies, comprising top-level, middle-level, and grass-root level functionaries. The questionnaire

included performance-based and measuring scale approaches. The research found that employees in higher positions were also susceptible to attrition due to attractive emoluments and status. It stressed that building mutual trust and fostering better employer-employee relations can reduce attrition rates significantly. Top-level functionaries attributed ineffective control of managers as a major reason for attrition-related issues. The study revealed that top-level functionaries felt less work pressure (44%) compared to grass-root level employees (63%).

**Davies and Davies (2010)** [3] The study on talent managements in academics, aiming to provide valuable suggestions for strategic talent management practices in educational institutions. One of the primary leadership challenges identified was the retention of high-quality individuals and the cultivation of a talent culture within academies. To move forward, the academic community should focus on recruiting and attracting talented faculty members while also implementing planned strategies for talent development and retention. Various practices, such as mentoring, sabbaticals, honest observations, educational writing, job rotation, research projects, individual work projects, work shadowing, international visits, and networking, can support the growth as well as retention of talent. For the purpose of facilitating cross-institutional growth of curricular talent and leadership, the education sector is urged to cultivate a talent pool and encourage improved collaboration with other academies. According to the study, it is only through the use of creative and innovative faculty members—who are uncommon in academies—that school reform can be achieved. To promote growth and good transformation, it is crucial to develop the leadership skills of faculty members in schools.

## OBJECTIVES

- To analyse the Talent Management factor influencing strategies in Information Technology Industry.
- To examine the Effects of Talent Management practices on Organizational Performance.
- To assess the upskilling and reskilling factors prevailing in IT Sector.

## RESEARCH METHODOLOGY

The investigator has made an attempt to learn about the methods for retraining and upskilling workers in the IT sector. A design based on descriptive data was employed in the study. 75 employees of the information technology sector in Kochi, Kerala, were surveyed using a straightforward random sampling technique to gather primary data. The secondary data came from publications including books, websites, and journals. Henry Garrett Ranking test was used to analyse the data that was collected.

## LIMITATIONS

The study cannot be generalized because it is limited to IT industry workers in Kochi, Kerala. Only 75 people can be included in the sample. The responders' opinions can be skewed.

## RESULTS AND DISCUSSION

**Factors influencing Talent Management Strategies:**The perception of the factors influencing the Talent management Strategies are Professional Growth, Career Opportunities, Sense of Accomplishment, Training & Development, Mentorship and Peer Support.

**Table.1-Factor Influencing Talent Management Strategies**

Factors	SA	A	N	DA	SD
Professional Growth	26	24	20	4	1
Career Opportunities	20	37	17	1	0
Sense of Accomplishment	7	42	16	8	2
Training & Development	6	23	38	7	1
Mentorship	13	27	29	5	1
Peer Support	15	27	32	1	0

Source: Primary data

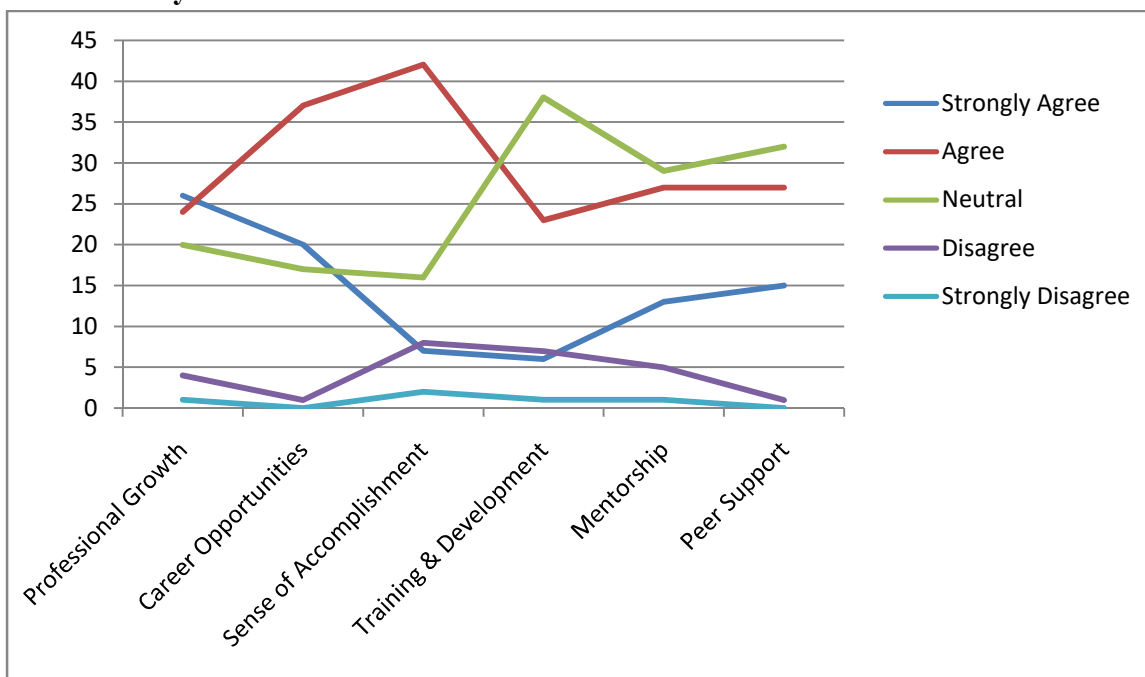


Table 1 show that majorrespondentstrongly Agree (26) that Professional Growth influences Talent Management Strategies. Majority of respondents agree that Career Opportunities (37) and Sense of Accomplishment (42) influences, while majority of respondents feel neutral that Training & Development (38), Mentorship (29) and Peer Support (32) influences Talent Management strategies.

## Impact of Talent Management Variables on OP:

Regression analysis was used to analyse the Result of Talent Management variables on OP

**Table.2-Impact of an Organizational Factor on Employee Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	0.792 <sup>a</sup>	0.628	0.624	1.04367
a. Predictors: (Constant), Recruitment Effectiveness, Training and Development Investment, Employee Engagement, Performance Management Effectiveness				

**Source: Primary data**

The table shows that R was 0.792, indicating a positive association between all four independent variables. The R square value of 0.628 shows that the independent factors accounted for 62.9% of the variance in the dependent variable. While other factors accounted for just 37.1 percent, as shown in Table 3. This indicates that the regression model's explanatory and predictive foundations are strong.

**Table.3 -Regression Coefficient**

Coefficients						
Model		Coefficients of unstandardized		Coefficients of Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.804	1.790		2.119	0.035
	Recruitment Effectiveness	0.375	0.074	0.264	3.712	0.000
	Training and Development Investment	0.002	0.076	0.336	4.503	0.000
	Employee Engagement	2.282	0.077	0.261	3.656	0.000
	Performance Management Effectiveness	0.053	0.073	0.353	3.562	0.000
a. Dependent Variable: OP						

**Source: Primary data**

Organizational Performance = 5.804 + 0.375 (Recruitment Effectiveness) + 0.002 (Training and Development Investment) + 2.282 (Performance Management Effectiveness) + 0.053 (Employee Engagement)



The regression analysis reveals that recruitment effectiveness, performance management effectiveness, and employee engagement have statistically significant relationships with organizational performance, while training and development factor investment does not appear to have a significant impact.

Based on these findings, the IT sectors can prioritize improving recruitment effectiveness, performance management practices, and employee engagement initiatives to drive organizational performance.

### Upskilling and Reskilling Factors:

**Table.4: Factors for Upskilling and Reskilling**

S. No	Factors	Result	Mean Score	Rank
1.	Technological Advancements	2721	43.86	7
2	Changing Job Roles and Requirements	2860	46.13	2
3.	Skills Gap Analysis	2820	45.48	4
4.	Business Strategy and Objectives	2740	44.19	6
5	Employee Development and Retention	2760	44.52	5
6	Industry Trends and Market Demand	2840	45.81	3
7	Learning Methodologies and Resources	2680	40.00	8
8	Leadership Support and Organizational Culture	3020	48.71	1

### Source: Primary data

Table 4 demonstrates that the majority of respondents noticed that the firms gave the support organizational culture and Management element, which is placed first with 3020 score points, a high preference when it comes to up skilling and reskilling. 'Changing Job Roles and Requirements' is ranked second with a Garrett score of 2860. 'Industry Trends and Market Demand' and 'Skills Gap Analysis' are ranked fourth and fifth, respectively, with 2840 and 2820 points. 'Business Strategy and Objectives' and 'Technological Advancements' are ranked sixth and seventh, respectively, with 2740 and 2721. With 2680 points, 'Learning Methodologies and Resources' is in last place.

### SUGGESTIONS

The IT firms may adopt the following suggestions for ensuring talent management strategies. The firms can conduct Skills Gap Analysis to identify the specific areas where employees lack the necessary skills and knowledge. This analysis will help you prioritize the skills that need to be developed through up skilling and reskilling initiatives. Develop customized training programs that are specific to the needs of IT employees. The firms can foster a culture of continuous

learning within the organization by promoting self-driven learning and providing opportunities for employees to expand their skills beyond the immediate needs of their current roles. The employees can be encouraged to explore new technologies, attend industry conferences, and participate in professional development activities. The employees can be encouraged in internal knowledge sharing and mentorship programs. Experienced employees can serve as mentors to guide and support others in their up skilling and reskilling journeys, fostering a collaborative learning culture. The firms in IT sector have to stay proactive in identifying the skills that will be in high demand and adjust upskilling and reskilling programs accordingly to ensure the continuous development of employees. By implementing these suggestions, organizations can enhance their talent management strategy for up skilling and reskilling the employees in IT sector. This, in turn, will enable them to build a highly skilled and adaptable workforce that can thrive in the ever-changing IT landscape.

## CONCLUSION

A robust talent management strategy focused on up skilling and reskilling is essential for organizations to thrive in the fast-paced and ever-evolving digital landscape. By investing in the development of their IT workforce, organizations can ensure they have the skills and competencies necessary to meet changing industry demands and maintain a competitive edge.

The benefits of implementing such a strategy are numerous. Up skilling and reskilling initiatives allow organizations to leverage their existing talent pool, reducing the need for external hiring and associated costs. Furthermore, these initiatives foster employee satisfaction, engagement, and retention, creating a positive work environment and promoting long-term loyalty.

In conclusion, a comprehensive talent management strategy that prioritizes up skilling and reskilling not only addresses skill gaps but also promotes employee growth, engagement, and organizational success.

## REFERENCES

1. Asag-Gau, L., & van Dierendonck, D. (2011). The impact of servant leadership on organisational commitment among the highly talented: the role of challenging work conditions and psychological empowerment. *European Journal of International Management*, 5(5), 463-483.
2. Bazerman, M. H., & Gino, F. (2012). Behavioral ethics: toward a deeper understanding of moral judgment and dishonesty. *Annual Review of Law and Social Science*, 8(1), 85-104.
3. Brent Davies Barbara J. Davies, (2010), "Talent management in academies", *International Journal of Educational Management*, Vol. 24 Iss 5 pp. 418 – 426.
4. C Sonia and Jayashree Krisnan (2015), "Talent management in higher education sector" *International Journal of Research in Management & Technology*, 5(4),302-311.

5. Cerdin, J. L., & Brewster, C. (2014). Talent management and expatriation: Bridging two streams of research and practice. *Journal of World Business*, 49(2), 245- 252.
6. Dave, P. (2012). Talent management and retention strategies with special reference to pharmaceutical industry
7. Frank, F. D., & RTaylor, C. (2004). Talent management: Trends that will shape the future. *People and Strategy*, 27(1), 33.
8. Gallardo-Gallardo, E., Dries, N., & González-Cruz, T.F. (2013). What is the meaning of ‘talent’ in the world of work? *Human Resource Management Review*, 23(4), 290–300.
9. Hanif, M. I., & Yunfei, S. (2013). The role of talent management and HR generic strategies for talent retention. *African Journal of Business Management*, 7(29), 2827
10. James Kehinde. (2012). Talent Management: Effect on Organizational Performances. *Journal of Management Research*. 4(2): 178-186.
11. Jayaraj, A. M., & Dharmaraj, A. (2017). A Study on Stress Management Practices Adopted by Small Scale Manufacturing Units in Coimbatore. *International Journal of Pure and Applied Mathematics*, 117(21), 613-620.
12. Keoye, K. N. (2014). Examining the effect of talent management on organizational performance: a case of comply limited, Nakuru (Doctoral dissertation).
13. Londhe, B. M. (2016). A Study of Talent Management strategies of Educational Institutes in Maharashtra. *International Research Journal of Engineering and Technology (IRJET)*, 3(05), 2395-0056.
14. Savitha, K. M., & Jayaraj, D. A. M. (2019). An Empirical Study of Factors that Influence HRD Climate in Public Sector Industries. *International Journal of Psychosocial Rehabilitation*, 23(4).
15. Tafti, M. M., Mahmoudsalehi, M., & Amiri, M. (2017). Critical success factors, challenges and obstacles in talent management. *Industrial and Commercial Training*, 49(1), 15-21.
16. Tajuddin, D., Ali, R., & Kamaruddin, B. H. (2015). Developing talent management crisis model for quality life of Bank employees in Malaysia. *Procedia-Social and Behavioral Sciences*, 201, 80-84.
17. Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: ‘infancy or adolescence?’. *The international journal of human resource management*, 24(9), 1744-1761
18. World Economic Forum (2023, June 27). Impact of Reskilling revolution (Online). Available: <https://www.weforum.org/impact/reskilling-revolution/>