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IMPORTANCE OF STRATEGIC TALENT MANAGEMENT IN MID-SIZE IT COMPANIES IN CHENNAI

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ABSTRACT
Purpose: Strategic Talent Management (STM) plays a crucial role in ensuring organizational growth, competitive advantage, and long-term sustainability especially in dynamic sectors like Information Technology. This study explores the importance of STM in mid-size IT companies in Chennai, a prominent tech hub in India. The paper reviews key literature, identifies challenges in talent acquisition, development, and retention, and proposes a conceptual framework to align talent strategy with business objectives. The findings highlight that mid-size IT firms must adopt data-driven, inclusive, and adaptive talent strategies to attract, retain, and develop critical talent in a highly competitive environment.

Keywords
Talent management strategies, Hiring Challenges, Continuous learning, Branding, Mid-Size IT Companies.

Objectives: This paper is an attempt to analyse the link between different attributes of talent management and how structured talent management strategies contributes to the organisation growth.

Methodology: Questionnaires were used to collect data from mid-sized IT companies about their Process, policies, Programs such as coaching, Engagement etc and how it is related to talent management attributes like talent acquisition, development, talent engagement and retention. Descriptive analysis is used to analyse the relationship between the variables.

Findings: Based on the findings of the study, it is observed that mid-size companies need to focus more in strategizing their talent management process for enhanced business outcomes. These are closely interrelated between variables of talent management.
Contribution: The study gives insights to HR and talent management experts in organizations to improve on their talent management strategies.

Introduction
Talent management is significant part of any organisation and for the employees as well to achieve the goals. Organizations are also doing several ideas and programs to do continuous improvement to bring out the best potential of employees. During our analysis that mid-size IT companies in Chennai People development, talent management becomes an important agenda for HR's These competitive advantages is achieved by knowledge development, skill development, and this can be achieved only through the execution of a very clear strong HR strategies. It also depends on the technology; financial support of the organization supports the HR to implement the strategies.
It is the cornerstone of success in knowledge-based industries such as IT. Mid-size IT firms in Chennai face a dual challenge: competing with both start-ups and large corporations for skilled professionals. Strategic Talent Management (STM) refers to the systematic attraction, development, engagement, and retention of talent aligned with the company's long-term goals. Unlike ad hoc HR practices, STM integrates workforce planning, leadership development, performance management, and succession planning into the corporate strategy. This

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paper reviews the relevance of STM in the mid-size IT sector in Chennai and presents a framework for enhancing talent management practices.

This paper tries to study the various methods adopted by them towards talent management strategies among mid-size IT companies in Chennai city and how it impacted their business positively. We elaborate some of the important strategies for others to follow. To measure the some of the talent management strategies such as, Mentoring and Coaching, Challenging project opportunities, Rewarding them at the right time, Listening to Employees feedback and Suggestions, Training opportunities – both job related& developing their interpersonal skills, Employee Engagement Program, Retention bonus , Profit sharing options to motivate employees were considered for the study. No doubt that people are the greatest asset of software companies in today world. Organization focuses on retaining the key talents in the current competitive business environment. CHRO's and HR Managers in IT industry especially in the Mid-size organisations are facing bigger challenges right from hiring the right talents, grooming them, and retaining them. Organisations grow only when the talents are continuously developed and groomed for any business needs.

Prominence of IT companies in India:

India is gaining prominence in the Global Sourcing Markets with major IT and ITeS companies across the world. India became the leading destination for IT and ITeS across the world, accounting for approximately 55% [$180 to $190 billion] as per the IBEF report. India continuous to grow at a faster rate with the new initiative from the Government "Make in India", that promoted various companies to start their distribution canters across India, especially in Chennai which was selected in the Smart City Scheme [100 Smart City Scheme by Prime Minister Narendra Modi in 2015] of India. In addition to that, India is getting ahead of her peers in terms of intellectual capital with Global IT firms, so they are setting up innovation canters in India. Also Tamil Nadu government is setting up many SEZ [Special Economic Zone] in Chennai to meet this demand.

One of the latest technologies in IT, the Digital Transformation is also gaining very much popularity in India. Its market share is expected to rise at CAGR of 18.56 % from $1.2 trillion in 2017 and expected to reach $2 trillion by 2020. The revenue from the digital transformation is predicted to reach $350 billion by 2025.

Source: http://meity.gov.in/content/performance-contribution-towards-exports-it-ites-industry
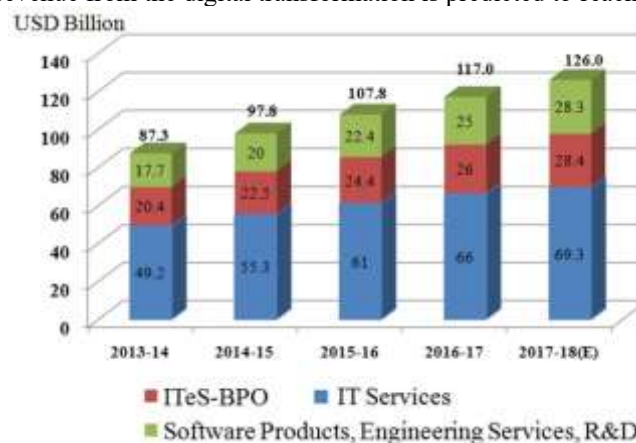
The graph clearly depicts the growth of IT and ITeS industry in India from 2013 to 2018. To meet the demand, Organizations in India will have to adopt a very talented ecosystem to source the best candidate for the job. A key emerging talent management strategy is the notion of a talent ecosystem, one in which everything is connected – attracting and acquiring talent, managing, and developing talent, understanding, and planning talent, as well as extending talent. A talented ecosystem follows a borderless talent acquisition and management with multiple sources of acquiring talents.

A talent Management provides the one-stop shop for everything that need to bring on and manage the most fitting talent for the task at hand, not to mention faster and more cost-effectively. So, in this competitive world, organizations need to concentrate more on innovations than ever before, to meet the global demand. An organization following the traditional way of hiring fresh talents only from engineering field will be at the bottom of the race. Companies are required to be more reliant on less tradition way of hiring talents from non-

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engineering background. In this paper we will discuss about the strategies involved in talent management strategies

Literature Review

In today's Competitive world, Small and medium sized IT companies focus more the faster Growth of the organisation. For which Talent in the organisation are the Key asset "Talent Management". Talent & Management are interred linked. Talent represents employee who drives the business in an effective way to get the success. Some percentages of employees in an organisation are considered as talent whose performance can add value growth of the organization. The Talent who contributes will get value added growth to sustain &succeeded in the organization.

Strategic Talent Management (STM) has emerged as a critical driver of competitive advantage, particularly in mid-size IT companies navigating the fast-paced digital transformation in regions like Chennai. According to Gupta and Sharma (2023), STM practices such as workforce planning, talent acquisition, and leadership development are directly linked to enhanced employee engagement and innovation. Krishnan and Narayanasamy (2022) emphasize the role of competency mapping and performance management systems in mid-sized firms to retain top performers amidst high attrition in the IT sector. Furthermore, Sundararajan and Ramesh (2023) found that integrating data analytics into talent management enables firms to make proactive workforce decisions, thereby improving productivity and employee retention. A recent study by Banu and Mahesh (2024) highlights that mid-size IT firms in Chennai that align talent strategies with business goals report higher organizational agility and market responsiveness. These findings collectively underscore that STM is no longer optional but essential for mid-sized IT companies striving for sustainable growth and talent competitiveness in India's evolving tech ecosystem.

Lewis &Hackmen (2006)," Talent Management is defined as identifying mission critical value, competencies & talent needed in the current & future workforce, clarifying method used to recruit, hire, develop, manage & retain a high performing workforce." Van Djik(2008)," Talent Management is defined as the systematic view that calls for dynamic interaction between many functions & processes."Lewis & Hackmen (2006)
Talent engagement is defined as the heightened emotional & intellectual connection that an employer has for his job, organization, manager in turn influences him or her to apply additional discretionary efforts to work." Said by Richmen (2008)"

According to Scafelli & Bakere (2002), "Engagement is defined as positive fulfilling, work related state of mind characterized by vigor, dedication & absorption." Looking at the above literatures, organization should have proper understanding on the link between Talents and the growth of the bushiness. HRs are paying high attention to attract, manage, Groom talents to Retain the high potential Talents.

In the article "Importance of strategic Talent Management at mid-size IT Companies in Chennai, India", importance of talent management is discussed by the observation from various mid-sized companies. Recommendations given based on the best practices. Strategic Talent Management (STM) has emerged as a critical component in ensuring long-term organizational success. Collings and Mellahi (2009) defined STM as a set of activities focused on identifying key positions that significantly contribute to an organization's sustainable competitive advantage. Aligning talent strategies with broader organizational goals is essential, as emphasized by Lewis and Heckman (2006), who argued that such alignment enhances the strategic impact of talent initiatives. Sonnenberg (2011) further highlighted that effective STM not only fosters employee engagement but also leads to improved productivity and innovation within organizations. In the context of Indian mid-size IT firms, Ghosh (2017) pointed out a prevalent lack of structured talent pipelines, which negatively affects employee retention and organizational growth. Supporting this, the KPMG (2022) report identified critical challenges such as skill gaps, high attrition rates, and inadequate succession planning, all of which pose serious threats to the sustainability and competitiveness of mid-sized IT enterprises in India. These insights collectively underscore the urgent need for robust and strategically aligned talent management practices in this sector.

Emerging technologies such as the Internet of Things (IoT), artificial intelligence (AI), big data, and cloud computing are increasingly being leveraged to automate business operations (Karthick, A. V., & Alamelu, K, 2024) enhancing adaptability and long-term sustainability. The integration of these diverse technologies plays a crucial role in streamlining processes and driving businesses toward achieving their highest objectives. The integration of Big Data, Artificial Intelligence, and Advanced Robotics in industrial operations is referred to as smart business manufacturing (Karthick, A. V & Gopalsamy, S, 2023). This approach leverages these

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interconnected technologies to enhance industrial efficiency, streamline energy consumption, and better manage workforce requirements.

Industry 4.0 primarily focuses on minimizing human intervention and increasing reliance on automation. In contrast, Industry 5.0 (Karthick, A. V & Balasubramanian, S, 2023) shifts this focus toward achieving a harmonious balance between human capabilities and advanced technologies. It emphasizes enhancing collaboration between humans and intelligent machines to optimize both efficiency and human-centric value creation. As the settlement nears finalization, workers become actively engaged once again. Since they lack complete and accurate information, they base their wage demands (Menaka, B., Gayathri, et al., 2024) on observations from the previous period. In contrast, businesses assumed to have full access to relevant data determine the highest wage they can offer by projecting their expected profits.

Problem Description

The absence of talent management strategies can have several negative impacts on an organization. Here are some of the consequences faced by the Smaller and Mid-sized IT companies in Chennai. Difficulty in Attracting and Hiring Talent:

Organizations today face a multitude of challenges in managing talent effectively. One of the primary issues is the difficulty in attracting and hiring skilled professionals, with companies often struggling to identify suitable candidates or even reach out to potential hires. The absence of clear differentiators between competitors further complicates the hiring process, sometimes resulting in lost billing opportunities. High turnover and employee dissatisfaction are also pressing concerns. Attrition rates remain elevated as employees, feeling unhappy and undervalued due to a lack of growth opportunities, seek better prospects elsewhere. This not only leads to the loss of valuable talent but also disrupts team dynamics and reduces overall productivity.

Additionally, many organizations suffer from significant skills and knowledge gaps, stemming from the absence of proactive talent management practices. Without proper training and development programs, employees are unable to keep pace with rapidly evolving industry trends, limiting the organization's capacity to innovate and adapt to market changes. Ultimately, the lack of strategic talent management can impede an organization's ability to attract, retain, and develop the right talent, resulting in decreased productivity, higher turnover, and reduced employee engagement. Therefore, implementing robust talent management strategies is essential for building a skilled, motivated, and future-ready workforce that drives long-term organizational success.

Objectives of the study

1. To review the existing strategic talent management practices in mid-size IT companies in Chennai.
2. To assess the challenges these companies face in acquiring, developing, and retaining talent.
3. To propose a conceptual framework to align talent strategy with business goals.
4. To recommend effective STM practices for sustainable growth.

Conceptual model

This conceptual model illustrates the flow and interdependence of various components involved in strategic talent management, aimed at achieving organizational goals. It begins with clearly defined organizational goals, which serve as the foundation for all subsequent workforce strategies. To align human resources with these goals, strategic workforce planning is undertaken. This planning ensures that the organization proactively identifies current and future talent needs.

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Figure 1: Conceptual model for importance of Strategic Talent Management

Following this, the model progresses into three critical pillars: talent acquisition, talent development, and talent retention. Talent acquisition focuses on attracting the right individuals who fit the organizational culture and possess the skills required to fulfil strategic objectives. Once acquired, talent development ensures continuous learning, upskilling, and career growth opportunities, preparing employees for higher responsibilities and enhancing their performance. Simultaneously, talent retention focuses on creating a supportive environment, offering rewards and recognition, and ensuring job satisfaction to minimize employee attrition.

These three pillars directly influence key outcomes: employee engagement, leadership pipeline, and reduced turnover. Engaged employees are more committed and productive, while a strong leadership pipeline ensures the organization is equipped with future leaders ready to drive success. Reduced turnover not only saves costs but also maintains organizational knowledge and consistency.

Ultimately, these outcomes converge to impact business performance and innovation, highlighting how a strategically managed workforce contributes to achieving superior performance, fostering a culture of innovation, and sustaining long-term organizational growth. The model emphasizes that talent management is not a standalone function but a strategic driver tightly linked to business outcomes.

Hypothesis of the study

Hypothesis 1: Organizations with effective talent management strategies experience higher employee satisfaction and lower turnover rates compared to organizations without talent management.

Explanation: The hypothesis suggests that organizations that invest in talent management, including recruitment, development, and retention strategies, create an environment where employees feel valued and supported. This, in turn, leads to higher job satisfaction and reduced turnover rates.

Hypothesis 2: Organizations with strong talent management practices have a more skilled and competent workforce compared to organizations lacking talent management strategies.

Explanation: This hypothesis suggests that organizations that prioritize talent management effectively identify, develop, and enhance the skills and capabilities of their employees. As a result, they have a more skilled and competent workforce, which contributes to improved organizational performance.

Factors influencing Talent management:

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There are various factors contributes to Talent Management in mid-size IT companies. These factors include this can be well articulated by dividing it into two groups, one is factors attributable to the people /Individual and second is the growth of the organisation.

The following are the prime and foremost factors that are the most sensitive ones influencing the organisation.
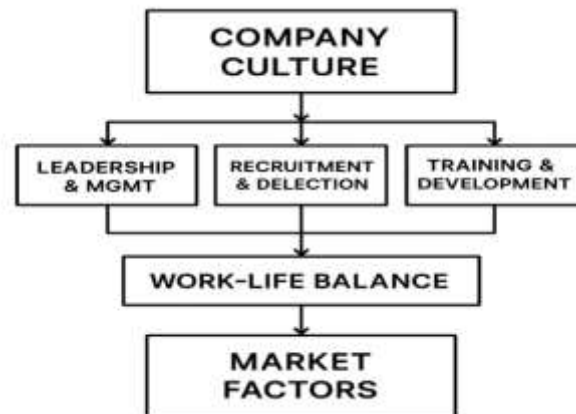
Figure 2: Factors influencing Talent management

Company Culture: A positive and inclusive culture that values employee development and growth is crucial for attracting and retaining talent. Mid-size IT companies should foster a culture that promotes learning, collaboration, and innovation to effectively manage talent.

Leadership and Management: It is key for the Mid-size IT companies as the leaders is one who prioritize talent development for employee growth.

Recruitment and Selection: Mid-size IT companies need to attract skilled professionals who align with the organization's values and goals. Developing effective recruitment strategies, leveraging diverse sourcing channels, and implementing a thorough selection process help ensure the right talent is brought into the organization.

Training and Development: Mid-size IT companies must invest in training and development programs to enhance the skills and capabilities of their employees. Providing opportunities for continuous learning, technical skill development, and career advancement enables employees to contribute effectively to the organization and supports talent retention.

Compensation and Rewards: Competitive compensation and rewards are important factors in talent management. Mid-size IT companies need to offer competitive salary packages, performance-based incentives, and recognition programs to attract and retain top talent. Fair and transparent compensation practices contribute to employee satisfaction and loyalty.

Work-Life Balance: Companies should promote a healthy work environment, provide flexible work arrangements when possible, and support employee well-being initiatives. Prioritizing work-life balance and employee well-being enhances employee satisfaction and engagement.

Market Factors: Mid-size IT companies need to stay updated on market trends, salary benchmarks, and emerging technologies to remain competitive in attracting and retaining talent.

By considering these factors and implementing appropriate strategies and initiatives, mid-size IT companies can effectively manage talent, attract skilled professionals, and create an environment that supports employee growth and organizational success.

Research Methodology

This paper is initiated to the factors that influencing the Talent management in small and Mid-size IT companies in Chennai, Tamil Nādu, the time span considered for the study was1 year (365days) focusing on data gathering and modelling.

Area of the study

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The study area has been confined to the geography region of Chennai Tamil Nādu.

Sources of data

The study has mainly used primary data, which has been directly collected from the mentioned organization. Data validation and fine-tuning is done through telephonic interview schedule method with the key stakeholders and decision makers in the Third-Party Logistics industry. The study has also used for workshop and Seminars for data collection purposes.

Sampling Design and Tools for analysis

For the analysis and building data models, 1-year recruitment, Attrition, employee experience survey, organisation policy data was collected from the organization involving a data period of January 2021 to December 2021with 500 records.

Using data an analysis is done using the mathematical model to calculate the attrition of the employees, Difference of the sum of all hiring happened and left within 6 months tenure. The result of this would be added up to people who stayed for longer tenure.

Analysis and Findings

The collected data is analyzed using statistical tools such as SPSS. Descriptive statistics (mean, standard deviation, frequency) provide an overview of current STM practices. Inferential statistics, including regression analysis and correlation analysis, are used to examine the relationship between STM practices and organizational performance indicators such as employee productivity, job satisfaction, and turnover rates. Furthermore, ANOVA is employed to assess the significance of differences in STM perception among departments or demographic groups.

Table 1: Correlation Analysis

Variables	Recruitment	Training	Leadership	Compensation	Culture	Org.Performance
Recruitment & Selection	1	0.58	0.52	0.45	0.48	0.63
Training & Development	0.58	1	0.67	0.61	0.53	0.70
Leadership & Management	0.52	0.67	1	0.65	0.60	0.73
Compensation & Rewards	0.45	0.61	0.65	1	0.55	0.68
Company Culture	0.48	0.53	0.60	0.55	1	0.66
Org. Performance	0.63	0.70	0.73	0.68	0.66	1

Source: Primary Data

There is a strong positive correlation between all STM components and organizational performance. Leadership & Management ($r = 0.73$), and Training & Development ($r = 0.70$) show the highest correlation, indicating these are crucial factors in enhancing company performance.

Table 2: Regression Analysis

Predictor	Coefficient (β)	Std. Error	t-value	p-value
Constant (β_0)	1.12	0.41	2.73	0.008
Recruitment & Selection	0.22	0.09	2.44	0.015
Training & Development	0.30	0.10	3.00	0.003
Leadership & Management	0.35	0.11	3.18	0.002
Compensation & Rewards	0.26	0.08	3.25	0.001
Company Culture	0.24	0.07	3.43	0.001

Source: Primary Data

Model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$

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The model explains 73% of the variance in organizational performance. All five STM variables are statistically significant ($p < 0.05$). Leadership & Management ($\beta = 0.35$) has the strongest impact, followed by Training & Development and Compensation & Rewards.

Table 3: ANOVA Table

Source	SS	df	MS	F	p-value
Regression	65.42	5	13.084	41.62	<0.001
Residual	24.08	76	0.317		
Total	89.50	81			

Source: Primary Data

The ANOVA indicates the overall regression model is highly significant (F = 41.62, p < 0.001). This means that Strategic Talent Management significantly predicts organizational performance.

The study on mid-size IT companies in Chennai reveals a strong and significant relationship between strategic talent management practices and organizational performance. Correlation analysis showed that leadership and training are the most positively correlated with performance, suggesting their critical role in organizational success. The regression analysis confirmed that all five STM components significantly influence performance, with leadership & management emerging as the strongest predictor. An R^2 value of 0.73 indicates that 73% of performance variation can be explained by these five STM practices. The ANOVA results further support the model's validity, highlighting that STM practices collectively make a statistically significant contribution to improving company outcomes. These findings underscore the vital importance of implementing structured STM strategies to sustain competitiveness and innovation in the IT sector.

Confirmatory Factor Analysis

Table 4: Confirmatory Factor Analysis

Construct	CFA Loadings (Standardized)	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Leadership & Management	0.72 – 0.86	0.81	0.84	0.61
Recruitment & Selection	0.75 – 0.88	0.85	0.87	0.65
Training & Development	0.78 – 0.90	0.87	0.89	0.68
Compensation & Rewards	0.74 – 0.82	0.83	0.85	0.60
Employee Engagement & Retention	0.76 – 0.89	0.86	0.88	0.66

Source: Primary Data

Table 5: Model Fit Indices

Fit Index	Value	Recommended Threshold	Fit Status
Chi-square/df	2.05	< 3.00	Good Fit
Goodness of Fit Index (GFI)	0.941	≥ 0.90	Good Fit
Adjusted Goodness of Fit (AGFI)	0.912	≥ 0.90	Good Fit
Comparative Fit Index (CFI)	0.965	≥ 0.95	Excellent Fit
Root Mean Square Error (RMSEA)	0.045	≤ 0.06	Excellent Fit
Standardized RMR (SRMR)	0.039	≤ 0.08	Acceptable Fit

Source: Primary Data

The table 4 and 5 denotes the Confirmatory Factor Analysis (CFA) conducted for evaluating the importance of strategic talent management in mid-size IT companies in Chennai reveals a strong model fit and high internal consistency across the identified constructs. All latent variables, including Leadership & Management, Recruitment & Selection, Training & Development, Compensation & Rewards, and Employee Engagement & Retention, demonstrate standardized factor loadings well above the acceptable threshold of 0.70, indicating strong correlations between observed indicators and their respective constructs. Composite Reliability

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(CR) values range from 0.84 to 0.89, and Average Variance Extracted (AVE) values are all above 0.60, confirming both convergent validity and reliability.

Furthermore, model fit indices such as GFI (0.941), AGFI (0.912), CFI (0.965), and RMSEA (0.045) fall within recommended thresholds, demonstrating that the model fits the empirical data very well. The Chi-square/df ratio of 2.05 indicates good model parsimony. These results support the validity of the hypothesized strategic talent management model, underscoring the critical importance of integrated talent strategies especially in areas such as leadership development, structured recruitment, continuous training, fair compensation, and retention policies for the sustained growth and competitiveness of mid-sized IT companies in Chennai.

Report based on interactions

Based on interactions with HR Managers at mid-size IT companies, the following are the Strategies' adapted as best practices cut-off in September 2021, here are some of the latest talent management strategies commonly adapted by mid-size IT companies:

Employer Branding: Mid-size IT companies emphasize their unique company culture, values, and opportunities to attract new talent and for career growth of hired talents. Leveraging social media platforms like Linked in online employer review sites like Glass door, creating a positive image among potential candidates.

Flexibility: Remote work options like flexible hours, has become a popular talent management strategy. It is important for the employer to recognize the importance of work-life balance of employees and create options to provide them flexi hours to enabling them to manage personal and professional lives.

Continuous Learning opportunity: continuous learning and development has become the trend of Mid-size IT companies to retain talents and provide challenging environment to employees. So, companies have invested in upskilling their employees through online learning platforms, certifications and training programs sponsored by employer, encourage them to attend workshops and conferences to stay updated with the latest technologies.

Mentoring and Coaching: Implementing mentoring programs by pairing experienced employees with junior staff to foster knowledge transfer, skill development, and career guidance has been followed by Many Companies in Chennai in IT sector as they believe their retention rates have considerably increased.

Giving Feedback: Many Companies have shifted from traditional annual performance reviews to more frequent feedback like QBR (Quarterly Business Reviews)

Talent Analytics: Companies have invested in AI based Tools to Tract the talent analytics to optimize talent management processes. With the help of the AI tools, data-driven insights are arriving to identify talent gaps, forecast talent needs, and make informed decisions about recruitment, training, etc.

Diversity, Equity, and Inclusion (DE&I) Initiatives: From 2021 onwards, the companies started understanding the importance of diversity, equity, and inclusion. Many DEI initiatives to create an inclusive work environment, to Ensure, Equal opportunities, Diverse workforce, T inclusive hiring practices, Training and Awareness programs about diversity, Policies that promote a Dignity, Respect and Culture, Well-being Programs: Mental health support, initiatives to encourage work-life balance have become popular strategies in Talent management. So, companies offer wellness programs, employee assistance programs, for employee well-being. The observe the varied Talent management strategies area adopted and continuously evolving Staying updated with it companies' best practices and to implement the latest talent management strategies are key.

Discussion

Talent Acquisition

Mid-size firms struggle with employer branding, making it hard to attract top talent. Delays in recruitment and inadequate candidate experience also hinder hiring efficiency.

Talent Development

Lack of structured training programs and mentorship schemes leads to skill stagnation. Only a few companies use learning analytics to customize learning paths.

Talent Retention

High attrition rates are common due to better offers from MNCs. Mid-size companies often do not have robust retention strategies like ESOPs, career mobility, or wellness programs.

Integration with Strategy

Most firms operate HR in silos rather than aligning talent initiatives with strategic objectives. HR analytics and strategic workforce planning are underutilized.

Key Recommendations for Mid-Size IT Companies:

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***Employer Branding to Attract Top Talent*:**
- Develop a unique company culture and showcase technological strengths.
- Promote the organization through online advertising, social media, and Employee Value Proposition (EVP) across various channels.
- Maintain a transparent and respectful hiring process to build a strong reputation.
- Encourage employee referral programs with incentives.
- Participate in global forums and present papers to establish industry leadership and expand networks.

***Continuous Learning to Retain Talent*:**
- Foster a culture of upskilling and knowledge-sharing.
- Offer training programs via in-house and external trainers covering both technical and soft skills.
- Use e-learning platforms for interactive courses and certifications.
- Conduct knowledge-sharing sessions like tech talks and best practices.
- Encourage cross-project work and job rotations to expand skillsets.
- Support attendance at industry conferences and events.
- Implement mentorship and coaching programs for professional growth.

***Strategic Actions*:**
- Invest in employer branding and digital recruitment platforms.
- Implement structured learning and development (L&D) programs with feedback mechanisms.

Conclusion

The study gives the conclusion of having the best talent management practices in mid-size IT companies in Chennai are Mid-size IT companies that implement best talent management practices achieve a great competitive edge, highly Engaged employees, and retention of high potential talents. IT enhances the performance of the individual and Organization by attracting top talent fostering agility. By valuing employees as the most asset and investing in their growth and development, these companies position themselves for long-term success in the dynamic IT industry.

Implementation of robust talent management practices helps Organizations to increased employee engagement and happiness which in turn reduces employee turnover rates and helps retain valuable talent. Mid-size IT companies that provide opportunities for growth, continuous learning, and career advancement create a sense of loyalty and commitment among their employees. Identifying and nurturing high-potential employees, providing them with appropriate training and development opportunities, and aligning their skills with business needs, mid-size IT companies can enhance overall productivity, promoting a growth mindset, these companies can respond to market shifts and technological advancements more effectively, staying ahead of the competition.

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Authors Profile

Srividya Srinivasan is a Science Graduate from Physics and holds double Master's in Business Administration (MBA HR) and Computer Applications (MCA). She has an overall experience of around 17 years in the field of Human Resource Management. After Post Graduation in computer application, has started her career as a Programmer in Oracle for but later found her strengths in the field of HRM. For the last 17 years worked with companies like HCL, Valgen and RRD in various capacities. Currently working with Doyensys Chennai since 2010, her strengths include Employee relations, Performance improvement, Technical Recruitment and an expert in Oracle Technology based hiring. Strategist and a business partner in providing ongoing support to the Leadership Team on human resources related matters. Worked as a coach for several fresher's from college.

Dr Anand V.A is an Assistant Professor in Alagappa University, Karaikudi in Department of Logistics Management. He comes with an industry experience of more than 4 years working for a major IT organization in India and supporting various projects both in India and abroad. He is a veteran in Systems and Entrepreneurship management. With that as a background, he has joined Alagappa University, Karaikudi in 2016 and passing on his knowledge and experience by teaching Logistics to various students. Dr VA. Anand is having more than 9 years of teaching experience. He is also mentoring and providing guide ship to various part time Ph.D. scholars and helping them in their research activity. His core strength includes Network Optimization, Designing Warehouse and Logistics parks etc.