IMPACT OF TALENT MANAGEMENT ON ORGANISATIONAL PERFORMANCE

IN GLOBAL CAPABILITY CENTRES (GCC): CHALLENGES AND

OPPORTUNITIES IN MANAGING IT PROFESSIONALS

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ABSTRACT

The present research aimed at studying the impact of talent management on the performance of GCCs in particular, focusing on IT professionals. The existing study explore these research questions: to identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals; to explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance; to explore and analyse the challenges and opportunities with managing IT talent in GCCs and to provide recommendations for developing talent management practices within GCCs. Sample size of the existing study include 600 IT professionals. The sample chosen from cities, namely, Bangalore, Pune and Hyderabad. Moreover, purposive sampling technique used for the existing study. Responses obtained from Information Technology (IT) Professionals on structured questionnaire. Various statistical techniques used to apply SPSS software version 26 to obtain conclusive results.

The findings of study stated that engagement in decision-making and access to mentorship programs are the most important ways used for the identification of talent in GCCs. The factors of talent management relating to organisational performance within Global Capability Centres (GCCs) specifically for IT professionals are then analysed. The outcome of the research findings indicated that training and professional development programs along with the performance appraisal system is seen as the most prominent determinant that affects talent management and eventually its relationship with organisational performance among IT professionals in Global Capability Centres (GCCs).

Second, it analysed the problems faced in managing IT talent in GCCs and found that changing skill requirements, mental health issues at work and burnouts, and competing for and attracting the best talent have been found to be the problems in managing IT talent in GCCs. In addition, the research analysed opportunities with managing IT talent in GCCs and mentioned that there is a possibility of leveraging a comprehensive pool of talent

worldwide and emerging technologies for upskilling as an opportunity with managing IT talent in GCCs. Lastly, recommendations for developing talent management practices within GCCs analysed and stated that resources should be dedicated to ongoing education, discrete routes for career advancement should be created, and leadership programs should be made to stand out.

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CHAPTER I:

INTRODUCTION

1.1 Introduction

As companies in all sectors have come to appreciate human capital as a key asset in gaining a competitive edge, talent management has become an essential organisational strategy in the modern day. (Kravariti and Johnston, 2020) A company's success in today's knowledge-driven economy is proportional to its talent acquisition, development, and retention strategies. According to Festing, Harsch, Schafer, and Scullion, (2017) talent management is more than simply an HR job; it's an umbrella word for a set of activities designed to bring out the best in employees so they can achieve organisational goals, be creative, and keep the company growing in the long run.

The essence of talent management is assessing the abilities, knowledge, and potential of employees at different levels and then developing plans to help them advance in a way that supports the company's objectives (Almannai, Arbab, and Darwish, 2017). Managing performance, preparing for succession, and engaging employees are all part of this process, as are recruiting, onboarding, training, and career development. Successful talent management techniques put organisations in a better position to respond to shifting market conditions, make the most of their employees' strengths, and promote continuous progress (Krishnan and Scullion, 2017).

According to Pestonjee, Barot, and Chhaniwal, (2017) there is more competition than ever before for the best and brightest employees in today's technologically sophisticated and globally integrated economy (Pestonjee, Barot, and Chhaniwal, 2017). Nowadays, talent is the main differentiator for businesses, and how well a company manages its talent is a major factor in its success or failure. Strategic talent management has become even more important due to factors like as the changing demographics of the workforce, the fast

development of new technologies, and the increasing use of remote work (Guerra, Valle, and Suarez, 2023).

Industries like healthcare, IT, and banking that depend significantly on new ideas are seeing talent management play an increasingly crucial role. Investing in talent management efforts is crucial for firms in these areas to stay ahead of the competition, as technical skill and agility are key. According to Ibrahim, (2023) organisations need to update their talent management approaches to appeal to today's employees, whose expectations are changing and placing a greater focus on diversity, work-life balance, and corporate social responsibility (Ibrahim, 2023).

This introductory section lays the groundwork for learning how talent management helps with both the short- term operational needs of a company and its long-term viability and success in today's fast-paced, ever-changing business world.

1.2 Meaning of Talent Management

According to Musakuro, (2022) talent management refers to "the strategic process organisations use to attract, develop, retain, and optimise the skills and talents of their employees." It entails a collection of interrelated procedures meant to spot talent, encourage development, and link individual output to organisational targets (Musakuro, 2022).

Important aspects of talent management consist of:

- **Talent acquisition**: Finding, attracting, and hiring talented individuals who also fit well with the organisation's culture is essential.

- **Development**: Offering guidance, instruction, and chances to develop one's abilities and advance one's profession.

- **Performance Management**: Ensuring that employee performance is in line with corporate objectives through monitoring and assessment.

- **Succession Planning**: The process of recognising and developing future leaders or key personnel.

- **Retention**: Developing a stimulating and encouraging workplace encourages employees to remain and give their best.

The main objective of talent management is to maximise human capital for the purpose of driving innovation and success in the business by making sure the appropriate people are in the right jobs. Organisational performance is improved as a result of increased employee engagement, contentment, and productivity (Dalahmeh, 2020).

1.3 The Role of Talent Management in Organisational Performance

Having correct people in the right jobs, based on their talents and abilities, is a key component of talent management's function in driving organisational performance (Hongal and Kinange, 2020). Keeping a high level of productivity, creativity, and overall success is crucial for organisations in today's highly competitive and ever-changing business landscape. The statistical data on share of employable talent across India from 2014-2024 is mentioned below:
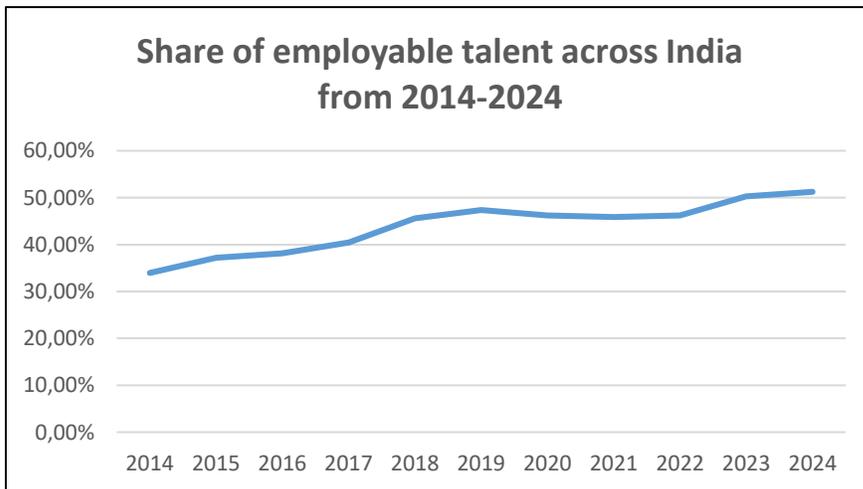
Figure 1 Share of employable talent across India from 2014-2024

(Source: Statista, 2024)

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Some of the most important ways in which talent management affects organisational performance are as follows:

- Recruiting and Keeping the Best Employees

Employing a talent management strategy aids businesses in luring top talent that shares their vision for the future and is a good fit with the company's culture and values. According to Liu, (2021) sustainable development requires firms to implement effective recruitment strategies and cultivate a strong employer brand in order to attract and retain talented employees (Liu, 2021). With the right retention tactics in place, including opportunities for professional growth, competitive pay, and active participation from staff, businesses can keep their talent pool steady and uninterrupted.

- Boosting Efficiency in the Workplace

Employee development is at the heart of an effective talent management strategy, which aims to help employees reach their full potential by providing them with opportunities for ongoing education and training. Staff members are better able to carry out their duties as a result of training, mentorship, and professional development initiatives, which in turn increases output (Nawangsari and Sutawidjaya, 2019). Talent management is a process that helps businesses succeed by maximising each employee's potential by matching their abilities with the company's long-term objectives.

- Raising Morale and Productivity in the Workplace

A culture of engagement can be created by talent management efforts that makes employees feel valued, supported, and challenged. Programs that prioritise work-life balance, acknowledgement, and professional development tend to yield greater levels of job satisfaction. Nawangsari and Sutawidjaya, (2019) employees who are enthusiastic about what they do for a living are more inclined to go the extra mile, which boosts productivity and fosters a healthy work environment (Nawangsari and Sutawidjaya, 2019).

Improved teamwork, fresh ideas, and dedication to the company's mission are further outcomes of highly engaged workers.

- Promoting Adaptability and Innovation

The importance of talent management in encouraging innovation is crucial in knowledge-driven industries, especially in fields such as healthcare, information technology, and finance (Mihelic, Pearce, and Zupan, 2021). An organisation's ability to innovate, adapt to new technology, and respond to shifts in the market depends on its ability to find and cultivate innovative and adaptable individuals. A workforce that is adaptable, quick to react, and prepared to take advantage of opportunities as they arise can be created with the help of talent management.

- Strengthening Leadership Capacity and Organising for Succession Planning

A company's ability to identify, develop, and prepare future leaders for critical positions depends on its talent management strategy. According to Ibrahim, (2023) proactively addressing leadership gaps through succession planning helps organisations minimise disruptions to performance and ensure smooth transitions (Ibrahim, 2023). Organisations may ensure their continued success by investing in leadership development programs, which help to cultivate future leaders.

- Bringing Employee Outcomes in Line with Company Objectives

A vital part of talent management is performance management systems, which offer a systematic way to provide feedback, track progress, and establish expectations. Aligning individual performance with the organisation's strategic objectives is the goal of talent management, which is accomplished through goal formulation and performance evaluations (Kravariti and Johnston, 2020). Employees are more productive because they know exactly what they are responsible for and how their work contributes to the overall success of the company.

- Promoting a Positive Work Environment and Strong Organisational Culture

Organisational culture and employee well-being are key components of an effective talent management strategy. A positive culture where employees feel encouraged and motivated can be achieved through talent management's promotion of a healthy and inclusive work environment (Gallardo, Thunnissen, and Scullion, 2020). This improves organisational performance because it decreases absenteeism, boosts morale, and decreases burnout.

A strong tool for improving business results is talent management. Productivity, creativity, and employee engagement may all be enhanced when businesses prioritise talent acquisition, development, and retention. Furthermore, in an ever-increasingly competitive business climate, long-term success is assured by the alignment of individual contributions with corporate goals and effective leadership development (Kravariti and Johnston, 2020). Achieving sustainable growth and maintaining a competitive edge are more likely for organisations that focus talent management.

1.4 Global Capability Centres (GCCs)

Global Capability Centres (GCCs) refer to "offshore or nearshore facilities established by multinational companies to centralise and streamline various business functions." Information technology (IT), finance, R&D, human resources, customer service, and other operational procedures are usually supported by these centres (Pocztowski and Pauli, 2021). Although GCCs were initially established as a means of cutting costs, they have since transformed into centres of innovation and strategic relevance for numerous international organisations.

Important Characteristics of GCCs are:

- **Coordinated Processes**: Companies can streamline their operations and increase efficiency by combining important business tasks into GCCs.

- **Around the World Assistance**: The parent company's global operations receive round-the-clock support from these centres, which frequently operate across many time zones.

- **Highly Competent Staff**: The GCCs are staffed by highly competent individuals, particularly in the fields of technology and business services, and they are located in talent-rich locations like Eastern Europe, India, or the Philippines.

- **Cost Efficiency**: Companies can minimise operational expenses while maintaining or improving service quality by utilising cheaper labour costs in select countries. This strategy is employed by GCCs.

- **Centres of Innovation**: Digital transformation, new product creation, and business intelligence are three areas where many GCCs are increasingly seen as innovation hubs, in addition to cost savings.

Multinational corporations rely on GCCs more and more to assist them improve operational efficiency, innovate, and control costs so that they can stay competitive in global marketplaces.

Current Trends of GCCs in India

Global Capability Centres (GCCs), also known as Global In-house Centres (GICs), have become a crucial part of India's corporate landscape, providing services in areas like IT, finance, and analytics to their parent organizations worldwide. Below is an overview of the current status of GCCs in India, and data has taken from various authentic reports of 2023 & 2024:

Statistical Overview of GCCs in India:

1. Total Number of GCCs:

India is home to over 1,580 GCCs as of 2023, and this number has been steadily growing. (Source: https://www.ibef.org/blogs/global-capability-centres-are-transforming-india-s-corporate-landscape)

2. Growth Rate:

The sector has seen an annual growth rate of around 11% from 2019-2024 and is projected to achieve 14% by 2030.

(Source: https://www.ibef.org/blogs/global-capability-centres-are-transforming-india-s-corporate-landscape)

3. Workforce:

GCCs employ 1.6 million professionals in India, which is expected to grow to 4.5 million by 2030.

(Source: https://www.ibef.org/blogs/global-capability-centres-are-transforming-india-s-corporate-landscape)

4. Revenue Generation:

GCCs contribute significantly to India's economy, generating $110 billion in revenue by 2030.

(Source: https://www.ibef.org/blogs/global-capability-centres-are-transforming-india-s-corporate-landscape)

5. Industry Focus (Sector Diversification of GCCs in India):

   o IT and Software Services: 42%

- Banking and Finance: 20%

- Manufacturing: 15%

- Consulting: 10%

- Healthcare: 8%

- Others: 5%

(Source: Economic Times, December 2023)

6.   Key Locations:

The major cities for GCC operations in India are:

- Bangalore: 42%

- Hyderabad: 16%

- Pune: 10%

- Chennai: 13%

- Delhi-NCR: 13%

- Mumbai: 10%

(Source: https://www.ibef.org/blogs/global-capability-centres-are-transforming-india-s-corporate-landscape)

7.   Focus Areas:

GCCs are increasingly focusing on innovation, digital transformation, and talent development. Key investment areas include AI, automation, cloud technologies, and cybersecurity.

Global Capability Centres (GCCs) in India have become a significant part of the country's economic landscape, playing a crucial role in the technology sector. As of 2023, India is home to over 1,580 GCCs. These centres employ more than 1.6 million people, a number expected to rise to 4.5 million by 2030. In 2023, GCCs contributed $110 billion to the Indian economy.

Bengaluru remains the most popular destination for GCCs, followed by regions like NCR, Hyderabad, and Pune. These centres have evolved from operational hubs into engines of innovation, leading advancements in automation, generative AI, and engineering research and development (ER&D). ER&D have risen approximately 1.3 times faster than the overall GCC growth rate showcasing India's engineering power (Source: https://nasscom.in/knowledge-center/publications/india-gcc-landscape-report-5-year-journey#).

The below mentioned diagram is on Percentage of Sector Diversification of GCCs in India:
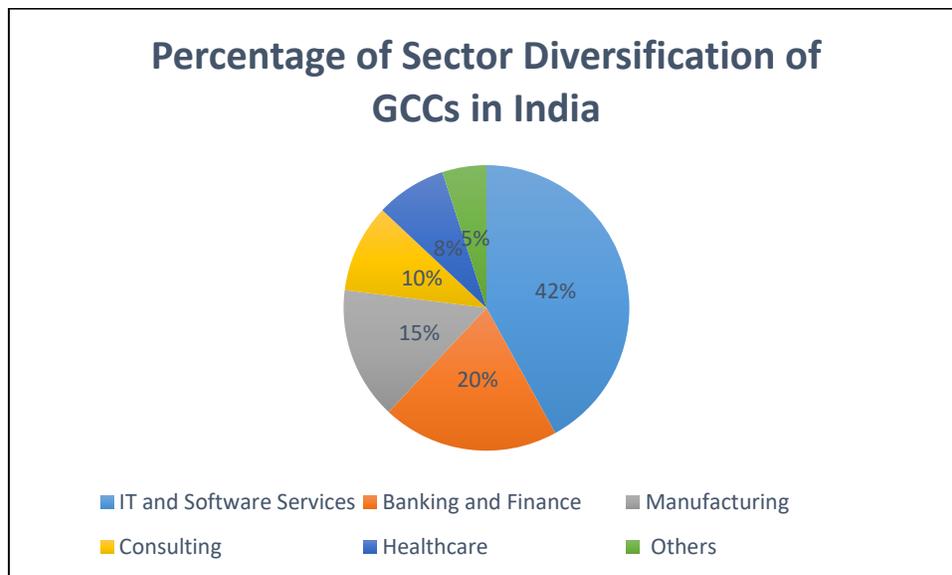
Figure 2 Percentage of Sector Diversification of GCCs in India

(Source: Economic Times, Dec 2023)

1.5 The Relationship among Talent Management and Global Capability Centres (GCCs)

The provision of essential business services like information technology support, finance, research, and operations has propelled Global Capability Centres (GCCs) to the status of strategic nodes for multinational organisations. Talent management within GCCs is now a key component of these centres' success as firms depend on them more and more to boost efficiency, innovation, and cost-effectiveness:

- Crowning International Achievers

The GCCs face intense competition for talent in certain areas, such as Southeast Asia, Eastern Europe, and India. Countries rich in qualified employees, especially in the fields of information technology and engineering, are prime locations for such hubs (Graham, 2022). Competition from rival multinationals, startups, and local businesses makes it difficult to attract top talent. To recruit top talent, talent management strategies in GCCs should centre on creating a positive employer brand, paying competitive salaries, and offering chances for career advancement.

- Managing Culturally Diverse Employees

Due to the global and multicultural nature of GCCs' work, cross-cultural management is a critical component of talent management. Leaders and HR departments have a responsibility to make diverse employees feel welcome, understood, and appreciated. Important components of talent management in GCCs include cultural awareness, communication skills training, and creating an inclusive work environment (Ghosh, Sengupta, Narayanamurthy, and Ishizaka, 2023). Organisations can benefit from the unique insights and experiences of their employees by encouraging a spirit of teamwork and mutual respect.

- Competence and Upskilling

Workers in GCCs need ongoing opportunities to acquire new skills due to the rapid pace at which both technology and business models are developing. Initiatives for ongoing professional development, including technical training, leadership training, and certifications in cutting-edge technology like cloud computing, blockchain, and artificial intelligence, should be at forefront of talent management plans. To stay ahead of the competition and adapt to the ever-changing needs of global markets, GCCs should put money into their employees' professional development.

- Maintaining Compliance in a Highly Stressful Setting

Time constraints, demanding international clients, and the necessity of continuous operations are commonplace in the high-pressure settings in which GCCs frequently operate. In the absence of adequate management, this might result in high turnover and burnout. To overcome these challenges, talent management in GCCs should provide employees with better health benefits, more adaptable schedules, and more chances to progress in their careers (Bostjancic and Slana, 2018). One way to keep good employees and cut down on turnover is to provide programs that assist people manage work and personal lives, as well as mental health services and clear routes to advancement.

- Harnessing Skills for Worldwide Goals

The primary goal of forming a GCC is to facilitate and improve the parent company's worldwide operations. This means that GCCs' talent management strategies need to be in sync with the company's overarching objectives. Human resources departments in GCCs should take the time to explain to employees how their job helps the company succeed on a global scale (Sareen and Mishra, 2016). Maximising productivity and ensuring that GCCs are making meaningful contributions to innovation and value development can be achieved by aligning individual and team objectives with the parent company's overall strategy.

- Advancement of Leadership and Preparation for Succession Planning

Due to their increasing significance, GCCs require capable leadership to oversee intricate operations and big staff. To keep things running smoothly and in line with the parent company's strategy, it is essential to cultivate leadership potential within these centres. Leadership development programs should be a talent management priority in order to train up future GCCs or global organisation executives to assume more responsibility (Pagheh, 2019). Making sure there are no gaps in leadership that could affect operations is why succession planning is so important.

- Making Use of Technology for Talent Management

Modern talent management relies heavily on technology, especially in GCCs where automation, data analytics, and artificial intelligence may simplify HR procedures. Talent management may be made more efficient and productive with the help of innovative HR technologies including platforms for employee engagement, performance management systems, and AI-driven recruitment. For proactive talent management, these technologies are useful for spotting high-potential employees, keeping tabs on engagement, and determining where training is required.

- Promoting Creativity by Capitalising on Talent

To spur innovation is one of the main goals of forming GCCs. To achieve this goal, it is necessary to have a motivated and innovative employee that possesses the necessary skills. The goal of talent management in GCCs should be to foster an atmosphere that values originality, initiative, and creative thinking (Collings, Scullion, and Vaiman, 2015). To become innovation engines for their parent firms, GCCs should encourage a culture of innovation, allocate resources for research and development, and recognise and reward unique solutions.

As worldwide Capability Centres are becoming more integral to the way companies operate on a worldwide scale, talent management is one of the most important factors in their success. To maximise performance and provide more value to their parent companies,

GCCs should concentrate on acquiring and maintaining top talent, encouraging cross-cultural cooperation, training personnel, and cultivating leadership (Ziad, 2015). Strategically priortising efficient talent management is crucial for driving organisational performance and workforce happiness, especially as GCCs play a more important role in the global business landscape.

1.6 Talent Management from the Viewpoint of an IT Professional

From the perspective of IT professionals, talent management is an important component that determines their professional growth, contentment on the job, and overall impression of their employer. To recruit, develop, and retain top IT professional in today's fast-paced, cutthroat IT business, where knowledge and abilities are always being updated, efficient talent management strategies are crucial (Ariss, Cascio, and Paauwe, 2014). The main aspects of talent management, according to IT professionals, are as follows:

- Improvement of Abilities and Ongoing Education

Maintaining one's relevance in a field defined by fast technological development is of the utmost importance for IT professionals. Systems for managing talent that put an emphasis on reskilling and upskilling are highly regarded. Cloud computing, Artificial Intelligence, Blockchain, and Cybersecurity are some of the most cutting-edge technologies that IT professionals expect to be able to learn about. Professionals can increase their competitiveness and job satisfaction by participating in organisations that provide chances for continuous learning, certifications, and mentoring programs (Tarique and Schuler, 2010).

- Flexible Schedules and Work-Life Balance

Companies that help their employees strike a balance between work and personal life are highly valued by IT professionals. This is because IT jobs can be demanding, with long hours and tight deadlines. The IT professionals place a premium on accommodating employees' needs for mental health and wellness, as well as remote work opportunities and

flexible scheduling. There is less burnout and more attention in this fields when talent management strategies value work-life balance (Lewis and Heckman, 2006).

- Evaluation and Acknowledgement of Employees Performance

IT professionals do their best work in settings where they are both properly and adequately evaluated for their contributions. Motivating IT professionals to perform at their best is possible through talent management approaches that provide them with meaningful recognition, clear performance indicators, and regular, constructive feedback (Khatri *et al.*, 2010). An important function of performance management systems is to instil a sense of personal responsibility and ownership in IT professionals by linking their work to the success of the company.

- Inspiration, Originality, and Risk-taking

A strong desire to create and take on difficult, innovative initiatives is a motivating factor for many professionals working in IT. Information technology professionals are drawn to companies that promote innovation and encourage risk-taking (Poorhosseinzadeh and Subramaniam, 2013). For IT professionals to be happy in their jobs and advance in their careers, talent management systems must provide them the autonomy to learn about new technologies, come up with creative solutions, and undertake their own research and development.

- Compensation and Benefits

From the viewpoint of the IT professional, talent management is incomplete without competitive compensation and benefits. Because technological talent is in such great demand, IT professionals anticipate a salary commensurate with their level of experience and the value they bring to their employers (Valverde, Scullion, and Ryan, 2013). Not only is a competitive wage important to them, but so are perks like health insurance retirement saving programs, stock options, bonuses, and incentives tied to performance. To recruit

and keep the best IT professionals, businesses should provide salaries that are competitive with or even higher than the market average.

- Consistent Employment Opportunities

Information technology professionals value talent management strategies that provide continuity and safety in an industry characterised by constant innovation and change. Employees in information technology are more likely to report feeling safe in their positions when their organisations prioritise long term projects, provide stable work conditions, and communicate corporate strategies clearly (Ziad, 2015). Employees are less likely to look for employment elsewhere and more committed to staying put when they feel safe doing so.

- Diversity, Equity & Inclusion (DEI)

IT professionals are no different from employees in other industries when it comes to the importance of a diverse and inclusive workplace. Strategies for talent management that encourage "multiculturalism, gender diversity, equity and an inclusive workplace" are considered as forward-thinking and crucial for career and personal advancement (Krishnan and Scullion, 2017). IT professionals look for companies that respect diversity of thought and where all employees, regardless of their origin, may grow in their careers and have a voice in company decisions.

- Direction and Guidance

Talent management in information technology requires strong leadership. Leaders in the information technology field are sought after for their exceptional talent management abilities as well as their deep technical knowledge. They look up to supervisors and mentors who push for their professional development, offer advice, and help them to overcome obstacles. When IT professional have access to mentors and strong leadership, they feel valued and supported, which boosts their loyalty and productivity (McDonnell, Collings, Mellahi, and Schuler, 2017).

Talent management encompasses a wide range of activities beyond HR, according to IT professionals; it's a smart alliance that affects their happiness at work, advancement opportunities, and dedication to the company. Workplaces that value their employees' ability to learn and grow, as well as their creativity, adaptability, and fair compensation, are in high demand among IT professionals. To thrive in today's tech-driven corporate environment, organisations must engage in three areas of talent management if they want to attract and retain top IT professionals.

1.7 Research Problem

People are wondering how talent management techniques affect organisational performance because multinational organisations are relying more and more on Global Capability Centres (GCCs) for vital operations, especially in the IT sector. Despite GCCs' critical role in promoting innovation, efficiency, and cost savings, little is known about how talent management affects important performance indicators including innovation, employee retention, and productivity. GCCs operations revolve around information technology (IT) professionals, whose contributions, involvement, and growth have a direct impact on the results achieved by the company. But GCCs have a hard time recruiting, keeping, and managing talent because of the intense competition for talented employees and the fast-paced, high-pressure nature of the workplace. To improve talent strategies and organisational success, this research will examine the effects of talent management practices on GCCs' overall performance, with a focus on IT professionals. These practices include "recruiting, training, performance management, and career development."

1.8 Purpose of Research

The study's overarching goal is to learn how Global Capability Centres (GCCs) deal with talent management and how it affects the organisational performance of their IT professionals. Efficient talent management is key to improve performance, fostering innovation, and retaining employees in GCCs, which are becoming strategic hubs for multinational firms. Productivity, employee engagement, and operational efficiency are

some of the essential organisational outcomes that this study intends to investigate by analysing the effects of critical talent management techniques like recruitment, training and development, performance management, and retention strategies. This research aims to shed light on the potential and difficulties of talent management in the ever-changing GCCs environment by examining the viewpoints and experiences of IT professionals. The research will help shape talent management best practices, which in turn will help GCCs gain an edge in their IT- driven operations and boost organisational performance.

1.9 Significance of the study

This study fills a crucial knowledge gap about how talent management affects the effectiveness of Global Capability Centres (GCCs), especially when it comes to IT professionals. Optimising the contribution of GCCs to global business objectives requires an awareness of how talent management techniques impact key performance indicators like innovation, employee retention, and productivity, which are becoming increasingly important to the operations of multinational organisations.

Manager and HR experts can use the study's results to better understand the demands of the IT industry's highly trained and in-demand workforce and develop talent management strategies to meet those demands. Research like this can help businesses build better personnel pipelines, boost morale, and achieve operational excellence by examining the connection between talent management and organisational performance. In the end, the research will help improve management techniques, which is crucial for long-term success in today's global business climate.

1.10   Research Purpose and Research Questions

By analysing the impact of various talent management techniques on critical performance outcomes, this study hopes to provide insights that can assist organisations in optimising their talent management strategies. To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

A. To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

B. To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

C. To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

D. To provide recommendations for developing talent management practices within GCCs.

Key Terms Included in the Study

GCCs: Global Capability Centres (GCCs) refer to "offshore or nearshore facilities established by multinational companies to centralise and streamline various business functions." Information technology (IT), finance, R&D, human resources, customer service, and other operational procedures are usually supported by these centres.

Information Technology (IT) Professionals: An IT professional is a person who works in information technology (IT) and manages an organization's computer systems, software, and hardware

Organisational Performance: Organizational performance is the overall success of an organization, which is measured by comparing its actual results to its intended goals. It can be analysed and improved at the individual, process, and organizational levels.

Talent Management: Talent management is the process of attracting, developing, and retaining the best talent for an organization.

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CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

To summarise and assess previous academic work on the subject of the study is the main goal of the review of literature. This section explores prior studies, highlighting influential theoretical frameworks, methodology, and issues that have moulded the academic conversation. The researcher lays the groundwork for their work by researcher pertinent literature; this places the study within the larger academic context and draws attention to gaps that the current researcher seeks to fill. The research framework can also be established with the help of the literature review. Research patterns, contradictions, and new trends can be better understood by looking at previous studies. This part is very important since it sets the stage for the research questions and hypothesis, makes sure the study is based on previous research, and helps advance the discipline. The existing study's review of literature are as follows:

1. **Ibrahim, (2024)** One of the most crucial components for firms to realize their strategic goals in this fast-paced and fiercely competitive 21st century is talent. There has also been a shift in focus toward the importance of identifying, recruiting, developing, and retaining top talent as a competitive advantage for businesses in achieving their objectives. The goal of this research was to find out how different people management styles in Malaysia affected creative behaviours. The demographic analysis is going to make use of quantitative approaches, while the stories will be explored in greater depth using qualitative methods. The intended results are for Talent Management Strategies to have a notable effect on innovation performance, which in turn would boost wealth creation and make public sector products and processes in Malaysia more valuable.

2. **Guerra *et al.* (2023)** All parts of a company undergo a series of major adjustments as part of their digital transformation. The impact of digital transformation on personnel management procedures is examined in this research. The study examines talent management by disentangling the factors that recruit and retain talent in an attempt to ascertain if firms allocate distinct resources to each. Three hundred fourteen Spanish businesses that are in the midst of digital transformation make up the sample. Managers from these companies were asked to fill out a questionnaire in order to gather company data. A structural equation model was employed as the statistical technique for testing the model's assumptions. Our findings support the model hypothesis. Thus, it is believed that talent management and the ability to recruit and retain top talent are affected by the organizational changes caused by digital transformation.

3. **Ghosh *et al.* (2023)** In this article, the study takes a look at how knowledge-intensive SMEs might use a team's collective creative self-efficacy (CCSE) to gauge their team creativity output (TCO). Team climate of creativity is thought of as a go-between for CCSE and TCO since a team's creative efficacy forms the group's collective perception of its social environment. The study uses Faultline-strength analysis to look at how age and length of service, two compositional variables of team members, influence the correlation between CCSE and team climate. A low CCSE team would benefit from having members with similar ages and lengths of service, whereas a high CCSE team would benefit from having members with a wide range of ages and lengths of service. Our findings provide solid evidence that group Faultline-strength can have a substantial impact on the team atmosphere and creativity output in small and medium-sized enterprises (SMEs), providing a solid foundation for business owners and managers to better align teams in order to boost production. Furthermore, human resources professionals in these companies can devise programs to assess and improve teams' collective creative self-

efficacy, which accomplishes double duty: (a) guiding teams toward greater independence and self-sufficiency in their work, and (b) fostering an environment conducive to better creative outputs from teams.

4. **Manthena, (2022)** In today's business world, where companies operate in a strategic approach to maximize profits, talent management has become increasingly vital. Management of human resources in today's fast-paced, competitive business environment requires an eye toward intellectual capital and talent, as dictated by marketing conditions. There needs to be a connection between an employee's talent and intellectual capital and his competence, high performance, and positive outcomes. Managing, attracting, and retaining these people also calls for talent. Companies in today's market are looking for candidates with a lot more specialized knowledge than the average worker. A higher degree of competence is necessary due to the high volume of "Knowledge Work" that is embedded in various tasks. Most businesses will confront the problem of a talent shortage in the years to come. Companies with the most competent workers will be the ones who succeed and compete the best. In order to test the hypothesis that talent acquisition does not significantly affect organizational performance, this paper employs descriptive statistics to create five-point structured questionnaires and administer them to one hundred IT sector employees using the snowball sampling technique. Talent management has a favourable effect on business results, according to the research.

5. **Musakuro, (2022)** Talent management is an integrated strategy that helps organizations attract and retain people, which in turn gives them a competitive advantage in the long run. Still, problems with talent management have been identified at SA's HEIs. The purpose of this research was to identify underperforming talent management methods at a single South African higher education institution (HEI) and to provide solutions to these problems so that the institution may maintain a competitive edge in the long run. Methods from

both the positivist and interpretive schools of thought were used to conduct the study. Researchers used purposive sampling to interview seven members of non-academic staff, and they randomly distributed questionnaires to one hundred and thirty-three members of academic staff at a single HEI. The study's findings point to problems with performance management, succession planning, and workforce planning. The HEI's incompetence in overseeing these three talent management tasks became apparent. The study went on to suggest methods for better personnel management, which should greatly increase the institution's competitive edge in the long run.

6. **Musakuro, R.N. (2022)** The fundamental goal of this research was to provide public institutions in South Africa with a strategy for managing their academic talent pool in order to recruit and retain top faculty. While prior scholar did their best to delve into certain aspects of the problem, very little is known about the comprehensive talent management system used by public universities in South Africa. "The study was subject to mixed methods to analyse data collected from a random sample survey (n = 153) of academic employees and semi- structured interviews (n = 7) of non-academic employees from one university." Thematic analysis was used for qualitative data, while the Statistical Package for the Social Sciences (SPSS) version 24 was used for quantitative descriptive data. The seven overarching themes that surfaced shed light on the examined South African university's talent management procedures and practices that were lacking. It became clear that South African universities needed to revitalize a strategic approach to recruiting and retaining top faculty in order to fulfil their missions and visions through workforce planning, compensation and rewards, recruiting and selection, performance management, succession planning, training and development, and talent retention.

7. **Graham, (2022)** Talent management (TM) is an emerging field of management that has attracted a lot of attention from academics and industry professionals

in the last ten years. Research on the techniques has been scant when it comes to small and medium-sized businesses, in contrast to huge corporations and international organizations. This study offers some insights into the definition, conceptualization, and practice of TM through a systematic review of 55 studies that exist in the existing literature. As a means of encouraging more research about SMEs TM, we offer an agenda for such studies. "The paper uses the PRISMA methodology recommended by (Moher et al., (2009) to search the databases of Web of Science, Scopus, and Google Scholar for papers published within the last ten years between 2011-21." Results show that research on TM in SMEs is still in its early stages; however, the topic has had a promising uptick in publications over the last decade, it is still behind other areas. Academics and researchers must, therefore, quicken the velocity of research.

8. **Jooss*, et al.* (2022)** In light of the persistent and worsened personnel shortages in the hotel industry brought on by the COVID-19 epidemic, this article seeks to dissect the ways in which coopetition in talent management might be operationalized by small and medium-sized firms (SMEs). Cooperation and talent management in small and medium-sized enterprises (SMEs) are the subjects of this conceptual study. The authors build a paradigm based on the ideas of open-systems theory, namely via the perspective of interorganizational talent pools. Due to limited resources and capabilities, the authors conclude that SMEs frequently find it impracticable to utilize talent pools in the traditional sense. Alternatively, these companies can overcome talent shortages with the help of interorganizational talent pools that participate in coopetition in talent management. Throughout the talent acquisition, development, and retention processes, the authors highlight opportunities for small and medium-sized enterprise (SME) coopetition. In talent management, competition can help industries build pipelines that enlarge their market share. Interorganizational talent pools can be formed by SMEs by co-attracting, co-developing, and co-retaining talent. The development of talent management competition requires

the analysis and management of a set of requirements, catalysts, and potential inhibitors. By proposing competition as an alternative to talent competition, this article advances the talent management discussion beyond the status quo. The study creates a comprehensive framework for competition in talent management in SMEs, including input, process, and output components, from an open-systems viewpoint.

9. **Liu, (2021)** The purpose of this empirical study is to support the steady growth of businesses in the science and technology sector by enhancing knowledge-based talent management. To begin, entrepreneurial psychology is used to examine how the mental processes and traits of entrepreneurs affect their business endeavours. Then, in order to examine the method of knowledge-based talent management, the notion of key competency is presented. By developing a key competence model for effective personnel management, businesses are able to sort out the benefits of talent. Using technology-based enterprise M as an example, the key competence model analyses the company to obtain 18 key capability indices. A total of 255 employees' survey responses were used to conduct the principal component analysis. From this, four elements were identified: business execution ability, team cooperation ability, strategic thinking ability, and management decision-making ability. These factors together account for 68.92% of the total key competence. Key competences that are considered necessary have average scores of 4.14 for "business execution ability" and 4.24 for "team cooperation ability" on the first level of the key competence index. Findings from an analysis of M's staff members' educational backgrounds show that 6% hold doctorates, 38% hold master's degrees, 37% hold bachelor's degrees, and 19% have degrees from junior college or less. Additionally, knowledge-based employees are generally pleased with the company's management and structure, but they are unhappy with the methods used for training and advancement. Knowledge workers have psychological requirements, and businesses should cater to them by investing in talent

management innovations. Science and technology businesses can greatly benefit from the study's findings in terms of attracting and retaining knowledge-based personnel, which in turn will help the businesses and their employees grow together.

10. **Musakuro and Klerk, (2021)** A public HEI in the Western Cape, South Africa, that provides contact tuition was the target of the study, which sought to identify talent management issues at that school. New developments reveal that talent management has now brought its own distinct difficulties to the South African higher education system. In order to achieve its educational and skill development goals, as well as to guarantee that its educational institutions fulfil their purposes, South Africa must recruit and retain academic talent. The interpretivist research paradigm was used to conduct the study. Seven HR experts from a single Western Cape HEI were subjected to semi-structured interviews as part of a random sampling process. To analyse the data, content analysis was employed. The research showed that the chosen HEI's talent management practices were suffering due to issues with workforce planning, pay and benefits, development and training, succession planning, hiring, and performance evaluation.

11. **Pocztowski and Pauli, (2021)** Although there is an increasing amount of literature on TM, there is a dearth of studies examining the effects of contextual factors on TM and how SMEs may apply such methods. The influence of external variables on talent management (TM) strategies employed by SMEs is the primary topic of this study.

12. **Pocztowski and Pauli, (2021)** Examining how various contextual factors affect TM practices in SMEs was the primary objective of the research. This study shows the findings from the analyses that confirm the existence of a relationship between the breadth of TM practices implemented in SMEs and contextual factors, whether those aspects are internal or external. Information was

collected from 200 SMEs that were chosen at random. In this survey, we wanted to know what makes TM practices different for the people who run them, as well as what influences their approach to the practice. Although the results show that the context is significantly dependent on TM, no consistent patterns emerged because of the diversity of these businesses, the complexity of the contextual factors, and the manager's or owner's perspective on HRM. It is clear that the examined companies are primarily focused on the here and now and act in a reactive manner. To be sure, these practices can be seen as a method of constructing sustainability based on human capital, and nearly all respondents stated that they paid close attention to employees' expectations regarding them.

13. **Nwanisobi and Christopher, (2020)** The one constant in life is change. Both internal and external forces are constantly at work in the corporate environment, causing change. Workers in a variety of companies are finding it difficult to adapt to these developments. An essential instrument for managing these changes is talent management, which has changed over time. In talent management, an individual's natural abilities, characteristics, and personality are taken into account when deciding what kind of work to provide them. Everyone has certain skills that are best suited to a certain profession; using those skills in any other role would be a huge stretch. Management of human resources, evaluation of employee performance, creation of incentive programs, cultivation of future leaders, and preparation for leadership roles are all essential components of talent management.

14. **Sharma and Rathore, (2020)** Although talent management (TM) has been the focus of many in the academic, practitioner, research, and scholarly communities as well as competitive businesses in the past several years, there is still a great deal of room for growth in both theory and practice. The continuous discussion over whether TM is just a new concept or just a repackaging of existing human resource management (HRM) techniques is one

area where there is a lack of clarity. The article draws the conclusion that TM techniques are different from the typical HRM procedures in this scenario. For the purpose of developing a comprehensive model of TM, including its causes and effects, the researcher has synthesized the current TM literature. The study suggests that the resulting premises should be tested empirically in future research. The ramifications of the paper's findings for theory, economics, management, and future study are extensive.

15. **Hongal and Kinange, (2020)** Nowadays, a company's skill is what really sets it apart from the competition. The efficiency of a company is directly proportional to the efficiency of its workers. A company can set itself apart from rivals if its workers have special skills that no one else has. Along with talent acquisition, HR managers face the dual challenge of retaining top people in today's competitive job market. The management of talent is an important yet difficult responsibility. Acquiring the right talent strengthens an organization's strategy. As a result of the present economic climate, there are more people looking for work than ever before. However, there is still a severe lack of qualified workers across many industries and nations, exacerbating the "Talent Mismatch" issue. Talent acquisition is getting more challenging in today's business world, where multitasking skills are essential. This makes it harder to identify the "right" candidate for each open position. Talent acquisition and retention have emerged as the two most pressing issues facing modern businesses. Human resources departments need to take a more strategic approach in order to foster employee engagement, a valuable asset for talent management, in today's dynamic corporate environment. Entry, advancement, and exit strategies for employees are the primary foci of talent management. A solid organizational framework is essential to the success of Talent Management. Talent Management has to take centre stage in organizations since top talent can transform their future. Organizational performance can be enhanced through increased employee engagement, which is a direct result of

well-executed personnel management methods. Employee involvement directly correlates to productivity. Finding out how talent management and business results are related is the primary goal of this research. Literature reviews in this area provided the empirical data used to support this study. The goal of this research is to find evidence of a positive correlation between talent management and business outcomes by reviewing relevant articles, papers, and books. Human resource managers can use the information in this empirical study to better engage their staff, which will boost the company's performance.

16. **Al- Dalahmeh, (2020)** In recent years, talent management (TM) has risen to prominence as a critical strategic issue for executives across industries and countries. Research on talent management is still limited to theoretical studies, despite the field's critical importance. This article's goal is to help readers have a better grasp of the concepts, viewpoints, significance, and primary practices within the topic of talent management. While also providing an overview of the relationship to other HRM tasks, supported by secondary data and talent management-related studies. The purpose of this article is to address the talent management issue by reviewing the available literature on the topic. The studies were selected for their relevance to the issue. In addition, the study used the most recent studies published in this area.

17. **Gallardo *et al.* (2020)** Recruiting, developing, and retaining top people is, without a doubt, a major issue for businesses around the world today. Talent management (TM) has received a lot of academic attention in recent years, but many concerns remain, including those concerning its origins, development, implementation, and effects. The study contends that the importance of organizational context in TM research has been overlooked, which is a problem because context influences TM in all its manifestations. As a result, the study curated a special issue with the goal of expanding our understanding of how TM's conception, execution, and efficacy are impacted by contextual

circumstances. In this introductory phase, the study provides a synopsis of the ways in which prior TM research has included context. Afterwards, the study provides an overview of the four papers that make up this special issue, discussing how they fill a need in the field of TM research. The study concludes by proposing some ways that contextualized TM research can be improved.

18. **Jarvi and Khoreva, (2019)** The focus of this article is on how talent management (TM) contributes to rethinking long-term goals. In addition, by highlighting specific tasks associated in TM implementation during strategic renewal, the authors add to the current body of knowledge on this topic. An MNC that is undergoing a big strategy renewal in Finland and Sweden is the subject of the authors' qualitative research of its TM program. Secondary sources and 46 semi-structured interviews make up the data set. As part of a company's strategy renewal efforts, TM should help create an environment where employees may take the initiative to find themselves and others who could be good change agents, and then help those employees grow into their positions as agents of change. Key initiatives to meet important company opportunities and problems are identified through the TM process within the context of strategy renewal. Talented personnel are then recruited to carry out these projects. Additionally, key jobs are identified and created. Talented employees and TM can be better understood in different contexts if researchers delve further into empirical settings marked by change and uncertainty, as the authors urge. Research on the potential positive effects of TM implementation on the attitudes and actions of talented people, and by extension, on the overall performance of organizations, should continue and perhaps expand into other cultural contexts in the future. Management and HR professionals might benefit from the study's practical recommendations. Finding the "must-win-battles" that can significantly affect change should be the first step in implementing TM during strategic renewal. Also, upper management should encourage and support exceptional workers who are enthusiastic about making a difference in

the firm to step up and volunteer to help with company-wide initiatives. The next step is for upper management to give creative staff the room they need to think outside the box and develop fresh strategies for the company. The significance of clear and accurate evaluation standards should be highlighted lastly.

19. **Singh and Singh, (2019)** Improving organizational performances is a top priority for many multinational corporations (MNCs), which is why talent management has become an urgent necessity. Recent studies have also shown a direct correlation between effective personnel management strategies and employee growth, workplace fairness, staff dedication, and employee happiness. It is challenging to retain and manage the available labour in today's highly competitive period. In such cases, stronger talent management strategies might be helpful. Based on their talent management techniques, SMEs are the focus of the present review study. New studies show that small and medium-sized enterprises (SMEs) employ a large number of people and contribute significantly to the Indian economy. The present study sheds light on the numerous methods and techniques that SMEs have used for talent management.

20. **Pauli and Pocztowski, (2019)** Identifying and mapping TM practices in SMEs and searching for common patterns is the major purpose of the study. "The main questions during the design of the research were: How do SMEs define talent and what are its indicators? What is the approach to TM in SMEs? What kind of activities relating to TM do SMEs undertake? Is it possible to link activities undertaken by SMEs in coherent patterns?" Two hundred Polish SMEs were the subjects of this exploratory study. The study used the CAPI method following sample collection. Both multiple-choice and open-ended questions made up the majority of the test. Data clustering and descriptive statistics were employed in the analysis. Talent management in SMEs happens in many ways, according to the research, and different techniques are very different. According

to the findings, talent management in SMEs takes several forms, with notable variation in the methods used. The most important takeaway is that different TM strategies for SMEs need to be applied within a contextual framework that takes into account the uniqueness of internal and external elements. To ensure the intended results are achieved, it is crucial that the owners and management of SMEs establish the primary goal of implementing TM practices.

21. **Nawangsari and Sutawidjaya, (2019)** Using a quantitative methodology and a survey method, this research seeks to investigate the influence of competence, motivation, and talent management on employee engagement in small and medium enterprises (SMEs) in Malang's tour and travel industry. 101 persons made up the sample for this study. Using a five-point Likert scale, data was obtained through a questionnaire. Generalized Structured Component Analysis is the data analysis technique utilized. This study's findings demonstrate that: 1) "Competence directly and positively influences Employee Engagement, 2) Motivation directly and positively influences Employee Engagement, 3) Talent Management directly and positively influences Employee Engagement, 4) Competence directly and positively influences Talent management, 5) Motivation directly and positively influences Talent Management, 6) Competence directly influences Employee Engagement through the mediation of Talent Management and 7) Motivation directly influences Employee Engagement through the mediation of Talent Management."

22. **Pagheh, (2019)** There is an abundance of information available today on how to find and hire top talent, as well as how to sift through an organization to find high performers already working there. While promotions and new hires are on hold, it is critical to focus on the strengths that already exist within each person. That is why it is crucial for businesses to find out what their employees' untapped abilities are. Reviewing the literature on talent management within

the context of IT and manufacturing companies is the primary aim of this research.

23. **Singh and Singh, (2019)** Many multinational corporations are putting a premium on talent management strategies to boost their companies' efficiency and productivity. Employee growth, a fair work environment, employee dedication, and employee satisfaction are all strongly tied to effective personnel management methods, according to recent study. It is challenging to retain and manage the available labour in today's highly competitive period. In such cases, stronger talent management strategies might be helpful. Based on their talent management techniques, SMEs are the focus of the present review study. New studies show that small and medium-sized enterprises (SMEs) employ a large number of people and contribute significantly to the Indian economy. This research shows that a variety of methods and approaches to talent management are used by SMEs.

24. **Thajudeen, (2019)** Nowadays, a company's success is directly tied to its talent. It is just as critical for the company to hire the proper people as it is to keep and compensate those workers who are valuable contributors. The foundation of every thriving organization is its brilliant workforce. The literature review of talent management within the context of diverse businesses is the primary topic of this work.

25. **Rostam, (2019)** During this time, "talent management" emerged as a key management concept for achieving organizational success. Consequently, managers should seek out their employees' latent talents in order to improve working conditions, boost organizational productivity, and accomplish organizational objectives. Researchers in this study set out to clarify the different ways in which talent management literature reviews have addressed the topic within the context of businesses.

26. **Bostjancic and Slana, (2018)** Companies require future-focused, high-potential employees if they are to achieve their corporate goals. There is a dearth of high-quality human resources (HR) in the European labour market as a result of the region's demographic, social, and economic trends; this has prompted studies on and strategies for managing highly potential, or talented workers. Businesses understand that in the "war for talent," success will go to the companies who prioritize and allocate resources to this area. The study set out to investigate talent management from several angles, including how it is defined, what it means for businesses, how to find and reward talented workers, what kinds of training and education they should receive, and how to track their success. In this exploratory study, authors surveyed 21 human resources experts from large and medium-sized businesses in Slovenia using semi-structured interviews. The existing research shows that these companies use a wide range of strategies to find and cultivate top people. Annual evaluation interviews, which measure the meeting of targets and evaluations by superiors, are used to measure performance at two thirds of the organizations. Finding and retaining top talent is extremely difficult, and making a positive impression as an employer is even more of a problem. Companies can utilise the report to support their current processes by providing an overview of the field and best practices.

27. **Pestonjee *et al.* (2017)** The VUCA (Volatile, Uncertain, Complex, and Ambiguous) environment is becoming the norm; in fact, words like "perpetual crisis" have entered the lexicon of prominent business and industry leaders to describe it. All things considered; this is a message from the highest levels of the industry to its employees: you should accept the VUCA environment as it is. Given this background, talent management is causing top HR experts to toss and turn at night. A talent crisis has gripped businesses worldwide, compounded by the volatile, uncertain, complex, and ambiguous (VUCA) factors, globalisation, skill mismatches, and the knowledge economy. Despite the abundance of literature on talent management and employee engagement in the

practitioner press, there is a concerning lack of clarity around the scope and definition of these terms. In light of the complexity of modern times and the rise of the startup revolution, this study set out to examine the connections between talent management methods and employee engagement.

28. **Krishnan and Scullion, (2017)** Although most studies on talent management have concentrated on MNEs, this topic has quickly risen to the status of a critical strategic concern for executives of multinational corporations operating on a worldwide scale. Research on talent management in the context of small and medium-sized organizations (SMEs) is limited, especially in terms of conceptual research, despite the importance of these companies. "This paper tries to address this gap by a) providing a theoretical rationale for the difference between large and SME firms in their talent management and human resource practices; b) exploring the applicability of the notion of talent management conceptualised in large firms to the SME context. c) Proposing a framework that helps identify the characteristics of talent in SMEs." The study's fundamental argument is that there are important structural and institutional differences between large enterprises and SMEs, which is why the idea of talent management will likely be different in the former. The study also criticises the best practices approach.

29. **McDonnell *et al.* (2017)** Using a thorough and systematic study, this paper traces the development of talent management scholarship and suggests a research agenda to further the discipline. The majority of the literature falls into two main categories: strategies for identifying and developing talent, and methods for managing high performers and potentials. A lot of people have written about global talent management, but most of it combines the two streams we just discussed, but on a much larger scale. The evaluation also shows that specific abilities have not been given enough consideration. Authors urge further clarification regarding the conceptual limits of talent management

and reiterate earlier concerns about the field's fragmentation. The research shows that primary sources are used by the majority of publications. More thorough and nuanced analytical approaches are needed and have a lot of room to grow.

30. **Festing *et al.* (2017)** Small and medium-sized businesses (SMEs) are vital to the economy, yet little is known about personnel management in this setting. A distinct definition and strategy for talent management is necessary in the SME sector due to the inherent challenges posed by small size and limited resources. Significant difficulties in acquiring and maintaining talent are shown by the low understanding of talent management in SMEs. To place talent-management concerns in a broader perspective, we read up on human resource management (HRM) in SMEs. To help small and medium-sized enterprises (SMEs) compete with bigger, international corporations, we also detail HRM and talent-management networks as well as collaboration in industrial clusters. The study does note, however, that talent management in SMEs is an area that needs further investigation.

31. **Almannai *et al.* (2017)** The purpose of this study was to analyse how Bahrain Post's talent management practices have contributed to the improvement of their competitive advantage. In order to accomplish this, research questions and hypotheses were addressed using descriptive and analytical methods. Two sources were used to get primary data. Two primary sources were interviews with a sample of managers and supervisors and a survey sent out to 395 members of the research community. The results showed that talent management techniques had an effect on improving Bahrain Post's competitive advantage, with a percentage of 62.2%. Additionally, several personnel management practices were associated with an increase in competitive advantage. Additionally, the results demonstrated that, in terms of competitive advantage, the development strategy was the most influential, followed by the

attraction strategy, the conservative strategy, and lastly, the succession plan. Furthermore, efficiency was the most important component in boosting competitive advantage, followed by innovation, responsiveness, excellence, and quality. The need of providing prizes and incentives to encourage employees to develop creative ideas is emphasized by these outcomes. Additionally, it emphasis how important it is to have staff members weigh in on leadership and management decisions."

32. **Sareen and Mishra, (2016)** Companies use talent management strategies in the hopes that it will help them hold on to their most valuable personnel and boost their overall performance. Recruiting top talent, developing their skills for future leadership roles, monitoring and improving their performance, and keeping them from leaving the company are all parts of good talent management. Employee performance is the single most important factor in any company's bottom line. A firm will immediately have an advantage over its competitors if its people possess unique competencies that they cannot copy. Therefore, businesses are concentrating on developing efficient talent management systems and processes to oversee this distinctive human capital. Organizations are also making great efforts to hold on to their top and critical talent, as losing them would mean losing access to their entire body of knowledge. Finding out how talent management affected the performance of certain IT companies in the NCR region was the driving force behind the research. The results demonstrate that talent management does have an effect on performance, but only to a limited extent. Organizations can maximise their captive talent pool for growth and profit maximization through proper management and strategic deployment.

33. **Hejase *et al.* (2016)** Businesses place a premium on attracting and maintaining top talent due to the scarcity of qualified candidates and the intense competition in the talent market. As a result of the increasing pressures placed on HR

departments in today's businesses, these divisions are beginning to take a more strategic role, aligning the management of human resources with overall company objectives, rather than merely concentrating on recruiting and development. This paper's goal is to delve into "Talent Management" tactics and methods, outlining the HR department's role in adopting talent management and the best practices for doing so. Therefore, in order to gauge how people feel about and understand the subject, a survey questionnaire is utilized. In order to help HR managers in Lebanon make the most of Talent Management best practices and overcome obstacles, this study compiles relevant data and draws conclusions.

34. **Collings *et al.* (2015)** Without a shadow of a doubt, talent management has emerged as one of the most dynamic subfields within management studies in the last several decades. "One of the first academic reviews of the area of talent management published almost a decade ago concluded, 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." On the other hand, the same article complained the dearth of scholarly work that provides a foundation for talent management. The area's conceptual and intellectual development has been playing catch-up during the intervening decades. This special issue is based on the ideas presented at the 2013 European Institute for Advanced Studies in Management workshop on talent management in Brussels, Belgium. The yearly workshop has become a significant venue for the exchange of new ideas in the field. Several special issues that have focused on talent management in the last five years or more serve as a foundation for the workshop and issue.

35. **Ziad, (2015)** Due to the fact that talent management is still a relatively new idea and has not yet been fully developed—not to mention how difficult it is to measure—the concept has been gaining increasing attention from both

academics and practitioners. Both the operational efficiency and the achievement of long-term goals are significantly affected. Providing a precise and succinct definition of talent management is the main contribution of this study. "Thus, the paper should aid future research in the area of talent management through (1) helping researchers to clarify the strategies of talent management and how to deal with those talented people inside organization and (2) providing a theoretical framework that could help researchers in framing their research efforts in the area." It also helps managers deal with some of the problems they encounter when managing their employees' talents. In this research, the researcher used an induction study to review Arabic and English literature on the topic of talent management. The goal was to lay the groundwork for future empirical studies on the topic in Arab contexts, particularly Jordan, by discussing the concept in depth.

36. **Ariss *et al*. (2014)** In terms of providing direction and leadership, research on Talent Management (TM) has lagged behind companies. After outlining the state of the art in theoretical and practical TM knowledge, we present the papers that make up this special issue and the significant contributions they have made. By outlining a research agenda across levels and situations, this introductory essay helps close the knowledge gap. Finally, the study highlights a number of important themes that are now impacting the field of TM and will have an impact on its future research and application. The study wraps up by discussing methodological concerns in TM studies.

37. **Kumar, (2013)** In order to achieve organizational competitive excellence in a dynamic work environment, this research aims to build effective talent management solutions. There is a great demand for talent. The phrase "talent management" has grown in use throughout time, particularly in the modern business sphere. Talent management can be defined as an organization's strategy for acquiring and sustaining a highly skilled and highly regarded staff,

as well as for promoting from within and keeping current personnel, among other activities. Every single company's HR department uses talent management strategies. If a business wants to be more efficient, it needs talented people at all levels. In today's interconnected world, individuals with exceptional skills are in high demand and can expect competitive salaries. Skilled experts with a strong work ethic are required to carry out certain duties. Organizational success in today's cutthroat business environment is heavily dependent on effective talent management. To put it simply, talent management is the practice of identifying, attracting, developing, retaining, and utilizing individuals who possess the knowledge, abilities, and character traits necessary to meet the present and future demands of an organization in a way that maximizes their potential. The field of strategic human resource management that focuses on maximizing an organization's potential via the development of its people is known as talent management. Talent management and strategic workforce planning include all activities aimed at attracting, hiring, developing, rewarding, and motivating individuals to achieve their full potential.

38. **Poorhosseinzadeh and Subramaniam, (2013)** In recent years, the majority of scholars' focus has been on the idea of talent management. The significance of talent management has been recognized by most firms globally due to the fact that human capital is considered the most crucial factor in gaining a competitive edge. Since talent management is multi-faceted, different companies approach its implementation in different ways. But before they can begin to comprehend and use talent management, there are a few prerequisites they must meet. Talent is in high demand in organizations due to the present economic slowdown. The majority of companies use some form of talent management, yet there are still many unanswered questions. Organizational talent management is the focus of this research. A descriptive study is what this is. Reviewing scholarly literature on the subject yields the necessary data. So, secondary data is essentially what the study is based on. Talent management is defined and discussed in this paper,

along with its significance, the causes of the "war on talent," and the elements that are crucial to its success.

39. **Valverde *et al.* (2013)** "Although the literature on talent management (TM) has grown considerably in the last decade, with the bulk of previous research concentrating on large MNCs, there has been little development on how it applies to small- and medium-sized enterprises and particularly to medium-sized organisations (MSOs), nor to many countries outside Anglo-Saxon management traditions. This study aims to contribute by studying the concept and practices of TM in MSOs in Spain. A multiple case study methodology was used in order to analyse TM perceptions, definitions and practices. The results show very little awareness of the term and rhetoric of TM even when TM principles and practices are applied. We conclude that TM must go beyond specific practices in order to represent a truly strategic approach to effectively deploying human talent, especially as some typical human resource policies associated with TM in large companies do not necessarily apply to MSOs."

40. **Ates *et al.* (2013)** This paper's overarching goal is to find out how small and medium-sized businesses (SMEs) can improve their managerial practice for performance management by examining the gap between theory and practice in this area and analysing it in the context of unique SME characteristics and needs. A literature review and many case studies formed the basis of the study's design. To offer a more effective performance management procedure for SMEs, the authors combined the two techniques and investigated 37 different types of SMEs in Europe using 232 managers' interviews, both formal and unstructured. This allowed them to draw on both theoretical and empirical evidence. Although there are certain discrepancies between the literature-recommended four-stage approach and what SMEs really do, the study did find that SMEs do use a performance management method. Small and medium-sized enterprises (SMEs) tend to prioritize internal and short-term planning over

long-term planning. Finding the right mix of strategic and operational methods, as well as meaningful metrics, is the biggest obstacle to improving performance management practice. Management tasks including creating a vision, purpose, and values statement, communicating with stakeholders both inside and outside the organization, implementing changes, and looking forward are thus areas that could use some work. This paper offers some suggestions for how small and medium-sized enterprise (SME) managers can better apply performance management best practices in order to gain a more holistic understanding of the performance process.

41. **Festing,** *et al.* **(2013)** "This study seeks to make a contribution to our conceptual and empirical understanding into the nature of talent management (TM) in German small and medium-sized enterprises (SMEs), an under-researched area in the field. The approach of this investigation recognizes that TM may vary significantly between different types of companies and national contexts. The findings are based on data collected from 700 SMEs in Germany. Three distinct clusters of TM intensity profiles are identified (highly engaged talent managers, reactive talent managers and retention-based talent managers), which vary according to annual sales volumes, industry affiliations, cooperative behaviour with respect to human resource (HR) and TM networks, the long- term focus of TM and future HR and TM budgets. In summary, most of the investigated companies place a high importance on TM reflecting a developmental approach which fits well with the German business system. One key finding of the study was the preference of most German SMEs to choose a more inclusive approach to TM and target all or most employees, in contrast to large multinational enterprises where a more elitist approach is favoured. Another major finding was that TM cooperation with other firms and institutions was used as a strategy to cope with the war for talent in a country, which despite the Global Financial Crisis is characterized by strong economic growth and important demographic

challenges. Based on these findings and the contextual approach to TM, a comprehensive agenda for future research areas in TM is outlined."

42. **Khatri *et al.* (2010)** Few large multinational firms have stepped up to the task of managing talent in a global organization, which is more complicated and demanding than running a national business. Many companies' talent management methods are falling short in the present economic and business climate, and this is largely due to a lack of insight about critical workforces, top personnel, and overall skill sets. In reality, talent strategy is crucial in any economic climate, just like any other aspect of a company's overall plan. The talent planning and management skills of many firms are inadequate to face the future challenges, as the harsh light of the recession has revealed. Also, as a result of other companies' layoffs, smart businesses will be on the lookout for qualified individuals who might have been too costly or difficult to recruit during the good times. It goes without saying that businesses who can unite their employees will do better in the current and future economic climate. However, inspiring others and attracting top people are not the only factors in successful talent management. A thorough, scientific evaluation of the skills required for peak performance is of the utmost importance. More and more businesses are realizing that their employees' abilities are the key to their success, and this realization has led to the rise of talent management as a process since its inception in the 1990s. Companies with strong talent management strategies are able to better recruit and retain top talent, as well as manage and define competitive salaries, opportunities for professional growth, performance management, retention programs, promotion, and transitions. Managing employees' talents within the firm is the goal of this study.

43. **Tarique and Schuler, (2010)** For the foreseeable future, the world in which most businesses operate will continue to be one that is global, complicated, dynamic, intensely competitive, and exceedingly volatile. In addition to these

external factors, most companies are also dealing with a number of worldwide difficulties, such as a lack of necessary competences, talent flow, and the management of two generations of employees, the younger and the older. To face these problems head-on, firms must go global and be methodical with their human capital management if they want to acquire and keep a competitive edge in the future. Multinational corporations and other organizations with a worldwide presence are among the many human resource practitioners and consultants who have recently come to this realization. "Academics are also showing a strong interest as evidenced by their work in the new area referred to as global talent management." Our goal in this article is to provide a synopsis of the relevant literature on global talent management and to help readers make sense of it all by laying out a framework for future research. The study framework identifies a number of causes of global talent management difficulties and a number of challenges themselves, providing direction for our research. It also draws attention to the possible part that IHRM initiatives could play in solving those particular problems. Last but not least, the framework includes a discussion of potential metrics for measuring the success of global talent management. It is believed that this comprehensive approach will help direct future scholarly investigations into global talent management and will also provide useful information for human resource practitioners.

2.2 Research Gap and Summary

A large knowledge vacuum exists, particularly among information technology professionals, about the specifics of Global Capability Centres (GCCs), now withstanding the expanding corpus of literature on talent management and its effects on organisational performance. Previous research has paid little attention to the unique dynamics within GCCs, instead focusing on the broad talent management strategies of MNCs. These hubs function in a unique setting that mixes the difficulties of coordinating teams spread across different locations and cultures with the cutthroat competition for top IT talent on a worldwide scale. In addition, although studies have looked at the connection between talent

management and organisational performance, they haven't looked at the factors such as upskilling, reskilling, cross skilling, t skilling, industry relevant certification, cultural adoption, leadership development, and employee engagement in GCCs. Furthermore, there is a lack of evidence regarding the ways in which these talent management strategies have been modified to accommodate the dynamic nature of the information technology industry, which is characterised by perpetual technological advancements and skill gaps.

The effects of the increasingly common remote work models on GCCs talent management and performance have also received little attention in the current literature. There has been a lack of research into the potential benefits of remote work, global talent procurement, and the use of cutting-edge digital tools, especially as they pertain to the effects on GCCs organisations' efficiency, productivity, and staff retention rates. The purpose of this research is to address these knowledge gaps by exploring the effects of talent management strategies designed for GCCs and IT professionals on business outcomes, shedding light on the possibilities and threats faced by the industries.

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

Due to the increasing reliance on Global Capability Centres (GCCs) for critical operations, particularly in the IT sector, many are asking how talent management practices impact organizational performance. Despite the importance of GCCs in fostering creativity, efficiency, and cost savings, there is a lack of knowledge regarding the impact of talent management on key performance measures such as innovation, employee retention, and productivity. IT experts are the lifeblood of GCC's operations; the success of the organisation is directly proportional to their level of engagement, contribution, and advancement within the field. Competition for brilliant talent is fierce, and the fast-paced, high-pressure nature of the workplace makes it difficult for GCCs to recruit, retain, and manage talent. This research aims to analyse the impact of talent management methods on the overall performance of GCCs, specifically IT professionals, in order to enhance talent strategies and organizational success. These practices encompass a wide range of activities, such as hiring, training, managing performance, and career development.

3.2 Operationalizing the theoretical constructs

Examining how talent management affects organizational performance in Global Capability Centres (GCCs), particularly among IT professionals, is the focus of this study's operationalization of theoretical constructs, which entails defining and measuring critical variables derived from the Theory of Reasoned Action (TRA). The variables will be able to be quantified and analysed efficiently after each construct is operationalized through appropriate measurement procedures.

Information technology workers' assessments of different talent management programs are reflected in the basic concept known as **attitude towards talent management practices**. This construct will be assessed by means of a Likert-scale survey wherein participants will

be asked to rate the degree to which they agree with assertions made about the efficacy of talent management strategies like performance management systems, career development opportunities, and training programs. "I believe that the training programs offered by my organization enhance my skills" is one example of a statement that participants may rate from 1 to 5. In order to have a better picture of how these views affect the performance of the organization, a composite score will be calculated to reflect general opinions.

Information technology workers' involvement with talent management strategies is influenced by **subjective norms**, which are the societal pressures that they believe they are under. Likert scale survey items will also be used to measure this concept. Employees will assess claims like "My peers encourage participation in training and development programs" to determine how much of an impact company culture and peer pressure have on their involvement with talent management strategies. A composite score will be calculated from all of the replies; this score will be used to evaluate the impact of subjective standards on talent management-related actions and intentions.

Information technology workers' plans to participate in talent management programs and advance company objectives are captured by the **Behavioural Intention** construct. "I intend to participate in professional development activities in the next year." is one of several survey items meant to gauge participants' long-term goals and objectives. Researchers can analyse the correlation between intentions and actual behaviours and organizational results by using a Likert scale for these questions to produce a composite score expressing overall behavioural intention.

The attitudes and intentions of information technology professionals give rise to their actual behaviours, which are referred to as **behavioural outcomes**. Quantitative measurements and survey items will be used to measure this construct. Staff evaluations, retention rates, and innovative project contributions are all examples of quantitative metrics. For example, "I feel that my contributions significantly impact my team's performance." is one example of a qualitative survey item that will evaluate perceived contributions. This two-pronged

strategy will illuminate the full scope of the relationship between GCC talent management strategies and their quantifiable results.

Organizational performance, which is impacted by talent management techniques and the actions of IT professionals, is lastly described as the overall performance metrics of GCCs. Productivity, staff engagement, customer happiness, and financial success measures are some of the key performance indicators (KPIs) that will be used to put this architecture into action. The importance of successful talent management in GCCs is highlighted by the study's goal of linking talent management practices to organizational performance outcomes through the systematic measurement of these indicators.

A quantitative technique will be used to make data collecting for these constructs easier. In order to conduct a comprehensive examination of attitudes, subjective norms, behavioural intents, and perceptions of organizational performance, quantitative data will be collected from questionnaires that are given to IT workers in GCCs. This study aspires to provide practical insights for businesses looking to improve their talent strategies by operationalizing these theoretical constructs effectively. Its goal is to add to the understanding of how talent management effects organizational performance in GCCs.

3.3 Research Approach

To find out how talent management impacts organizational performance, this study focuses on IT specialists working for Global Capability Centres (GCCs). In order to help organisations optimise their people management strategies, this study aims to offer insights by evaluating the effects of various talent management techniques on key performance outcomes. Methods for retaining employees, as well as methods for recruiting new ones, are all part of these practices. Finding the most effective ways to boost employee engagement, productivity, and creativity inside GCCs is the primary goal of the research, which attempts to improve organisational performance.

3.3.1 Research Questions

- To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

- To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

- To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

- To provide recommendations for developing talent management practices within GCCs.

3.3.2 Hypothesis of the study

- **H01**: There are no significant factors that affect talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

- **Ha1**: There are significant factors that affect talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

- **H02**: There are no significant talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

- **Ha2**: There are significant talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

- **H03**: There are no significant challenges and opportunities with managing IT talent in GCCs.

- **Ha3**: There are significant challenges and opportunities with managing IT talent in GCCs.

3.4 Research Design and Research Approach

The research design for the study on the impact of talent management on organizational performance in Global Capability Centres (GCCs), particularly among Information Technology (IT) professionals, will adopt a quantitative approach. This design provides quantitative research methodologies, allowing for a comprehensive exploration of the research questions and providing a richer understanding of the phenomena being studied. For this study, a cross-sectional research design is adopted, focusing on collecting data at a single point in time. This approach helps in understanding the relationship between talent management practices and organisational performance as perceived by IT professionals in GCCs.

3.5 Population and Sample

i. **Population or Universe**: - The respondents for this research are the people working in Information Technology sector in cities (Bangalore, Hyderabad, and Pune) in India. So, Bangalore, Hyderabad, and Pune are universe for this study.

ii. **Sampling technique**: - This study will be carried out in the Bangalore, Hyderabad, and Pune. The study pattern will be of randomly selected sample using purposive sampling technique within the population selected.

iii. **Sample size**: - The explored target is to 600 samples tentatively from area of the population in the present study. Total Population of IT Professionals: 4475715.

Determining the sample size using **Cochran's formula**:

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{e^2 + \left(\frac{Z^2 \cdot p \cdot (1-p)}{N}\right)}$$

Where:

- $Z = 1.96$ (Z-score for a 95% confidence level)
- $p = 0.5$ (assumed proportion)
- $e = 0.05$ (margin of error)
- $N = 4,475,715$ (population size)

The sample size is approximately 384. For existing study, the sample size is decided 600 as more the sample size more will be conclusive and accurate results.

Table 1 Sample size

No.	Name of City	Total population of IT professionals	Number of respondents selected for data collection
1.	Bangalore	35,00,000[*]	200
2.	Hyderabad	9,05,715[**]	200
3.	Pune	70,000[***]	200
	Total	44,75,715	600

Source of population:

[*] Economy of Bengaluru - Wikipedia

[**] Software industry in Telangana - Wikipedia

[***] The ICT Industry In Pune: Companies & Performance

3.6 Participant Selection

The existing study selected **Information Technology Professionals** working in the GCCs from the cities of Bangalore, Hyderabad, and Pune in India.

3.7 Instrumentation

For quantitative analysis Statistical Package for Social Sciences (SPSS) software version 23.0 used.

3.8 Data Collection Procedures

3.8.1 Questionnaire design

Self-structured questionnaire will be formulated pre-tested and then applied to gather information with the aim to solve the explored problem. In the questionnaires 5 points of Likert scale technique will be used and considered appropriate for this study as it involves the systematic collection of observable, measurable data and statistical analysis of data. The research aims to qualitatively link the relationship among a specified set of variables.

3.8.2 Sources of data

This study is framed within the positivist research framework that is quantitative in nature and the main purpose being to describe and explain with survey method.

i. **Primary data**: This research is exploratory and therefore requires primary data about IT professionals in cities (Bangalore, Hyderabad, and Pune). Primary data will be collected through questionnaire method.

ii. **Secondary data**: Secondary data includes data collected from various sources, published as well as unpublished research work, books, magazines, government reports, brochures, journals, periodicals, research papers presented in various

conferences, internet websites etc. So, extensive Literature Survey was conducted to collect secondary data for the identification of different variables, probable contemporary issues, and clarity of concepts

3.9 Tools and techniques of data analysis

The information so gathered from the polls will be totally outlined and investigated with the utilization of SPSS 23.0. It empowers precision and unwavering quality of information and presents data in such a route along these lines, to the point that it turns out to be anything but difficult to decipher the information so gathered."

Details of Tools applied in data analysis

1. **Frequency and percentage Method**: Frequency and percentage distribution used to determine the percentage usually for data on profile (age, occupation, gender, marital status tec.)

Formula:

$$\% = \frac{f}{N} \times 100$$

Where: % = Percent
f = Frequency
N = Number of cases

2. **Mean:** The mean is the average or the most common value in a collection of numbers. The mean (average) of a data set is found by adding all numbers in the data set and then dividing by the number of values in the set.

$$\text{Mean} = \frac{\text{Sum of All Data Points}}{\text{Number of Data Points}}$$

$$\text{Mean} = \text{Assumed Mean} + \frac{\text{Sum of All Deviations}}{\text{Number of Data Points}}$$

3. **Standard Deviation:** The standard deviation is a statistic that measures the dispersion of a dataset relative to its mean and is calculated as the square root of the variance.

$$\sigma = \sqrt{\frac{\sum (x - \overline{x})^2}{n}}$$

σ = standard deviation

$\sum$ = sum of

x = each value in the data set

$\overline{x}$ = mean of all values in the data set

n = number of value in the data set

4. **T test:** A t-test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

Type	T-statistic	Degrees of freedom
One-sample t-test	$t = \dfrac{\overline{x} - \mu_0}{s/\sqrt{n}}$	df = n – 1
Paired t-test	$t = \dfrac{\overline{X}_D - \mu_0}{s_D/\sqrt{n}}.$	df = n – 1

5. **Chi-square Test:** The Chi-Square analysis is most frequently used to estimate condition of Independence test while applying a crosstabulation also referred as a bivariate table. Crosstabulation helps in assessing the dispersals of two categorical variables at once, with the connections of the groups of the variables appearing in the cells assembled in the bivariate table. The Independence test measures whether a relationship among the

two variables by relating the responses from observed pattern in the cells to the responses from expected pattern if the variables were truly independent of each other. Assessing the Chi-Square statistic and then comparing it in contrast to a critical value from the distribution of Chi-square permits the scholars to measure whether the observed cell totals are significantly unlike from the expected cell totals.

An assessment of the Chi-Square analysis is quite straight-forward and also based on intuition. The formula of Chi-square is as follows:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

X^2 = The test static

$\sum$ = The sum of

O = Observed frequency

E = Expected frequency

As represented in the above formula, the Chi-Square analysis based on the difference between what is the actual observed frequency in the data and what would be expected frequency if there was no association exist among the variables.

6. **Correlation Analysis:** *Correlation test* is used to evaluate the association between two or more variables. Correlation coefficients are used to measure how strong a relationship is between two variables.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

7. **Regression Analysis:** In statistical modelling, regression analysis is a set of statistical processes for estimating the relationships between a dependent variable and one or more independent variables.

$$Y = a + bX$$

$$b = \frac{N\sum XY - (\sum X)(\sum Y)}{N\sum X^2 - (\sum X)^2} \qquad a = \frac{\sum Y - b\sum X}{N}$$

Where,
N = number of observations, or years
X = a year index (decade)
Y = population size for given census years

8. ANOVA

Analysis of variance (ANOVA) is a collection of statistical models and their associated estimation procedures (such as the "variation" among and between groups) used to analyse the differences among group means in a sample.

9. Exploratory Factor Analysis:

Exploratory factor analysis (EFA) and structural equation modelling (SEM) are techniques commonly used in the field of language assessment. EFA is a data-driven approach which is generally used as an investigative technique to identify relationships among variables.

Ethical Considerations

The research design will include ethical considerations to ensure the protection of participants' rights and confidentiality. Informed consent will be obtained from all participants, and they will be assured of their anonymity in the reporting of results. The study will also adhere to institutional ethical guidelines regarding research involving human subjects.

3.10 Limitations of the Study

a. The study is restricted only to the selected Information Technology Professionals in cities (Bangalore, Hyderabad, and Pune).

b. The study is based on the sample survey method, hence only 600 employees at cities (Bangalore, Hyderabad, and Pune) are covered under the study.

c. A major part of the fieldwork was done on Information Technology industry. Other industries can also be explored.

d. This research presupposes that the opinions expressed by IT professionals in GCCs fairly represent the impact of talent management on the efficiency and effectiveness of their respective organisations. However, respondents' over or underestimation related to their experiences is one possible bias that might emerge from self-reported data. Furthermore, it is not possible to determine if talent management techniques cause organisational outcomes due to the cross-sectional methodology. Efforts to minimize error and bias include ensuring anonymity in survey responses, using validated instruments, and applying statistical techniques to control for confounding variables. Despite these measures, the findings may still be subject to response bias and sample representativeness limitations.

3.11 Conclusion

The study on talent management's impact on organizational performance in Global Capability Centres (GCCs) is to provide a deeper understanding of how strategic talent management practices influence performance metrics in the IT sector. The research aims to reveal specific links between talent acquisition, development, and retention strategies and their direct effects on enhancing operational efficiency, innovation, and employee

productivity within GCCs. By identifying key factors that drive successful talent management in this context, the study is expected to offer practical insights for HR professionals and organizational leaders in optimizing workforce strategies for better performance.

CHAPTER IV:

RESULTS

4.1 Introduction

The existing study aims to explore the impact of talent management on organisational performance in Global Capability Centres (GCCs) which is a study among information technology (IT) professionals. In the result section, entire analysis is divided into two sections. The section one deals with demographic analysis which includes city wise distribution, age, gender, marital status, education, monthly income, service period, type of family, size of family factors. Frequency, percentage method and bar graphs are used to show the demographic analysis. Second section deals with tick marks and Likert scale-based statements which includes analysis related with identification of talent in GCCs, factors influencing talent management in GCCs, talent management practices, challenges and opportunities related to managing talent with GCCs and recommendations of the study. The sample size selected in this study is 600 IT Professionals. Various quantitative tools applied for assessment of the questionnaire, namely, mean, standard deviation, t test, Regression, Correlation, ANOVA, Chi-square, Exploratory factor analysis. The following research questions keep in mind while doing result section:

A. To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

B. To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

C. To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

D. To provide recommendations for developing talent management practices within GCCs.

4.2 Discussion of Results

Table 2 Sample city wise distribution

City wise distribution	Frequency	Percentage
Bangalore	200	33.3%
Hyderabad	200	33.3%
Pune	200	33.3%
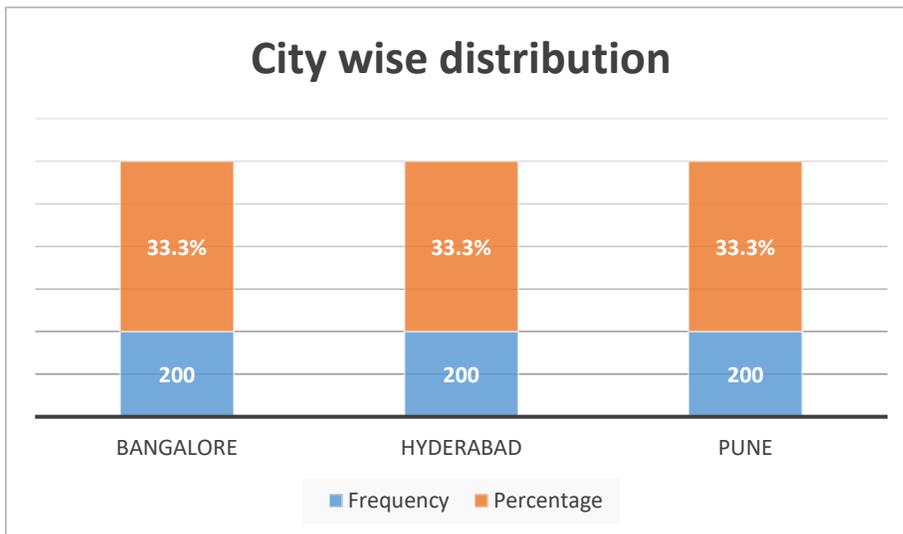
Figure 3 City wise distribution

Table 2 analysed the city wise distribution of the study and documented that all the selected cities are equally responsive in the current research that is Bangalore (N=200, 33.3%), Hyderabad (N=200, 33.3%), and Pune (N=200, 33.3%).

Table 3 Age wise distribution

Age wise Distribution	Frequency	Percentage
Below 25 years	188	31.33%
25 to 35 years	182	30.33%
36 to 45 years	106	17.67%
Above 45 years	124	20.67%
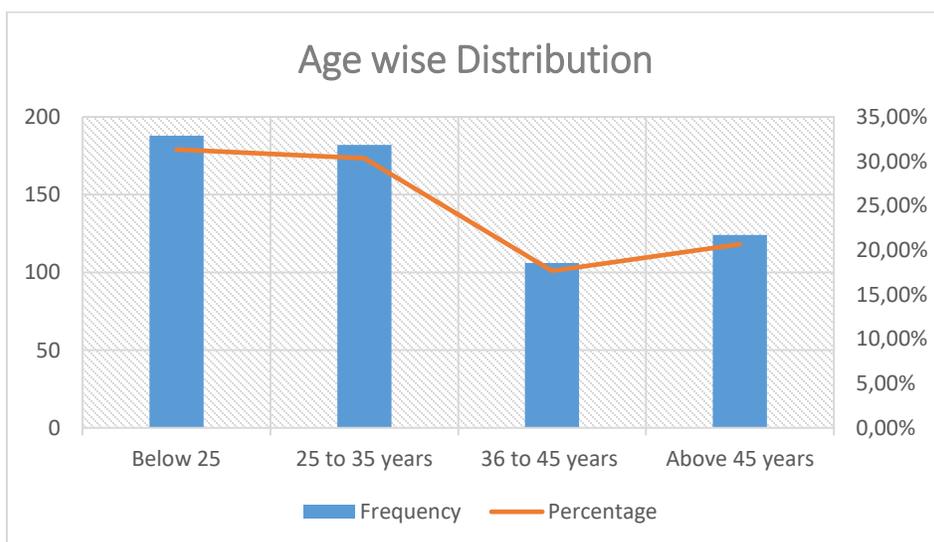
Figure 4 Age wise distribution

Table 3 analysed the age wise distribution and documented that majority of respondents having age below 25 years (N=188, 31.22%) followed by 25-35 years (N=182, 30.33%). 36-45 years (N=106, 17.67%) age found to be the least in the study.

Table 4 Gender wise distribution

Gender	Frequency	Percentage
Female	238	39.67%
Male	362	60.33%

Gender

39,67%		60,33%
238		362
FEMALE		MALE

■ Frequency ■ Percentage
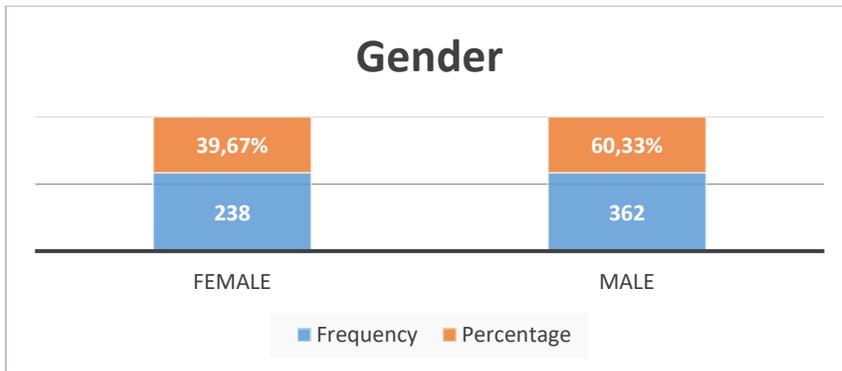
Figure 5 Gender wise distribution

Table 4 analysed the gender analysis and stated that majority of respondents found to be male (N=362, 60.33%) participants in the existing study. Female respondents found to be N=362, 60.33% in the current research.

Table 5 Marital status distribution

Marital Status	Frequency	Percentage
Single	196	32.67%
Married	174	29.00%
Divorced	144	24.00%
Widowed	86	14.33%
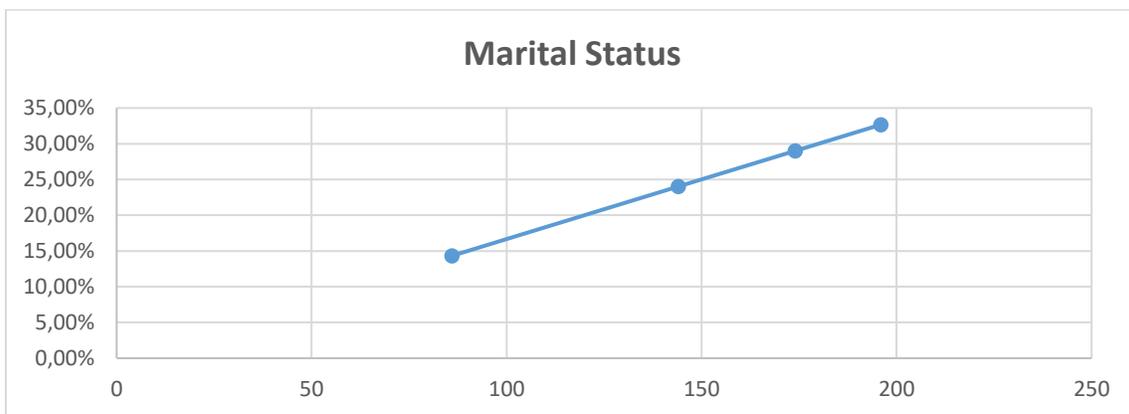
Figure 6 Marital status distribution

Table 5 analysed the marital status of the existing research and stated that majority of respondents found to be single (N=196, 32.67%) followed by married (N=174, 29.00%) respondents in the study. Widowed (N=86, 14.33%) respondents found to be least in the existing research.

Table 6 Educational qualification distribution

Educational Qualification	Frequency	Percentage
Below Graduate	104	17.33%
Graduate	186	31.00%
Postgraduate	144	24.00%
Above Postgraduate	166	27.67%
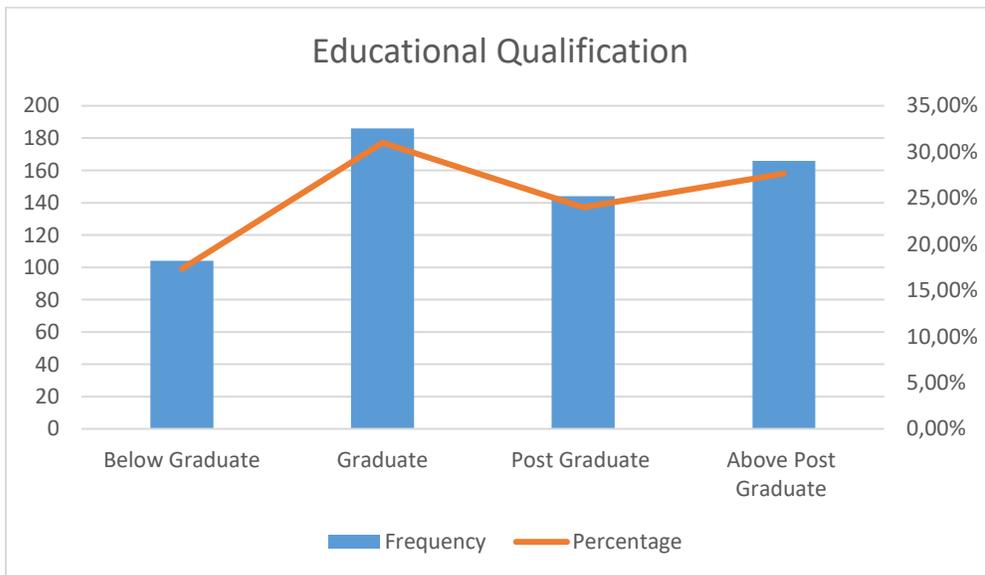
Figure 7 Educational qualification distribution

Table 6 analysed the educational qualification of the current research and documented that majority of respondents in the study found to be graduate (N=186, 31.00%) followed by above postgraduate (N= 166, 27.67%). Below graduate (N=104, 17.33%) respondents found to be least in the existing study.

Table 7 Monthly income distribution

Monthly Income (in Rs.)	Frequency	Percentage
Below 35,000	106	17.67%
35,001 to 1,00,000	272	45.33%
1,00,001 to 1,50,000	102	17.00%
Above 1,50,000	120	20.00%
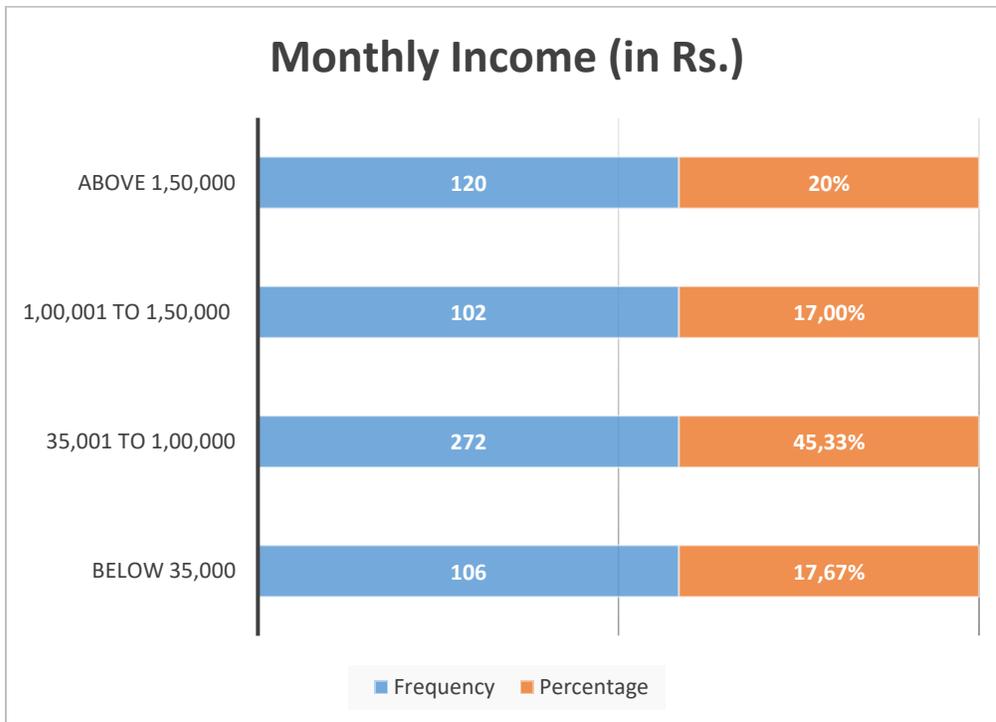
Figure 8 Monthly income distribution

Table 7 analysed the monthly income of the study and stated that majority of respondents having income in the range of 35,001 to 1,00,000 (N=272, 45.33%) followed by Above 1,50,000 (N=120, 20%) income. Monthly income 1,00,001 to 1,50,000 (N=102, 17.00%) found to be the least among the respondents.

Table 8 Years of experience

Years of Experience in IT	Frequency	Percentage
Less than 5 years	126	21.00%
5 to 10 years	212	35.33%
10 to 20 years	86	14.33%
More than 20 years	176	29.33%
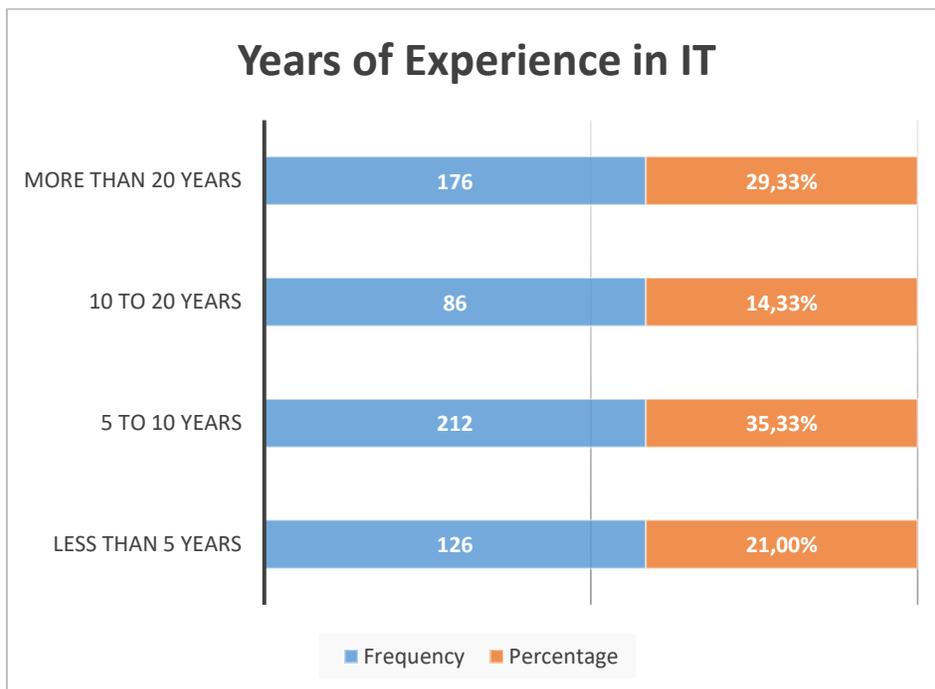
Figure 9 Years of experience

Table 8 analysed years of experience in IT industry and stated that majority of respondents having 5-10 years (N=212, 35.33%) of experience working in IT sector followed by more than 20 years (N=176, 29.33%). 10-20 years (N=86, 14.33%) found to be the least years spend by respondents in the IT sector.

Table 9 Experience in GCC's

Number of Years Working in Current GCC	Frequency	Percentage
Less than 1 year	113	18.83%
1–3 years	127	21.16%
4–6 years	122	20.33%
7–10 years	152	25.33%
More than 10 years	86	43.00%
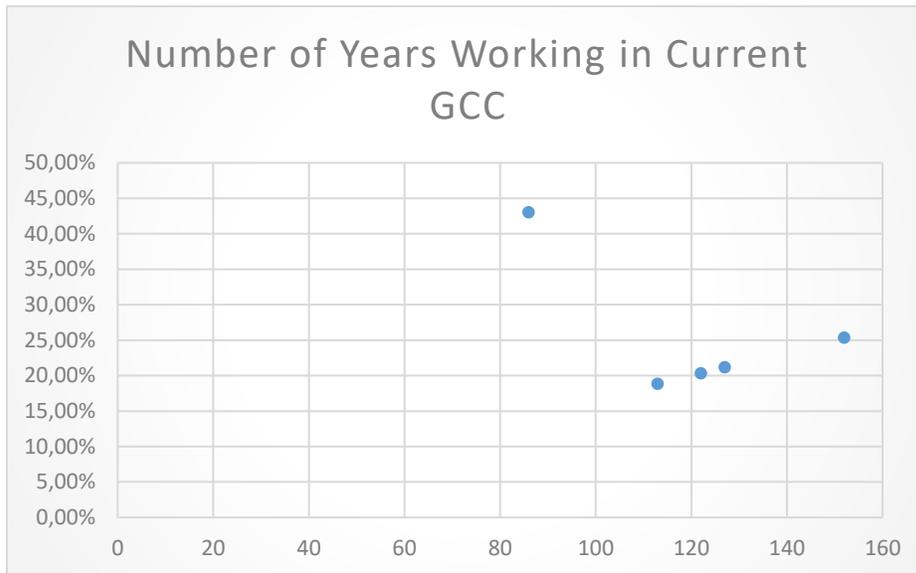
Figure 10 Experience in GCC's

Table 9 analysed number of years working in current GCC and documented that majority of respondents working 7-10 years (N=152, 25.33%) in their current GCC followed by 1-3 years (N=127, 21.16%). More than 10 years (N=86, 43%) found to be the least number of years working in current GCC.

Table 10 Type of family

Type of Family	Frequency	Percentage
Nuclear Family	354	59.00%
Joint Family	246	41.00%
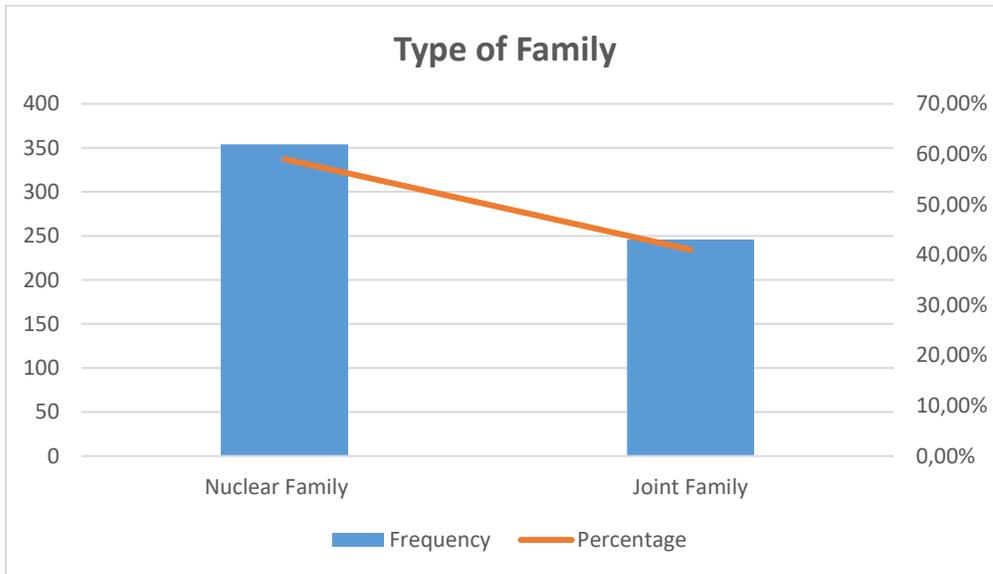
Figure 11 Type of family

Table 10 analysed type of family and documented that majority of respondents live in nuclear family (N=354, 59.00%). Respondents who live in joint family are N= 246, 41%.

Table 11 Members in the family

Size (no. of persons in your family)	Frequency	Percentage
2	236	39.33%
3 to 6	178	29.67%
6 to 9	114	19.00%
More than 9	72	12.00%
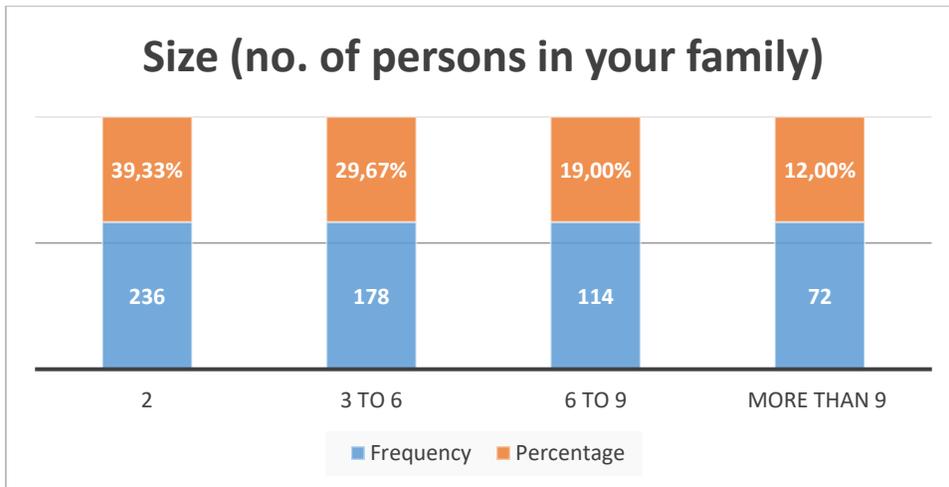
Figure 12 Members in the family

Table 11 analysed size of the family or number of members in the respondent's family and documented that majority of respondents have 2 members (N=236, 39.33%) in their family followed by 3 to 6 members (N=178, 29.67%). More than 9 members (N=72, 12.00%) found to be the least in the study.

4.3 Discussion of Research Question A

Research Question A: To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Q10: How your GCCs identify talent in the organisation?

Table 12 Reliability Statistics (Q10)

Reliability Statistics	
Cronbach's Alpha	N of Items
.732	13

In order to assess the internal consistency among the variables, table 12 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .732

(N=13) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 13 Descriptive Statistics (Q10)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Development and Learning	600	1	5	1.31	0.462
Opportunities for Upskilling	600	1	5	1.31	0.463
Access to Mentorship Programs	600	1	5	4.43	0.737
On-the-Job Training Effectiveness	600	1	5	4.31	0.801
Organizational Culture Supporting Talent	600	1	5	4.29	0.895
Collaborative Work Environment	600	1	5	4.35	0.736
Performance based promotion opportunities	600	1	5	4.14	0.830
Flexibility in Work Arrangements	600	1	5	4.13	0.883
Competitive Compensation	600	1	5	4.36	0.783
Clear career progression paths	600	1	5	4.16	0.814
Link Between Performance and Compensation	600	1	5	3.80	0.974
Satisfaction with Career Progression	600	1	5	3.18	1.151
Engagement in Decision-Making	600	1	5	4.51	0.724

Table 13 analysed the descriptive statistics of the study related to identification of talent in the GCCs and stated that "engagement in decision-making" (Mean=4.51 and Standard deviation= .724) followed by "Access to Mentorship Programs" (Mean=4.43 and Standard deviation=.737) are the factors considered for the identification of talent in the GCCs. "Employee Development and Learning" (Mean=1.31 and Standard deviation= .462) and "Opportunities for Upskilling" (Mean=1.31 and Standard deviation= .463) found to be the least important factors considered for the identification of talent in the GCCs. Therefore, the findings of descriptive statistics stated that "engagement in decision-making" is the most important way used for the identification of talent in GCCs.

Table 14 One-Sample Statistics (Q10)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Employee Development and Learning	600	1.31	0.462	.019
Opportunities for Upskilling	600	1.31	0.463	.019
Access to Mentorship Programs	600	4.43	0.737	.030
On-the-Job Training Effectiveness	600	4.31	0.801	.033
Organizational Culture Supporting Talent	600	4.29	0.895	.037
Collaborative Work Environment	600	4.35	0.736	.030
Performance based promotion opportunities	600	4.14	0.830	.034
Flexibility in Work Arrangements	600	4.13	0.883	.036
Competitive Compensation	600	4.36	0.783	.032
Clear career progression paths	600	4.16	0.814	.033

Link Between Performance and Compensation	600	3.80	0.974	.040
Satisfaction with Career Progression	600	3.18	1.151	.047
Engagement in Decision-Making	600	4.51	0.724	.030

Table 14 analysed the one sample statistics of the study related to identification of talent in the GCCs and stated that "engagement in decision-making" (Mean=4.51 and Standard deviation= .724 and Standard error=.030) followed by "Access to Mentorship Programs" (Mean=4.43 and Standard deviation=.737 and Standard error=.030) are the factors considered for the identification of talent in the GCCs. "Employee Development and Learning" (Mean=1.31 and Standard deviation= .462 and Standard error=.019) and "Opportunities for Upskilling" (Mean=1.31 and Standard deviation= .463 and Standard error=.019) found to be the least important factors considered for the identification of talent in the GCCs. Therefore, the findings of one sample statistics stated that "engagement in decision-making" is the most important way used for the identification of talent in GCCs.

Table 15 One-Sample Test (Q10)

One-Sample Test						
	Test Value = 0					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Employee Development and Learning	69.338	599	.000	1.308	1.27	1.35
Opportunities for Upskilling	69.323	599	.000	1.310	1.27	1.35

Access to Mentorship Programs	147.327	599	.000	4.432	4.37	4.49
On-the-Job Training Effectiveness	131.784	599	.000	4.312	4.25	4.38
Organizational Culture Supporting Talent	117.445	599	.000	4.290	4.22	4.36
Collaborative Work Environment	144.767	599	.000	4.350	4.29	4.41
Performance based promotion opportunities	122.183	599	.000	4.142	4.08	4.21
Flexibility in Work Arrangements	114.624	599	.000	4.133	4.06	4.20
Competitive Compensation	136.583	599	.000	4.363	4.30	4.43
Clear career progression paths	125.023	599	.000	4.157	4.09	4.22
Link Between Performance and Compensation	95.479	599	.000	3.795	3.72	3.87
Satisfaction with Career Progression	67.734	599	.000	3.183	3.09	3.28
Engagement in Decision-Making	152.596	599	.000	4.510	4.45	4.57

Table 15 analysed the t test of the study related to identification of talent in the GCCs and stated that "engagement in decision-making" (t=152.596) followed by "Access to Mentorship Programs" (t=147.327) are the factors considered for the identification of talent in the GCCs. "Satisfaction with Career Progression" (t=67.734) found to be the least important factors considered for the identification of talent in the GCCs. Therefore, the findings of t test statistics stated that "engagement in decision-making" is the most important way used for the identification of talent in GCCs.

Table 16 ANOVA (Q10)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Employee Development and Learning	Between Groups	0.625	4	0.156	0.730	.572
	Within Groups	127.334	595	0.214		
	Total	127.958	599			
Opportunities for Upskilling	Between Groups	1.232	4	0.308	1.441	.219
	Within Groups	127.108	595	0.214		
	Total	128.340	599			
Access to Mentorship Programs	Between Groups	26.220	4	6.555	13.045	.000
	Within Groups	298.979	595	0.502		
	Total	325.198	599			
On-the-Job Training Effectiveness	Between Groups	20.804	4	5.201	8.503	.000
	Within Groups	363.915	595	0.612		
	Total	384.718	599			
Organizational Culture Supporting Talent	Between Groups	18.619	4	4.655	6.009	.000
	Within Groups	460.921	595	0.775		
	Total	479.540	599			
Collaborative Work Environment	Between Groups	24.182	4	6.045	11.977	.000
	Within Groups	300.318	595	0.505		
	Total	324.500	599			
Performance based promotion opportunities	Between Groups	50.193	4	12.548	20.581	.000
	Within Groups	362.766	595	0.610		
	Total	412.958	599			
Flexibility in Work Arrangements	Between Groups	58.355	4	14.589	21.224	.000
	Within Groups	408.978	595	0.687		
	Total	467.333	599			

Competitive Compensation	Between Groups	28.112	4	7.028	12.347	.000
	Within Groups	338.681	595	0.569		
	Total	366.793	599			
Clear career progression paths	Between Groups	41.944	4	10.486	17.559	.000
	Within Groups	355.329	595	0.597		
	Total	397.273	599			
Link Between Performance and Compensation	Between Groups	32.323	4	8.081	8.979	.000
	Within Groups	535.462	595	0.900		
	Total	567.785	599			
Satisfaction with Career Progression	Between Groups	21.066	4	5.267	4.055	.003
	Within Groups	772.767	595	1.299		
	Total	793.833	599			
Engagement in Decision-Making	Between Groups	300.945	4	75.236	3444.796	.000
	Within Groups	12.995	595	0.022		
	Total	313.940	599			

Table 16 analysed the ANOVA analysis and stated that in all the variables of the existing study the estimated value of ANOVA is less than .005 (threshold limit) besides "Employee Development and Learning" (Sig= .572) and "Opportunities for Upskilling" (Sig= .219). Therefore, it can be stated that dependent variable "factors influencing identification of talent in GCCs" significantly influenced by independent variables selected for the study. Hence, ANOVA analysis stated that all the variables in the study have contribution towards identification of talent in GCCs.

Q11: What are the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals?

Table 17 Reliability Statistics (Q11)

Reliability Statistics	
Cronbach's Alpha	N of Items
.869	14

In order to assess the internal consistency among the variables, table 17 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .869 (N=14) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 18 Descriptive Statistics (Q11)

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Selection and Recruitment Procedures	600	1	5	3.78	1.013
Programs for Training and Professional Growth	600	1	5	4.62	0.619
Systems for Monitoring Performance	600	1	5	4.50	0.693
Participation and Contentment among Employees	600	1	5	4.04	0.965
Advancement of Leadership and Preparation for Succession	600	1	5	4.12	0.807
Monetary Benefits and Compensation	600	1	5	4.09	0.894
Advancement Possibilities	600	1	5	4.12	0.856
Strategies for Retaining Employees	600	1	5	4.18	0.743

Cross-functional collaboration and opportunities	600	1	5	4.34	0.632
Efficacious Wellness and Work-Life Balance Initiatives	600	1	5	4.38	0.655
Adjustment to New Technologies and Improvement of Digital Abilities	600	1	5	4.35	0.720
The Practices of Diversity and Inclusion	600	1	5	4.42	0.644
Aligning Organizational Culture with Talent	600	1	5	4.18	0.814
Employee feedback and suggestion systems	600	1	5	4.39	0.619
Valid N (listwise)	600				

Table 18 analysed the descriptive statistics of the study related to the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals and stated that "Programs for Training and Professional Growth" (Mean=4.62 and Standard deviation= .619) followed by "Systems for Monitoring Performance" (Mean=4.50 and Standard deviation=.693) are the factors considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. "Selection and Recruitment Procedures" (Mean=3.78 and Standard deviation= 1.013) found to be the least important factor considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. Therefore, the findings of descriptive statistics stated that "Programs for Training and Professional Growth" is the most important factors considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Table 19 One-Sample Statistics (Q11)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Selection and Recruitment Procedures	600	3.79	1.013	.041
Programs for Training and Professional Growth	600	4.62	0.619	.025
Systems for Monitoring Performance	600	4.50	0.693	.028
Participation and Contentment among Employees	600	4.04	0.965	.039
Advancement of Leadership and Preparation for Succession	600	4.12	0.807	.033
Monetary Benefits and Compensation	600	4.09	0.894	.036
Advancement Possibilities	600	4.12	0.856	.035
Strategies for Retaining Employees	600	4.18	0.743	.030
Cross-functional collaboration and opportunities	600	4.34	0.632	.026
Efficacious Wellness and Work-Life Balance Initiatives	600	4.38	0.655	.027
Adjustment to New Technologies and Improvement of Digital Abilities	600	4.35	0.720	.029
The Practices of Diversity and Inclusion	600	4.42	0.644	.026
Aligning Organizational Culture with Talent	600	4.18	0.814	.033
Employee feedback and suggestion systems	600	4.39	0.619	.025

Table 19 analysed the one sample statistics of the study related to the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals and stated that "Programs for Training and Professional Growth" (Mean=4.62 and Standard deviation= .619 and Standard error= .025) followed by "Systems for Monitoring Performance" (Mean=4.50 and Standard deviation=.693 and Standard error=.028) are the factors considered that impact talent

management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. "Selection and Recruitment Procedures" (Mean=3.78 and Standard deviation= 1.013 and Standard error=.041) found to be the least important factor considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. Therefore, the findings of one sample statistics stated that "Programs for Training and Professional Growth" is the most important factors considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Table 20 One-Sample Test (Q11)

One-Sample Test						
	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Selection and Recruitment Procedures	91.480	599	.000	3.785	3.70	3.87
Programs for Training and Professional Growth	182.562	599	.000	4.617	4.57	4.67
Systems for Monitoring Performance	159.026	599	.000	4.502	4.45	4.56
Participation and Contentment among Employees	102.477	599	.000	4.038	3.96	4.12
Advancement of Leadership and Preparation for Succession	124.996	599	.000	4.117	4.05	4.18
Monetary Benefits and Compensation	112.067	599	.000	4.088	4.02	4.16
Advancement Possibilities	117.890	599	.000	4.118	4.05	4.19

Strategies for Retaining Employees	137.829	599	.000	4.180	4.12	4.24
Cross-functional collaboration and opportunities	168.378	599	.000	4.342	4.29	4.39
Efficacious Wellness and Work-Life Balance Initiatives	163.693	599	.000	4.378	4.33	4.43
Adjustment to New Technologies and Improvement of Digital Abilities	147.981	599	.000	4.352	4.29	4.41
The Practices of Diversity and Inclusion	168.217	599	.000	4.422	4.37	4.47
Aligning Organizational Culture with Talent	125.838	599	.000	4.180	4.11	4.25
Employee feedback and suggestion systems	173.966	599	.000	4.395	4.35	4.44

Table 20 analysed the t test of the study related to the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals and stated that "Programs for Training and Professional Growth" (t=182.562) followed by "Employee feedback and suggestion systems" (t=173.966) are the factors considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. "Selection and Recruitment Procedures" (t=91.480) found to be the least important factor considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals. Therefore, the findings of t test statistics stated that "Programs for Training and Professional Growth" is the most important factors considered that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Table 21 Legend for figure 13

Description	Legend
Selection and Recruitment Procedures	A
Programs for Training and Professional Growth	B
Systems for Monitoring Performance	C
Participation and Contentment among Employees	D
Advancement of Leadership and Preparation for Succession	E
Monetary Benefits and Compensation	F
Advancement Possibilities	G
Strategies for Retaining Employees	H
Cross-functional collaboration and opportunities	I
Efficacious Wellness and Work-Life Balance Initiatives	J
Adjustment to New Technologies and Improvement of Digital Abilities	K
The Practices of Diversity and Inclusion	L
Aligning Organizational Culture with Talent	M
Employee feedback and suggestion systems	O
Pearson Correlation	PC
Sig. (2-tailed)	S2T

Correlations		A	B	C	D	E	F	G	H	I	J	K	L	M	N
A	PC	1	.246**	.353**	.351**	.380**	.312**	.357**	.231**	.253**	.226**	.191**	.213**	.221**	.221**
	S2T		0	0	0	0	0	0	0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
B	PC	.246**	1	.402**	.195**	.213**	.182**	.183**	.139**	.220**	.267**	.213**	.331**	.160**	.287**
	S2T	0		0	0	0	0	0	0.001	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
C	PC	.353**	.402**	1	.353**	.370**	.284**	.299**	.200**	.199**	.214**	.218**	.210**	.153**	.203**
	S2T	0	0		0	0	0	0	0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
D	PC	.351**	.195**	.353**	1	.530**	.410**	.383**	.305**	.233**	.233**	.221**	.267**	.251**	.212**
	S2T	0	0	0		0	0	0	0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
E	PC	.380**	.213**	.370**	.530**	1	.537**	.447**	.352**	.325**	.381**	.326**	.336**	.337**	.312**
	S2T	0	0	0	0		0	0	0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
F	PC	.312**	.182**	.284**	.410**	.537**	1	.550**	.361**	.340**	.382**	.387**	.324**	.350**	.369**
	S2T	0	0	0	0	0		0	0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
G	PC	.357**	.183**	.299**	.383**	.447**	.550**	1	.408**	.354**	.352**	.374**	.273**	.343**	.353**
	S2T	0	0	0	0	0	0		0	0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
H	PC	.231**	.139**	.200**	.305**	.352**	.361**	.408**	1	.513**	.402**	.368**	.344**	.344**	.339**
	S2T	0	0.001	0	0	0	0	0		0	0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
I	PC	.253**	.220**	.199**	.233**	.325**	.340**	.354**	.513**	1	.482**	.396**	.462**	.387**	.427**
	S2T	0	0	0	0	0	0	0	0		0	0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
J	PC	.226**	.267**	.214**	.233**	.381**	.382**	.352**	.402**	.482**	1	.567**	.476**	.527**	.454**
	S2T	0	0	0	0	0	0	0	0	0		0	0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
K	PC	.191**	.213**	.218**	.221**	.326**	.387**	.374**	.368**	.396**	.567**	1	.410**	.484**	.407**
	S2T	0	0	0	0	0	0	0	0	0	0		0	0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
L	PC	.213**	.331**	.210**	.267**	.336**	.324**	.273**	.344**	.462**	.476**	.410**	1	.425**	.478**
	S2T	0	0	0	0	0	0	0	0	0	0	0		0	0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
M	PC	.221**	.160**	.153**	.251**	.337**	.350**	.343**	.344**	.387**	.527**	.484**	.425**	1	.462**
	S2T	0	0	0	0	0	0	0	0	0	0	0	0		0
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600
O	PC	.221**	.287**	.203**	.212**	.312**	.369**	.353**	.339**	.427**	.454**	.407**	.478**	.462**	1
	S2T	0	0	0	0	0	0	0	0	0	0	0	0	0	
	N	600	600	600	600	600	600	600	600	600	600	600	600	600	600

Figure 13 Correlation

**. *Correlation is significant at the 0.01 level (2-tailed).*   (Source: Output taken from SPSS software)

Figure 13 analysed the Correlation test and stated that in case of all selected variables of the study the significance value is less than .005 (acceptable threshold limit). Therefore, there is strong correlation among the variables in the study. For instance, "Selection and Recruitment Procedures" is positively correlated with "Programs for Training and Professional Growth, Systems for Monitoring Performance, Participation and Contentment among Employees, Advancement of Leadership and Preparation for Succession, Monetary Benefits and Compensation, Advancement Possibilities, Strategies for Retaining Employees, Cross-functional collaboration and opportunities, Efficacious Wellness and Work-Life Balance Initiatives, Adjustment to New Technologies and Improvement of Digital Abilities, The Practices of Diversity and Inclusion, Aligning Organizational Culture with Talent, Employee feedback and suggestion systems." Likewise, all other variables are positively correlated with each other. Hence, the estimated value of correlation lies between -1 to +1.

Table 22 Model Summary (Q11)

Model Summary									
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.546[a]	.298	.281	.649	.298	17.712	14	585	.000
a. Predictors: (Constant), Employee feedback and suggestion systems, Systems for Monitoring Performance, Strategies for Retaining Employees, Selection and Recruitment Procedures, Programs for Training and Professional Growth, Participation and Contentment among Employees, Adjustment to New Technologies and Improvement of Digital Abilities, Monetary Benefits and Compensation, The Practices of Diversity and Inclusion, Aligning Organizational Culture with Talent, Cross-functional collaboration and opportunities, Advancement Possibilities, Advancement of Leadership and Preparation for Succession, Efficacious Wellness and Work-Life Balance Initiatives									

Table 22 analysed the model summary (first step of regression analysis) and stated that the estimated values of R square (N=.298) and Adjusted R square value is close to each other and greater than 20%. Moreover, significance F value is also .000 which is less than .005. Therefore, dependent variable "factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals" is significantly influenced by independent variables, namely, "Employee feedback and suggestion systems, Systems for Monitoring Performance, Strategies for Retaining Employees, Selection and Recruitment Procedures, Programs for Training and Professional Growth, Participation and Contentment among Employees, Adjustment to New Technologies and Improvement of Digital Abilities, Monetary Benefits and Compensation, The Practices of Diversity and Inclusion, Aligning Organizational Culture with Talent, Cross-functional collaboration and opportunities, Advancement Possibilities, Advancement of Leadership and Preparation for Succession, Efficacious Wellness and Work-Life Balance Initiatives."

Table 23 ANOVA (Q11)

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	104.332	14	7.452	17.712	.000[b]
	Residual	246.133	585	0.421		
	Total	350.465	599			
a. Dependent Variable: Factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals						

b. Predictors: (Constant), Employee feedback and suggestion systems, Systems for Monitoring Performance, Strategies for Retaining Employees, Selection and Recruitment Procedures, Programs for Training and Professional Growth, Participation and Contentment among Employees, Adjustment to New Technologies and Improvement of Digital Abilities, Monetary Benefits and Compensation, The Practices of Diversity and Inclusion, Aligning Organizational Culture with Talent, Cross-functional collaboration and opportunities, Advancement Possibilities, Advancement of Leadership and Preparation for Succession, Efficacious Wellness and Work-Life Balance Initiatives

Table 23 analysed the ANOVA analysis (second step of regression analysis) and stated that total estimated value is 350.465 (both of regression and residual) with degree of freedom 599. Estimated significance value is .000 which is less than the permissible limit of .005. Therefore, dependent variable "factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals" is significantly influenced by independent variables, namely, "Employee feedback and suggestion systems, Systems for Monitoring Performance, Strategies for Retaining Employees, Selection and Recruitment Procedures, Programs for Training and Professional Growth, Participation and Contentment among Employees, Adjustment to New Technologies and Improvement of Digital Abilities, Monetary Benefits and Compensation, The Practices of Diversity and Inclusion, Aligning Organizational Culture with Talent, Cross-functional collaboration and opportunities, Advancement Possibilities, Advancement of Leadership and Preparation for Succession, Efficacious Wellness and Work-Life Balance Initiatives."

4.4 Discussion of Research Question B

Research Question B: To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

Q12. Please indicate the extent to which you agree with the following statements about talent management practices in your GCCs?

Table 24 Reliability Statistics (Q12)

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.919	27

In order to assess the internal consistency among the variables, table 24 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .919 (N=27) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 25 Descriptive Statistics (Q12)

Descriptive Statistics					
	N	**Min.**	**Max.**	**Mean**	**Std. Deviation**
Attracting qualified IT experts is a breeze for my company's recruiting process	600	1	5	3.78	1.013
The training and development possibilities offered by my employer are more than enough to help me hone my craft	600	1	5	4.62	0.619
My long-term career objectives are congruent with the possibilities for advancement at my current workplace	600	1	5	4.50	0.693
The performance management system at my company provides an honest assessment of my work and its impact	600	1	5	4.04	0.965
Employees are highly motivated by my company's recognition and reward programs	600	1	5	4.12	0.807
My manager provides me with frequent, helpful criticism, and I use it to improve my skills	600	1	5	4.09	0.894

Reduced employee turnover is a direct result of my company's retention strategies	600	1	5	4.12	0.856
Through our leadership and mentoring initiatives, we help IT professionals advance in their careers	600	1	5	4.18	0.743
In response to the ever-changing nature of technology, my company offers ongoing training sessions	600	1	5	4.34	0.632
My company's hiring practices guarantee a varied staff with a wide array of expertise	600	1	5	4.38	0.655
All employees have full access to and transparency into my company's talent management operations	600	1	5	4.35	0.720
A well-defined strategy for identifying and developing future leaders is in place at my company	600	1	5	4.42	0.644
At my company, talent management is a tool for coordinating workers' objectives with the company's long-term plan	600	1	5	4.18	0.814
In order to keep our best employees, my company promotes a work-life balance	600	1	5	4.39	0.619
The frequent performance reviews at my workplace have helped me grow professionally	600	1	5	4.19	0.765
The mentoring programs in my organization are effective in helping employees grow in their careers	600	1	5	4.26	0.710
Obtaining new certificates and skills is something that my organization wholeheartedly encourages because we appreciate constant learning	600	1	5	4.39	0.644

It seems to me that tenure and favouritism are not factors in my company's promotion policies; rather, success speaks for itself	600	1	5	4.36	0.678
A variety of career paths are available at my company to meet the needs of employees with varying interests and goals in the workplace	600	1	5	4.23	0.748
My company's leadership development programs are open to all employees and help shape the leaders of tomorrow	600	1	5	4.23	0.698
There are plenty of chances to work on cross-functional projects in my company, which is great for gaining experience in other areas	600	1	5	4.19	0.825
My company's talent management techniques are very responsive to shifts in the marketplace and developments in technology	600	1	5	3.97	0.942
New hires at my company go through a comprehensive onboarding process that aids in their transition into the company culture	600	1	5	3.75	1.065
When employees' skill sets are lacking, my company finds out about it and helps them fill them up	600	1	5	4.19	0.818
By rewarding initiative and experimenting, my company promotes a culture of innovation	600	1	5	3.89	0.907
My company's methods of talent management are in line with the IT industry's best practices worldwide	600	1	5	4.05	0.871
I am completely aware of how work-from-home or hybrid work policies impact talent management practices in my organisation	600	1	5	4.00	0.905
Valid N (listwise)	600				

Table 25 analysed the descriptive statistics of the study related to talent management practices in respondents' GCCs and stated that "The training and development possibilities offered by my employer are more than enough to help me hone my craft" (Mean=4.62 and Standard deviation= .619) followed by "My long-term career objectives are congruent with the possibilities for advancement at my current workplace" (Mean=4.50 and Standard deviation=.693) are the talent management practices implemented in respondents' GCCs . "New hires at my company go through a comprehensive onboarding process that aids in their transition into the company culture" (Mean=3.75 and Standard deviation= 1.065) found to be the least important factor considered that impact the talent management practices implemented in respondents' GCCs. Therefore, the findings of descriptive statistics stated that "training and development possibilities" is the most important factors considered that impact the talent management practices implemented in respondents' GCCs.

Table 26 KMO and Bartlett's Test (Q12)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.926
Bartlett's Test of Sphericity	Approx. Chi-Square	6624.566
	Df	351
	Sig.	0.000

Table 26 assessed "KMO and Bartlett's Test" and stated that the estimated value of KMO (.926) is close to 1. Therefore, sample size is large enough and sampling adequacy is present to further perform factor analysis. The estimated significance value of "Bartlett's test of sphericity" is .000 which is less than .005 (permissible limit). Therefore, Correlation matrix is significantly different from identity matrix. Hence, further exploratory factor analysis can be performed.

Table 27 Communalities (Q12)

Communalities		
	Initial	Extraction
Attracting qualified IT experts is a breeze for my company's recruiting process	1.000	.449
The training and development possibilities offered by my employer are more than enough to help me hone my craft	1.000	.748
My long-term career objectives are congruent with the possibilities for advancement at my current workplace	1.000	.626
The performance management system at my company provides an honest assessment of my work and its impact	1.000	.582
Employees are highly motivated by my company's recognition and reward programs	1.000	.619
My manager provides me with frequent, helpful criticism, and I use it to improve my skills	1.000	.584
Reduced employee turnover is a direct result of my company's retention strategies	1.000	.559
Through our leadership and mentoring initiatives, we help IT professionals advance in their careers	1.000	.476
In response to the ever-changing nature of technology, my company offers ongoing training sessions	1.000	.501
My company's hiring practices guarantee a varied staff with a wide array of expertise	1.000	.654
All employees have full access to and transparency into my company's talent management operations	1.000	.571
A well-defined strategy for identifying and developing future leaders is in place at my company	1.000	.547
At my company, talent management is a tool for coordinating workers' objectives with the company's long-term plan	1.000	.538
In order to keep our best employees, my company promotes a work-life balance	1.000	.506
The frequent performance reviews at my workplace have helped me grow professionally	1.000	.568
The mentoring programs in my organization are effective in helping employees grow in their careers	1.000	.632

Obtaining new certificates and skills is something that my organization wholeheartedly encourages because we appreciate constant learning	1.000	.636
It seems to me that tenure and favouritism are not factors in my company's promotion policies; rather, success speaks for itself	1.000	.617
A variety of career paths are available at my company to meet the needs of employees with varying interests and goals in the workplace	1.000	.613
My company's leadership development programs are open to all employees and help shape the leaders of tomorrow	1.000	.554
There are plenty of chances to work on cross-functional projects in my company, which is great for gaining experience in other areas	1.000	.418
My company's talent management techniques are very responsive to shifts in the marketplace and developments in technology	1.000	.490
New hires at my company go through a comprehensive onboarding process that aids in their transition into the company culture	1.000	.519
When employees' skill sets are lacking, my company finds out about it and helps them fill them up	1.000	.523
By rewarding initiative and experimenting, my company promotes a culture of innovation	1.000	.584
My company's methods of talent management are in line with the IT industry's best practices worldwide	1.000	.576
I am completely aware of how work-from-home or hybrid work policies impact talent management practices in my organisation	1.000	.580
Extraction Method: Principal Component Analysis.		

Factor analysis communalities quantify the extent to which the factors account for a variable's variance. The communalities of a variable are its characteristic values; they show the extent to which all factors explain the variable's variance. More information is being collected when the communality is higher, closer to 1. A communality of 0.40 or above is

considered an excellent indicator of factor analysis. In table 27, the estimated values of communalities are close to 1 and greater than 0.40. Therefore, now total variance explained can be performed.

Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.096	33.688	33.688	9.096	33.688	33.688	3.704	13.717	13.717
2	1.982	7.342	41.03	1.982	7.342	41.03	3.685	13.649	27.366
3	1.668	6.179	47.209	1.668	6.179	47.209	3.612	13.376	40.743
4	1.405	5.205	52.414	1.405	5.205	52.414	2.84	10.519	51.261
5	1.118	4.139	56.554	1.118	4.139	56.554	1.429	10.292	61.553
6	0.895	3.313	59.867						
7	0.822	3.045	62.912						
8	0.819	3.032	65.944						
9	0.748	2.77	68.715						
10	0.691	2.558	71.272						
11	0.673	2.494	73.767						
12	0.651	2.413	76.179						
13	0.616	2.282	78.462						
14	0.553	2.05	80.512						
15	0.53	1.963	82.475						
16	0.501	1.857	84.332						
17	0.492	1.822	86.154						
18	0.46	1.704	87.858						
19	0.456	1.69	89.548						
20	0.433	1.603	91.151						
21	0.402	1.491	92.641						
22	0.382	1.415	94.057						
23	0.378	1.4	95.457						
24	0.348	1.288	96.745						
25	0.33	1.224	97.968						
26	0.289	1.072	99.041						
27	0.259	0.959	100						
Extraction Method: Principal Component Analysis.								

Figure 14 Total Variance Explained (Q12)

(Source: Output taken from SPSS software)

One measure of a component's or factor's ability to explain variation in factor analysis is the total variance explained. The amount of total variation that a factor explains is represented by its eigenvalue. In terms of explaining variation, the first component is far more important than the second and third together. The % variance column in exploratory factor analysis (EFA) displays the percentage of variance explained by each factor. In figure 14, the % variance column estimated value (61.553) is greater than 60%. Hence, rotated component matrix can be formed.
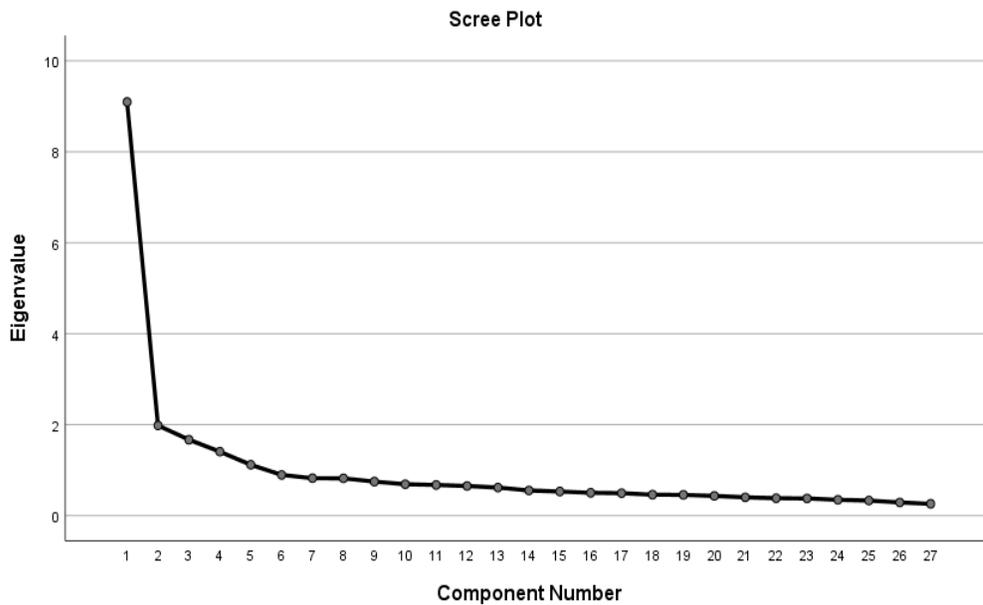
Figure 15 Scree Plot (Q12)

(Source: Output taken from SPSS software)

In a factor analysis, the eigenvalues of the factors are displayed via a scree plot, which is a line graph. It is a typical result of factor analysis software and is utilized for factor retention determination. The "cut off" is the number of factors immediately preceding the "bend" in the scree plot, and they show the amount of variance explained by each factor. Finding the optimal number of components to match the study's data can be done with the help of scree plots. In figure 15 of scree plot factors 2-27 shows strong factor retention.

Table 28 Rotated Component Matrix (Q12)

Rotated Component Matrix[a]					
	Component				
	1	2	3	4	5
Attracting qualified IT experts is a breeze for my company's recruiting process				.582	

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	1	2	3	4	5
The training and development possibilities offered by my employer are more than enough to help me hone my craft					.819
My long-term career objectives are congruent with the possibilities for advancement at my current workplace				.489	.594
The performance management system at my company provides an honest assessment of my work and its impact				.734	
Employees are highly motivated by my company's recognition and reward programs				.684	
My manager provides me with frequent, helpful criticism, and I use it to improve my skills				.622	
Reduced employee turnover is a direct result of my company's retention strategies				.557	
Through our leadership and mentoring initiatives, we help IT professionals advance in their careers	.482				
In response to the ever-changing nature of technology, my company offers ongoing training sessions	.618				
My company's hiring practices guarantee a varied staff with a wide array of expertise	.762				
All employees have full access to and transparency into my company's talent management operations	.713				
A well-defined strategy for identifying and developing future leaders is in place at my company	.602				
At my company, talent management is a tool for coordinating workers' objectives with the company's long-term plan	.658				
In order to keep our best employees, my company promotes a work-life balance	.595				
The frequent performance reviews at my workplace have helped me grow professionally			.659		
The mentoring programs in my organization are effective in helping employees grow in their careers			.709		
Obtaining new certificates and skills is something that my organization wholeheartedly encourages because we appreciate constant learning			.679		

It seems to me that tenure and favouritism are not factors in my company's promotion policies; rather, success speaks for itself			.701		
A variety of career paths are available at my company to meet the needs of employees with varying interests and goals in the workplace			.716		
My company's leadership development programs are open to all employees and help shape the leaders of tomorrow			.642		
There are plenty of chances to work on cross-functional projects in my company, which is great for gaining experience in other areas		.520			
My company's talent management techniques are very responsive to shifts in the marketplace and developments in technology		.651			
New hires at my company go through a comprehensive onboarding process that aids in their transition into the company culture		.696			
When employees' skill sets are lacking, my company finds out about it and helps them fill them up		.625			
By rewarding initiative and experimenting, my company promotes a culture of innovation		.693			
My company's methods of talent management are in line with the IT industry's best practices worldwide		.706			
I am completely aware of how work-from-home or hybrid work policies impact talent management practices in my organisation		.705			
Extraction Method: Principal Component Analysis. **Rotation Method: Varimax with Kaiser Normalization.**					
a. Rotation converged in 7 iterations.					

A rotated component matrix is a technique used in factor analysis to improve the interpretation of data by transforming the original components or factors. The rotation aims to create a simpler structure with coefficients that are close to zero or as large as possible.

The rotated component matrix is also known as the loadings. In table 28 the estimated value of rotated component matrix is greater than 0.40 in case of all the factor items that makes the underlying patterns and relationships in the data easier to understand.

Q13. Please indicate the extent to which you agree with the following statements regarding the impact of talent management practices on your organization's performance.

Table 29 Reliability Statistics (Q13)

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.908	22

In order to assess the internal consistency among the variables, table 29 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .908 (N=22) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 30 Descriptive Statistics (Q13)

Descriptive Statistics					
	N	**Min**	**Max**	**Mean**	**Std. Deviation**
Increased output from staff is a direct result of our talent management strategies	600	1	5	4.34	.632
The talent management tactics implemented by my company have a positive effect on the level of innovation and originality displayed by our IT staff	600	1	5	4.38	.655
Employee engagement and happiness have both increased as a result of my company's talent management strategy	600	1	5	4.35	.720
Customer happiness and the quality of our services are both improved by the talent management strategies implemented by my company	600	1	5	4.42	.644

The team's performance has been enhanced because of the retention of top-performing IT experts, which is a result of effective talent management methods	600	1	5	4.18	.814
My company's total effectiveness and efficiency are both boosted by our talent management techniques	600	1	5	4.40	.619
My company has an edge in the IT market because of its emphasis on talent management	600	1	5	4.19	.765
My company's training and development programs are examples of talent management practices that have increased employees' output	600	1	5	4.26	.710
Leadership training and mentorship are two examples of my company's talent management initiatives that encourage IT professionals to think beyond the box	600	1	5	4.39	.644
Employees are more invested in their work and happier in their jobs as a result of talent management practices like career development and recognition programs	600	1	5	4.36	.678
Our company's client happiness and service quality have both increased thanks to our talent management efforts	600	1	5	4.23	.748
The talent management approaches implemented by my organisation, including initiatives for retention and rewards, have been successful in retaining top-performing IT professionals	600	1	5	4.23	.698
The team's overall performance has been enhanced thanks to talent management measures like team-building exercises and chances for cross-functional collaboration	600	1	5	4.19	.825
Enhanced operational efficiency and effectiveness have been a result of talent management methods used by my organization	600	1	5	3.97	.942

Successful talent management has increased my company's profitability and enhanced its financial performance	600	1	5	3.75	1.065
Staff dedication and loyalty have increased as a result of effective talent management practices like flexible work schedules and possibilities for advancement	600	1	5	4.19	.818
Staff attrition and turnover have been significantly decreased because to my company's talent management initiatives	600	1	5	3.89	.907
Knowledge transfer and staff upskilling have been greatly enhanced by talent management initiatives at my organization. These initiatives include mentorship programs and job rotations	600	1	5	4.05	.871
Employees have been able to adjust better to organizational changes and technological advances thanks to talent management practices in my company	600	1	5	4.00	.905
My company's ability to stay in business and have seamless leadership transitions is a direct result of our comprehensive succession planning and leadership development programs	600	1	5	3.53	1.114
A competitive advantage in the IT business is achieved by my organization through the talent management techniques that are in place	598	1	5	4.39	.728
My organisation provides extensive training on how to use AI or other emerging technologies in talent management processes	597	1	5	4.25	.782
Valid N (listwise)	596				

Table 30 analysed the descriptive statistics of the study related to the impact of talent management practices on respondents' organizational performance and stated that "Customer happiness and the quality of our services are both improved by the talent management strategies implemented by my company" (Mean=4.42 and Standard

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deviation= .644) followed by "My company's total effectiveness and efficiency are both boosted by our talent management techniques" (Mean=4.40 and Standard deviation=.619) are the impact of talent management practices on respondents' organizational performance. "My company's ability to stay in business and have seamless leadership transitions is a direct result of our comprehensive succession planning and leadership development programs" (Mean=3.53 and Standard deviation= 1.114) found to be the least important factor considered that the impact of talent management practices on respondents' organizational performance. Therefore, the findings of descriptive statistics stated that "Customer happiness and quality of service" are the most important factors considered that impact the talent management practices on respondents' organizational performance.

Table 31 KMO and Bartlett's Test (Q13)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	5293.192
	df	231
	Sig.	.000

Table 31 assessed "KMO and Bartlett's Test" and stated that the estimated value of KMO (.919) is close to 1. Therefore, sample size is large enough and sampling adequacy is present to further perform factor analysis. The estimated significance value of "Bartlett's test of sphericity" is .000 which is less than .005 (permissible limit). Therefore, Correlation matrix is significantly different from identity matrix. Hence, further exploratory factor analysis can be performed.

Table 32 Communalities (Q13)

	Initial	Extraction
Communalities		
Increased output from staff is a direct result of our talent management strategies	1.000	.510
The talent management tactics implemented by my company have a positive effect on the level of innovation and originality displayed by our IT staff	1.000	.673
Employee engagement and happiness have both increased as a result of my company's talent management strategy	1.000	.586
Customer happiness and the quality of our services are both improved by the talent management strategies implemented by my company	1.000	.528
The team's performance has been enhanced because of the retention of top-performing IT experts, which is a result of effective talent management methods	1.000	.585
My company's total effectiveness and efficiency are both boosted by our talent management techniques	1.000	.510
My company has an edge in the IT market because of its emphasis on talent management	1.000	.547
My company's training and development programs are examples of talent management practices that have increased employees' output	1.000	.608
Leadership training and mentorship are two examples of my company's talent management initiatives that encourage IT professionals to think beyond the box	1.000	.605
Employees are more invested in their work and happier in their jobs as a result of talent management practices like career development and recognition programs	1.000	.623
Our company's client happiness and service quality have both increased thanks to our talent management efforts	1.000	.611
The talent management approaches implemented by my organisation, including initiatives for retention and rewards, have been successful in retaining top-performing IT professionals	1.000	.540

The team's overall performance has been enhanced thanks to talent management measures like team-building exercises and chances for cross-functional collaboration	1.000	.460
Enhanced operational efficiency and effectiveness have been a result of talent management methods used by my organization	1.000	.477
Successful talent management has increased my company's profitability and enhanced its financial performance	1.000	.508
Staff dedication and loyalty have increased as a result of effective talent management practices like flexible work schedules and possibilities for advancement	1.000	.390
Staff attrition and turnover have been significantly decreased because to my company's talent management initiatives	1.000	.544
Knowledge transfer and staff upskilling have been greatly enhanced by talent management initiatives at my organization. These initiatives include mentorship programs and job rotations	1.000	.602
Employees have been able to adjust better to organizational changes and technological advances thanks to talent management practices in my company	1.000	.602
My company's ability to stay in business and have seamless leadership transitions is a direct result of our comprehensive succession planning and leadership development programs	1.000	.419
A competitive advantage in the IT business is achieved by my organization through the talent management techniques that are in place	1.000	.674
My organisation provides extensive training on how to use AI or other emerging technologies in talent management processes	1.000	.717
Extraction Method: Principal Component Analysis.		

Factor analysis communalities quantify the extent to which the factors account for a variable's variance. The communalities of a variable are its characteristic values; they show the extent to which all factors explain the variable's variance. More information is being collected when the communality is higher, closer to 1. A communality of 0.40 or above is considered an excellent indicator of factor analysis. In table 32, the estimated values of

communalities are close to 1 and greater than 0.40. Therefore, now total variance explained can be performed.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.809	35.497	35.497	7.809	35.497	35.497	3.891	17.686	17.686
2	2.046	9.299	44.795	2.046	9.299	44.795	3.584	16.293	33.979
3	1.373	6.241	51.036	1.373	6.241	51.036	3.304	15.018	48.997
4	1.092	4.963	55.999	1.092	4.963	55.999	1.54	14.002	62.999
5	0.96	4.362	60.36						
6	0.806	3.665	64.026						
7	0.76	3.457	67.482						
8	0.691	3.14	70.622						
9	0.648	2.945	73.567						
10	0.637	2.896	76.463						
11	0.596	2.708	79.171						
12	0.556	2.527	81.698						
13	0.52	2.365	84.063						
14	0.497	2.258	86.321						
15	0.479	2.176	88.497						
16	0.423	1.921	90.418						
17	0.419	1.904	92.322						
18	0.409	1.857	94.179						
19	0.38	1.728	95.907						
20	0.333	1.516	97.423						
21	0.299	1.357	98.78						
22	0.268	1.22	100						
Extraction Method: Principal Component Analysis.									

Figure 16 Total Variance Explained (Q13)

(Source: Output taken from SPSS software)

One measure of a component's or factor's ability to explain variation in factor analysis is the total variance explained. The amount of total variation that a factor explains is represented by its eigenvalue. In terms of explaining variation, the first component is far more important than the second and third together. The % variance column in exploratory factor analysis (EFA) displays the percentage of variance explained by each factor. In

figure 16, the % variance column estimated value (62.999) is greater than 60%. Hence, rotated component matrix can be formed.
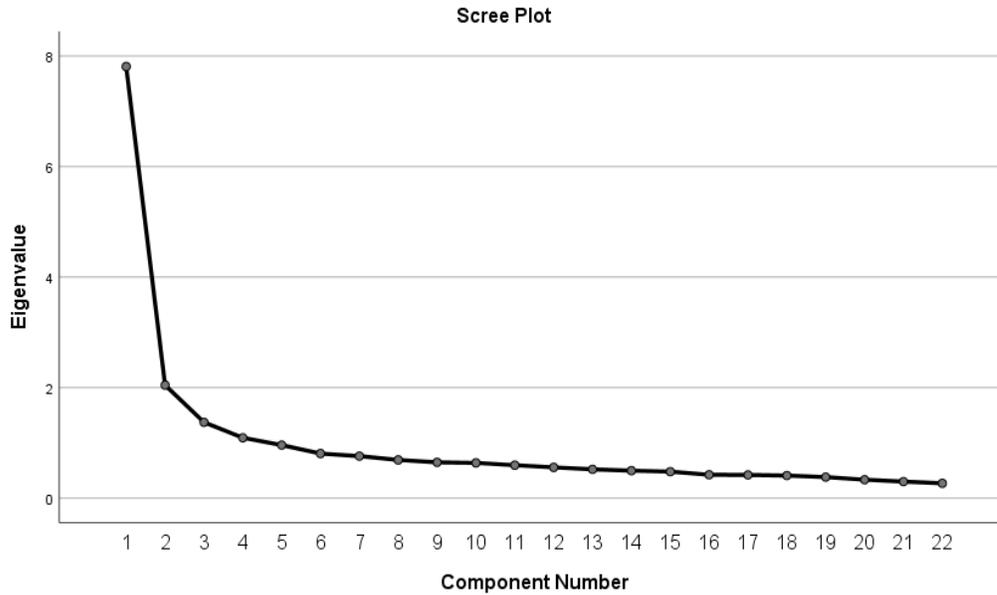
Figure 17 Scree Plot (Q13)

(Source: Output taken from SPSS software)

In a factor analysis, the eigenvalues of the factors are displayed via a scree plot, which is a line graph. It is a typical result of factor analysis software and is utilized for factor retention determination. The "cut off" is the number of factors immediately preceding the "bend" in the scree plot, and they show the amount of variance explained by each factor. Finding the optimal number of components to match the study's data can be done with the help of scree plots. In figure 17 of scree plot factors 2-22 shows strong factor retention.

Table 33 Rotated Component Matrix (Q13)

Rotated Component Matrix[a]				
	Component			
	1	**2**	**3**	**4**
Increased output from staff is a direct result of our talent management strategies			.608	
The talent management tactics implemented by my company have a positive effect on the level of innovation and originality displayed by our IT staff			.783	
Employee engagement and happiness have both increased as a result of my company's talent management strategy			.735	
Customer happiness and the quality of our services are both improved by the talent management strategies implemented by my company			.630	
The team's performance has been enhanced because of the retention of top-performing IT experts, which is a result of effective talent management methods			.690	
My company's total effectiveness and efficiency are both boosted by our talent management techniques			.600	
My company has an edge in the IT market because of its emphasis on talent management		.677		
My company's training and development programs are examples of talent management practices that have increased employees' output		.691		
Leadership training and mentorship are two examples of my company's talent management initiatives that encourage IT professionals to think beyond the box		.673		
Employees are more invested in their work and happier in their jobs as a result of talent management practices like career development and recognition programs		.726		
Our company's client happiness and service quality have both increased thanks to our talent management efforts		.714		
The talent management approaches implemented by my organisation, including initiatives for retention and rewards, have been successful in retaining top-performing IT professionals		.642		

The team's overall performance has been enhanced thanks to talent management measures like team-building exercises and chances for cross-functional collaboration	.527			
Enhanced operational efficiency and effectiveness have been a result of talent management methods used by my organization	.645			
Successful talent management has increased my company's profitability and enhanced its financial performance	.684			
Staff dedication and loyalty have increased as a result of effective talent management practices like flexible work schedules and possibilities for advancement	.535			
Staff attrition and turnover have been significantly decreased because to my company's talent management initiatives	.698			
Knowledge transfer and staff upskilling have been greatly enhanced by talent management initiatives at my organization. These initiatives include mentorship programs and job rotations	.739			
Employees have been able to adjust better to organizational changes and technological advances thanks to talent management practices in my company	.729			
My company's ability to stay in business and have seamless leadership transitions is a direct result of our comprehensive succession planning and leadership development programs	.603			
A competitive advantage in the IT business is achieved by my organization through the talent management techniques that are in place				.761
My organisation provides extensive training on how to use AI or other emerging technologies in talent management processes				.762
Extraction Method: Principal Component Analysis. **Rotation Method: Varimax with Kaiser Normalization.**				
a. *Rotation converged in 6 iterations.*				

A rotated component matrix is a technique used in factor analysis to improve the interpretation of data by transforming the original components or factors. The rotation aims

to create a simpler structure with coefficients that are close to zero or as large as possible. The rotated component matrix is also known as the loadings. In table 33 the estimated value of rotated component matrix is greater than 0.40 in case of all the factor items that makes the underlying patterns and relationships in the data easier to understand.

4.5 Discussion of Research Question C

Research Question C: To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

Q14. What are the challenges with managing IT talent in GCCs?

Table 34 Reliability Statistics (Q14)

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.860	9

In order to assess the internal consistency among the variables, table 34 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .860 (N=9) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 35 Descriptive Statistics (Q14)

Descriptive Statistics					
c	N	Min	Max	Mean	Std. Deviation
Skill Retention and High Employee Attrition	600	1	5	4.18	.814
Keeping up with rapidly changing skill requirements	600	1	5	4.39	.619
Technological Developments and the Skills Gap	600	1	5	4.19	.765

Disparities along cultural and geographical lines	600	1	5	4.26	.710
Mental Health Issues and Burnout in the Workplace	600	1	5	4.39	.644
Competing for and Attracting Top Talent	600	1	5	4.36	.678
Shifting Expectations in the Workforce	600	1	5	4.23	.748
Managing a multi-generational workforce	600	1	5	4.23	.698
Overseeing Blended and Remote Teams	600	1	5	4.19	.825
Valid N (listwise)	600				

Table 35 analysed the descriptive statistics of the study related to the challenges with managing IT talent in GCCs and stated that "Keeping up with rapidly changing skill requirements" (Mean=4.39 and Standard deviation= .619) and "Mental Health Issues and Burnout in the Workplace" (Mean==4.39 and Standard deviation= .644) followed by "Competing for and Attracting Top Talent" (Mean=4.36 and Standard deviation=.678) are the challenges with managing IT talent in GCCs. "Skill Retention and High Employee Attrition" (Mean=4.18 and Standard deviation= .814) found to be the least important factor considered for the challenges with managing IT talent in GCCs. Therefore, the findings of descriptive statistics stated that "Changing skill requirements" are the most important factors considered for the challenges with managing IT talent in GCCs.

Table 36 ANOVA (Q14)

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Skill Retention and High Employee Attrition	Between Groups	31.640	4	7.910	12.897	.000
	Within Groups	364.920	595	.613		
	Total	396.560	599			
	Between Groups	22.712	4	5.678	16.346	.000

Keeping up with rapidly changing skill requirements	Within Groups	206.673	595	.347		
	Total	229.385	599			
Technological Developments and the Skills Gap	Between Groups	23.529	4	5.882	10.705	.000
	Within Groups	326.936	595	.549		
	Total	350.465	599			
Disparities along cultural and geographical lines	Between Groups	47.893	4	11.973	28.038	.000
	Within Groups	254.092	595	.427		
	Total	301.985	599			
Mental Health Issues and Burnout in the Workplace	Between Groups	28.135	4	7.034	18.990	.000
	Within Groups	220.383	595	.370		
	Total	248.518	599			
Competing for and Attracting Top Talent	Between Groups	32.007	4	8.002	19.539	.000
	Within Groups	243.666	595	.410		
	Total	275.673	599			
Shifting Expectations in the Workforce	Between Groups	33.391	4	8.348	16.450	.000
	Within Groups	301.943	595	.507		
	Total	335.333	599			
Managing a multi-generational workforce	Between Groups	48.896	4	12.224	29.953	.000
	Within Groups	242.822	595	.408		
	Total	291.718	599			
Overseeing Blended and Remote Teams	Between Groups	85.287	4	21.322	39.346	.000
	Within Groups	322.432	595	.542		
	Total	407.718	599			

Table 36 analysed the ANOVA analysis and stated that in all the variables of the existing study the estimated value of ANOVA is less than .005 (threshold limit). Therefore, it can be stated that dependent variable "challenges with managing IT talent in GCCs" significantly influenced by independent variables selected for the study. Hence, ANOVA analysis stated that all the variables in the study have contribution towards challenges with managing IT talent in GCCs.

Q15. What are the opportunities with managing IT talent in GCCs?

Table 37 Reliability Statistics (Q15)

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.842	10

In order to assess the internal consistency among the variables, table 37 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .842 (N=10) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 38 Descriptive Statistics (Q15)

Descriptive Statistics					
	N	**Min**	**Max**	**Mean**	**Std. Deviation**
Possibility of Drawing from a Comprehensive Pool of Talent Worldwide	600	1	5	4.39	0.644
Leveraging Emerging Technologies for Upskilling	600	1	5	4.36	0.678
Creating a Workforce Fit for the Future	600	1	5	4.23	0.748
Advancements in Diversity and Inclusion Programs	600	1	5	4.23	0.698
Embracing the Future of Remote Work	600	1	5	4.19	0.825
Promoting an Environment of Creativity	600	1	5	3.97	0.942
Data-Driven Talent Management: A Practical Approach	600	1	5	3.75	1.065
Building Future Leaders	600	1	5	4.19	0.818
Implementing AI-driven talent management solutions	600	1	5	3.89	0.907
Creating personalised learning and development paths	600	1	5	4.05	0.871
Valid N (listwise)	600				

Table 38 analysed the descriptive statistics of the study related to the opportunities with managing IT talent in GCCs and stated that "Possibility of Drawing from a Comprehensive Pool of Talent Worldwide" (Mean=4.39 and Standard deviation= .644) followed by "Leveraging Emerging Technologies for Upskilling" (Mean=4.36 and Standard deviation=.678) are the opportunities with managing IT talent in GCCs. "Data-Driven Talent Management: A Practical Approach" (Mean=3.75 and Standard deviation= 1.065) found to be the least important factor considered for the opportunities with managing IT talent in GCCs. Therefore, the findings of descriptive statistics stated that "Possibility of Drawing from a Comprehensive Pool of Talent Worldwide" is the most important factor considered for the opportunities with managing IT talent in GCCs.

Table 39 ANOVA (Q15)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Possibility of Drawing from a Comprehensive Pool of Talent Worldwide	Between Groups	27.455	4	6.864	18.474	.000
	Within Groups	221.064	595	.372		
	Total	248.518	599			
Leveraging Emerging Technologies for Upskilling	Between Groups	38.659	4	9.665	24.263	.000
	Within Groups	237.014	595	.398		
	Total	275.673	599			
Creating a Workforce Fit for the Future	Between Groups	44.976	4	11.244	23.041	.000
	Within Groups	290.357	595	.488		
	Total	335.333	599			
Advancements in Diversity and Inclusion Programs	Between Groups	42.815	4	10.704	25.587	.000
	Within Groups	248.903	595	.418		
	Total	291.718	599			
Embracing the Future of Remote Work	Between Groups	67.171	4	16.793	29.340	.000
	Within Groups	340.548	595	.572		
	Total	407.718	599			
Promoting an Environment of Creativity	Between Groups	82.567	4	20.642	27.368	.000
	Within Groups	448.766	595	.754		

	Total	531.333	599			
Data-Driven Talent Management: A Practical Approach	Between Groups	99.534	4	24.883	25.551	.000
	Within Groups	579.465	595	.974		
	Total	678.998	599			
Building Future Leaders	Between Groups	68.413	4	17.103	30.589	.000
	Within Groups	332.681	595	.559		
	Total	401.093	599			
Implementing AI-driven talent management solutions	Between Groups	109.763	4	27.441	42.584	.000
	Within Groups	383.410	595	.644		
	Total	493.173	599			
Creating personalised learning and development paths	Between Groups	233.857	4	58.464	157.807	.000
	Within Groups	220.436	595	.370		
	Total	454.293	599			

Table 39 analysed the ANOVA analysis and stated that in all the variables of the existing study the estimated value of ANOVA is less than .005 (threshold limit). Therefore, it can be stated that dependent variable "opportunities with managing IT talent in GCCs" significantly influenced by independent variables selected for the study. Hence, ANOVA analysis stated that all the variables in the study have contribution towards opportunities with managing IT talent in GCCs.

4.6 Discussion of Research Question D

Research Question D: To provide recommendations for developing talent management practices within GCCs.

Q16. What are the recommendations for developing talent management practices within GCCs?

Table 40 Reliability Statistics (Q16)

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.861	12

In order to assess the internal consistency among the variables, table 40 analysed the reliability statistics of the study. The estimated value of the Cronbach Alpha test is .861 (N=12) which is greater than 0.60 (permissible limit). Therefore, internal consistency among the variables is present and further statistical test can be performed.

Table 41 Descriptive Statistics (Q16)

Descriptive Statistics					
	N	**Min**	**Max**	**Mean**	**Std. Deviation**
Develop Thorough Plans for Hiring	600	1	5	4.18	0.814
Dedicate Resources to Ongoing Education	600	1	5	4.39	0.619
Establish Reliable Methods for Monitoring Employee Performance	600	1	5	4.19	0.765
Promote Health and Engagement among Employees	600	1	5	4.26	0.710
Create Discrete Routes for Advancement in Career	600	1	5	4.39	0.644
Make Your Leadership Programs Stand Out	600	1	5	4.36	0.678
Advocate for Programs to Foster Diversity and Inclusion	600	1	5	4.23	0.748
Make Use of Talent Management Practices Informed by Data	600	1	5	4.23	0.698

Motivate People to Work Together and Share What They Know	600	1	5	4.19	0.825
Track and Modify Methods for Talent Management	600	1	5	3.97	0.942
Implement flexible work arrangements	600	1	5	3.75	1.065
Develop strategies for managing a multi-generational workforce	600	1	5	4.19	0.818
Valid N (listwise)	600				

Table 41 analysed the descriptive statistics of the study related to the recommendations for developing talent management practices within GCCs and stated that "Dedicate Resources to Ongoing Education" (Mean=4.39 and Standard deviation= .619) and "Create Discrete Routes for Advancement in Career" (Mean==4.39 and Standard deviation= .644) followed by "Make Your Leadership Programs Stand Out" (Mean=4.36 and Standard deviation=.678) are the recommendations for developing talent management practices within GCCs. "Implement flexible work arrangements" (Mean=3.75 and Standard deviation= 1.065) found to be the least important factor considered for the recommendations for developing talent management practices within GCCs. Therefore, the findings of descriptive statistics stated that "Dedicate Resources to Ongoing Education" are the most important factors considered for the recommendations for developing talent management practices within GCCs.

Table 42 One-Sample Statistics (Q16)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Develop Thorough Plans for Hiring	600	4.18	.814	.033
Dedicate Resources to Ongoing Education	600	4.39	.619	.025
Establish Reliable Methods for Monitoring Employee Performance	600	4.18	.765	.031

Promote Health and Engagement among Employees	600	4.26	.710	.029
Create Discrete Routes for Advancement in Career	600	4.39	.644	.026
Make Your Leadership Programs Stand Out	600	4.36	.678	.028
Advocate for Programs to Foster Diversity and Inclusion	600	4.23	.748	.031
Make Use of Talent Management Practices Informed by Data	600	4.23	.698	.028
Motivate People to Work Together and Share What They Know	600	4.19	.825	.034
Track and Modify Methods for Talent Management	600	3.97	.942	.038
Implement flexible work arrangements	600	3.75	1.065	.043
Develop strategies for managing a multi-generational workforce	600	4.19	.818	.033

Table 42 analysed the one sample statistics of the study related to the recommendations for developing talent management practices within GCCs and stated that "Dedicate Resources to Ongoing Education" (Mean=4.39 and Standard deviation= .619 and Standard error=.025) and "Create Discrete Routes for Advancement in Career" (Mean==4.39 and Standard deviation= .644 and Standard error=.026) followed by "Make Your Leadership Programs Stand Out" (Mean=4.36 and Standard deviation=.678 and Standard error=.028) are the recommendations for developing talent management practices within GCCs. "Implement flexible work arrangements" (Mean=3.75 and Standard deviation= 1.065 and Standard error=.043) found to be the least important factor considered for the recommendations for developing talent management practices within GCCs. Therefore, the findings of one sample statistics stated that "Dedicate Resources to Ongoing Education" are the most important factors considered for the recommendations for developing talent management practices within GCCs.

Table 43 One-Sample Test (Q16)

					95% Confidence Interval of the Difference	
One-Sample Test						
	Test Value = 0					
	t	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Lower**	**Upper**
Develop Thorough Plans for Hiring	125.838	599	.000	4.180	4.11	4.25
Dedicate Resources to Ongoing Education	173.966	599	.000	4.395	4.35	4.44
Establish Reliable Methods for Monitoring Employee Performance	134.018	599	.000	4.185	4.12	4.25
Promote Health and Engagement among Employees	146.790	599	.000	4.255	4.20	4.31
Create Discrete Routes for Advancement in Career	166.882	599	.000	4.388	4.34	4.44
Make Your Leadership Programs Stand Out	157.306	599	.000	4.357	4.30	4.41
Advocate for Programs to Foster Diversity and Inclusion	138.590	599	.000	4.233	4.17	4.29
Make Use of Talent Management Practices Informed by Data	148.415	599	.000	4.228	4.17	4.28
Motivate People to Work Together and Share What They Know	124.351	599	.000	4.188	4.12	4.25
Track and Modify Methods for Talent Management	103.165	599	.000	3.967	3.89	4.04
Implement flexible work arrangements	86.237	599	.000	3.748	3.66	3.83

Develop strategies for managing a multi-generational workforce	125.324	599	.000	4.187	4.12	4.25

Table 43 analysed the t test of the study related to the recommendations for developing talent management practices within GCCs and stated that "Dedicate Resources to Ongoing Education" (t=173.966) followed by "Create Discrete Routes for Advancement in Career" (t=166.882) are the recommendations for developing talent management practices within GCCs. "Implement flexible work arrangements" (t=86.237) found to be the least important factor considered for the recommendations for developing talent management practices within GCCs. Therefore, the findings of t test stated that "Dedicate Resources to Ongoing Education" is the most important factor considered for the recommendations for developing talent management practices within GCCs.

Table 44 Chi-Square Tests (Q16)

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	155.502[a]	16	.000
Likelihood Ratio	150.674	16	.000
Linear-by-Linear Association	57.601	1	.000
N of Valid Cases	600		
a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .04.			

A chi-square test can be used to determine if two variables or more variables are significantly independent or dependent. It can also be used to draw conclusions about a population's distribution based on a sample. In table 44, the estimated value of Pearson chi-square value is .000 which is less than .005. Therefore, in this study the selected recommendation variables are significantly independent.

Hypothesis Testing Results

Table 45 Hypothesis Testing Results

S.No.	Hypothesis Statements	Decision
H01	There are no significant factors that affect talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.	Rejected
Ha1	There are significant factors that affect talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.	Accepted
H02	There are no significant talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.	Rejected
Ha2	There are significant talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.	Accepted
H03	There are no significant challenges and opportunities with managing IT talent in GCCs.	Rejected
Ha3	There are significant challenges and opportunities with managing IT talent in GCCs.	Accepted

4.7 Summary of Findings

The existing study aims to identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals; to explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance; to explore and analyse the challenges and opportunities with managing IT talent in GCCs and to provide recommendations for developing talent management practices within GCCs. The

study first assesses the demographic analysis of the existing research. The findings of the demographic analysis stated that in city wise distribution, all the selected cities, namely, Bangalore, Hyderabad and Pune were equally responsive in the study. The analysis of the age wise distribution documented that majority of respondents having age below 25 years. The gender analysis stated that majority of respondents found to be male in the current study. While assessing marital status of the existing research it was found that majority of respondents in the study to be single. The study analysed the educational qualification of the current research and documented that majority of respondents in the study found to be graduate. Further analysis of monthly income of the study stated that majority of respondents having income in the range of 35,001 to 1,00,000. After monthly income analysis the findings of years of experience in IT industry of respondents stated that majority of respondents having 5-10 years of working experience. The study analysed number of years working in current GCC and documented that majority of respondents working 7-10 years in their current GCC. The study analysed type of family and documented that majority of respondents live in nuclear family. In the last section of demographic analysis size of the family or number of members in the respondent's family assessed and documented that majority of respondents have 2 members in their family.

After this study analysed how talent is identified by the GCCs in their organisation. The findings of study stated that engagement in decision-making and access to mentorship programs are the most important ways used for the identification of talent in GCCs. Then, the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals are assessed. The findings of the study stated that programs for training and professional growth and systems for monitoring performance are the most important factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Further, the study analysed talent management practices in respondents' GCCs and stated that training and development possibilities and long-term career objectives are the talent

management practices implemented by respondents' GCCs. Then, the study analysed the impact of talent management practices on respondents' organizational performance and stated that customer happiness and the quality of services and company's total effectiveness and efficiency are the impact of talent management practices on respondents' organizational performance.

In addition, the study analysed the challenges with managing IT talent in GCCs and stated that changing skill requirements, mental health issues and burnout in the workplace and competing for and attracting top talent are the challenges with managing IT talent in GCCs. Further, the study analysed the opportunities with managing IT talent in GCCs and stated that possibility of drawing from a comprehensive pool of talent worldwide and emerging technologies for upskilling are the opportunities with managing IT talent in GCCs. Lastly, the recommendations for developing talent management practices within GCCs analysed and stated that dedicate resources to ongoing education and create discrete routes for advancement in career and make leadership programs stand out are the recommendations for developing talent management practices within GCCs.

CHAPTER V:

DISCUSSION

This section is expected to tackle the main objectives of this research by discussing how talent management shapes organizational performance within GCCs, but especially related to IT professionals. The study covers factors that affect talent management practices, evaluates those implemented in the GCC, derives opportunities and challenges about managing IT personnel and recommendations on how to effectively improve talent management practices in these centres.

The following are the research questions of the current research:

A. To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

B. To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

C. To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

D. To provide recommendations for developing talent management practices within GCCs.

5.1 Discussion on Research Question A

Research Question A: To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

This study explores the factors that determine talent management in terms of organisational performance for Global Capability Centres (GCCs) in the information technology (IT) industry. The results find that training and professional development programs and performance monitoring are crucial determinants of talent management on organisational performance of Global Capability Centres (GCCs) for IT professionals. Talent management utilizes training and professional growth for enhancing, or to increase efficiency and effectiveness of IT professionals within the GCCs. To stand in pace with fast changing technology, GCCs need to align its current gaps in skills with the requirements the technology is going to be in a time to come. Keeping the employees' contribution in tandem with the organisational goals requires that an efficacious performance monitoring system would be the highest priority requirement. Short-term and long-term career development projects in GCCs help the organization discover future leaders and high performers. Through rewarding the high performers and getting the feedback from low performers, GCCs may develop a continually developing environment and hence get the benefit of organization efficiency.

5.2 Discussion on Research Question B

Research Question B: To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

The research aimed to develop the management of IT talent by examining the methods used by the respondents' GCCs related to talent management. The research revealed that two crucial practices related to talent management are training and development initiatives, as well as aligning the long-term career aspirations of employees with organizational goals. In so doing, the two practices are of paramount importance for how long GCCs can retain highly skilled IT professionals in employment and engaged, through offering continuing education programs and clear career advancement paths.

Further research was needed in the areas of operational efficiency and effectiveness of the talent management practices applied on the firms under study. The findings were that most

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of the significant industries enjoyed these practices. This has been proven to be directly related to the customer satisfaction and quality of service that is delivered, as employees who are trained and committed to their jobs are more likely to provide better service. Employee productivity, innovation, and operational efficiency increase as a result of effective strategic management of talent, which further provides an opportunity for the organization to increase effectiveness and efficiency. All these aspects indicate that talent management investments could be the way to improve GCC competitiveness, organizational success, and individual performance.

5.3 Discussion on Research Question C

Research Question C: To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

This study focused on the issues of IT talent management in GCCs and identified various critical problems that firms face. For instance, IT professionals really face the task of meeting the continuously changing skill demands of employers due to the increasing speed of technology, requiring continuing training and reskilling efforts. These factors include, secondly, high-pressure and fast pace-based work environment in IT-related functions that creates great concerns about mental health disorders and burnout. Finally, acquiring elite talent is a highly competitive arena in which GCCs operate. Keeping ahead of the competition within the global market for qualified IT professionals, GCCs should have attractive value propositions that engross competition, such as competitive pay, prospects for career advancement, and a good work-life balance.

The research also opened promising new avenues for the management of GCC IT talent. The huge opportunity to tap into a super pool of qualified individuals from all over the world is huge, especially now that the popularity of remote work and hybrid models is growing. It's an opportunity for GCCs to hire experts from all over the world. Emerging technologies also present possibilities of better talent management in the light of continuous reskilling and upskilling of staff. Nations within GCC, therefore, become better

placed to maintain the adaptability and readiness of its employees to the eventual turn of events by using AI-infused learning platforms and personal development programs. In this way, the GCC can maintain its position of competitiveness and create long-term growth in the world's IT scene.

5.4 Discussion on Research Question D

Research question D: To provide recommendations for developing talent management practices within GCCs.

In fact, the findings of this study have deep implications for how GCCs address talent management issues, particularly concerning how to attract, retain, and train IT experts more effectively.

Lifelong learning and education are at the top of the list of funds to be disbursed by the GCCs. IT is a domain that changes rapidly. Consequently, there is a need to engage in meaningful training programs that resonate with the current technology and the need of the industry. Employees can update their skills in time and benefit their careers and the innovations of the company by regular up-skilling.

Clearly defined professional development paths are equally relevant. IT professionals require bright lines of career progression. The GCCs can also facilitate benefits in terms of employee engagement and retention as clear responsibilities, skills, and goals are defined for employees to work towards.

Finally, Leadership programs must, therefore, stand out for the GCCs to be able to find and develop future leaders. Leadership programs must invest in some leadership programs that will train people to start to think strategically, communicate through lines of functions, and develop technical skills as well as soft skills. Such initiatives must prepare future leaders to lead teams effectively and understand and adapt to different cultures around the world to ensure such long-term prosperity. When implemented, these recommendations for better

management and development of IT talent will raise the level of performance and competitiveness of the GCCs.

Discussion section based on Review of Literature

In the contemporary and ever-changing corporate environment, talent management (TM) has become a pivotal factor in determining the success of organizations; however, its development continues to be both intricate and fascinating. The impact of contextual elements on TM, especially within small and medium enterprises (SMEs), illustrates a narrative of flexibility and responsiveness. Pocztowski and Pauli (2021) emphasize the complex interplay between TM practices and the internal as well as external environments characteristic of SMEs. Those enterprise businesses, often working at a resource-constrained condition, adopt reactive TM approaches that reflect their short-term needs. Even though a one-size-fits-all approach is not feasible owing to the diversity of SMEs and their leaders, these practices can be potential precursors for long-run success by aligning worker expectations with organizational goals.

The sensitivity to context resonates with the wider discussion surrounding Talent Management (TM). Gallardo, Thunnissen, and Scullion (2020) argue that ignoring organizational context devalues TM practice effectiveness. They believe TM strategies should be context-dependent, factoring in things like organizational culture, industry dynamics, and leadership philosophies. As this conversation unfolds, it becomes obvious that the TM story does not end at talent attraction but also includes talent development environments.

The trajectory of TM has been particularly enriched by the crucial role it plays in strategic renewal. According to Jarvi and Khoreva (2019), TM is portrayed as an organizational transformation tool in transition times. From their study, it presents how Finnish and Swedish MNCs applied TM to identify the "must-win battles," taking the lead on strategic efforts into the hands of employees. This depiction highlights TM's bifurcated function as

both a strategic approach and a philosophical framework—developing change agents who influence the organization's trajectory while promoting innovation.

In this process of transformation, the debate surrounding the identity of TM continues. Sharma and Rathore (2020) raise whether TM is a rebranding of traditional HRM or an emergent paradigm. Their integration of extant literature reveals that TM transcends traditional practices since it harmonizes organizational goals with individual potential. However, its theoretical foundations need empirical testing to define its contours and effectiveness.

This brings us to the important story of small and medium-sized enterprises (SMEs) facing a mismatch in talent. Getting and keeping skilled workers is like sailing through rough waters. Hongal and Kinange (2020) describe how HR managers struggle with both hiring and keeping talent in a competitive market. In this case, talent management acts like a compass, helping organizations match individual skills with their strategic goals. The research thus emphasizes the paradox of the heavy presence of job seekers in the global labour market because of the mismatch in specialized skills. To SMEs, this mismatch speaks volumes in terms of designing TM practices aligned with their contexts and challenges.

The story of TM is significant for organizational performance. Singh and Singh, 2019, presented research that indicates good TM keeps employees engaged, meaning enhancing the results of the organizations. However, engagement is no more a feature of large international enterprises but also applies to SMEs whereby how they hire talent, and keep it, impel their productivity. Those are very significant findings for any HR professional, who requires constructing TM strategies that translate individual goals into business necessities.

Central to this discourse is the acknowledgment that Talent Management (TM) transcends mere personnel administration; it encompasses the cultivation of potential and its congruence with the overarching organizational vision. The empirical research conducted

by Pauli and Pocztowski (2019) indicates that small and medium-sized enterprises (SMEs) are required to establish explicit objectives for their TM initiatives to guarantee alignment with comprehensive business objectives. Their exploratory investigation demonstrates that although TM practices differ significantly among SMEs, their efficacy is contingent upon contextual adaptation.

In summary, the story of talent management is that of continuous development, influenced by both theoretical frameworks and practical applications as well as strategic planning and implementation. From the findings, talent management is an art and science that requires innovative thinking, situational understanding, and strategic vision. Be it the busy corridors of MNCs or the cozy environs of SMEs, TM is that thread that ties all together and helps organizational narratives, and businesses survive and flourish in this changing world.

The growing tale, full of strategic importance by an organization, mixed in ambition, and other influencers toward and away from talent to more talent management. So complex, the story does seem even deeper when following with a context of sustainability - even for the complicated relationship involving the matter. The findings of Pocztowski and Pauli, 2021, point out the fact that even though resource constraints are quite common among SMEs, reactive strategies are indeed very flexible. While there is not much contribution to sustainability, in the short-term orientation of such strategies, still, the role of expectations and values of employees becomes the backbone for talent retention and development.

There is an emergent parallel storyline in the process of strategic renewal through multinational corporations. In this aspect, Jarvi and Khoreva (2019) provide an extended analysis revealing that TM is beyond previous practice and now serves as a change agent. In that regard, within the newly emerging world of corporate restructuring, TM acts as a linkage between past practice and the future. Their study serves as the quintessential example of how role identification and empowerment to work as change agents will form the nucleus of success in any organization. Letting creative talent bloom underscores an

intrinsic relationship between TM and innovation, implying organizations leveraging such an association are better placed to survive and prosper.

However, the debate related to TM remains vague as even scholars like Sharma and Rathore (2020) conduct research on its theoretical perspective. Is TM just an elaboration of HRM practices or do both exist independently? This debate illustrates the larger problem that an HR function faces while facing challenges in maintaining its existing status in the context of an environment where technology rapidly changes and workforce needs arise and change. Although the research pools together an extensive body of literature, it presents a compelling imperative for empirical investigation that will substantiate the transformative assertions linked to TM.

At the most fundamental level, SMEs face challenges that are unique in confronting the ongoing skills mismatch underlined by Hongal and Kinange (2020). This gap, as identified by the lack of congruence between the abilities of applicants for jobs and the demands of employers, further underlines the critical need for creative talent management strategies. SMEs, often considered to be the backbone of economies, especially in developing countries, must navigate these difficult times with the help of strategic acumen. Talent acquisition is no longer vacancy filling but rather a plot where organizational goals and an employee's potential come out in perfect harmony. The challenge to these researchers is bridging this gap through dynamic, engagement- and long-term alignment-based practices.

The vast framework of Talent Management (TM) has to, however, be sensitive to the nuances surrounding contextual adaptation, as the authors suggest in Gallardo, Thunnissen, and Scullion (2020). Their study emphasizes the incorporation of TM practices into the cultural, economic, and strategic settings of an organization. An absolute approach to TM is not only inefficient but can be dangerous. Rather than a one-size-fits-all approach, the study promotes a contextualized framework in which the distinct challenges and opportunities inherent to each organization inform its talent management strategy. This

view is particularly relevant as organizations face global issues such as digital transformation, workforce diversity, and the demands of sustainability.

Against this backdrop, talent engagement is critical as the pivot point. Talent management techniques that work lead to committed, satisfied, and fairly perceived employees—precious inputs that enhance organizational performance-better, according to Singh and Singh (2019). In competitive markets, retention, which is equal to recruitment, also remains another issue. At such junctures, these observations will serve as a source of insight for organizations that aim at keeping themselves abreast with their competition edge. They contend that engagement transcends being a simple buzzword; rather, it represents a quantifiable result of deliberate talent management initiatives that synchronize employee welfare with organizational goals.

The narrative remains insufficient if it does not consider the practical obstacles encountered by HR practitioners. Pauli and Pocztowski (2019) provide a detailed perspective on talent management (TM) in small and medium-sized enterprises (SMEs), illustrating the variety of methodologies and their reliance on contextual variables. Their results highlight the importance of a clear definition of TM objectives—specifically, whether the emphasis is placed on short-term operational effectiveness or on enduring strategic development. In the case of SMEs-very often, resources are quite stretched-the ability to identify and then implement more coherent TM practices tailored to their specific circumstances would be a game-changer.

As this conversation progresses, it becomes evident that TM is not only a management tool but also a story in itself-one which intertwines individual aspirations and the strategic aims of the organizations. Amidst the ever-growing unpredictability of the world, TM shines as an oasis of stability and innovation. By creating a context where talent thrives, organizations ensure a secure future but also move closer to a larger, global goal of sustainable development.

Critical Analysis based on Results of the Study

Among information technology (IT) professionals, this study seeks to identify and evaluate factors that influence the impact of talent management on organizational performance in Global Capability Centres (GCCs). It also aims to investigate the practices of talent management within GCCs and how they affect organizational performance, as well as to analyse the opportunities and challenges of managing IT talent in GCCs and provide recommendations for improving these practices. The demographic analysis of previous studies is evaluated first in the study. The demographic analysis revealed that when broken down by city, all three of the chosen cities—Bangalore, Hyderabad, and Pune—responded at the same rate. According to the results of the age distribution analysis, most of the respondents are younger than 25 years old. According to the results of the gender analysis, men made up the bulk of the study's respondents. When looking at the marital status of the previous studies, it was discovered that most of the participants were single. The survey revealed that the majority of respondents in the study were discovered to be graduates, analysing the educational qualification of the current research. The majority of respondents had an income between 35,000 -1,000,000 per month, according to the study's further examination of monthly income. The majority of respondents had 5-10 years of working experience in the IT field, according to the results of the monthly income analysis and the years of experience of the respondents. According to the study's analysis of respondents' number of years working in their present GCC, most of them have been there for 7-10 years. The study found that nuclear families are the most common type of family structure. The last part of the demographic analysis looked at the size of the respondent's family, namely the number of members. It was found that most of the respondents have two siblings.

Following this, the research examined the methods used by the GCCs to find talent within their own company. The study found that the most essential approaches for GCCs to identify talent are participation in decision-making and access to mentorship programs. The next step is to determine what aspects of talent management have an effect on the success

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of organizations in Global Capability Centres (GCCs) as they pertain to IT experts. Among IT professionals working in Global Capability Centres (GCCs), the study found that performance monitoring systems and training and professional development programs had the greatest influence on talent management's effect on organizational performance.

The research went on to say that when it came to talent management, the GCCs of the respondents were more likely to use training and development opportunities and long-term career goals as strategies. Next, the study examined how talent management practices affected the organizational performance of the respondents. It found that these practices had an effect on the total effectiveness and efficiency of the company, the quality of services provided, and the happiness of the customers.

The study also looked at the difficulties of managing IT talent in GCCs and found that some of the problems include workplace burnout, mental health problems, and shifting skill sets, as well as the competition for and attraction of elite talent. Additionally, the survey concluded that there are potential in managing IT people in GCCs, such as tapping into a global talent pool and taking advantage of new technology to improve one's skills. Finally, the recommendations for developing talent management practices within GCCs were reviewed and the following were stated: make leadership programs stand out, allocate resources to ongoing education, and create discrete routes for career advancement.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Implications of the study

Global Capability Centres (GCCs) and talent management in general, and the IT industry in particular, stand to benefit greatly from this study's conclusions.

1. Management of Strategic Talent in GCCs

The study lays down imperative strategic talent management as a critical role enhancing organizational performance in GCCs. Evidence that practices such as continuous training and aligning long-term career objectives with organizational goals affect customer satisfaction, service quality, and operational efficiency underscores the notion that talent management should be at the top of every GCC's mind. They need to integrate talent management more strongly with their strategic planning to attract, develop, and retain good quality IT professionals. These are extremely important for organizations to maintain a competitive edge in today's global market.

2. Developing Policies

Such a study brings evidence that GCCs ought to be aligned with the dynamic demands of IT employees through flexible work arrangements like telecommuting or flexible working hours and resource provision towards mental health and avoiding burnout. Insights from such a study can be in line with shaping a more HR-appropriate and organizational practice set that is aligned with expectations of the new workforce today, especially given the critical importance of work-life balance and well-being in the tech industry.

3. Financial Support for Education and Training

One of the important implications of the study is the continued investment in learning and development programs. GCCs have to invest significantly for equipping employees with updated skills as technology is in a state of flux. This also has direct implications in budget planning and human resources strategy, where organizations have to reassess their current approaches to professional development, upskilling, and reskilling.

4. Advancement in Leadership

The study underscores the need for the development of leadership programs in order to manage and retain talents. GCCs have to focus, not only on hiring and retaining skilled IT professionals but also, importantly, on developing leaders internally. It means a pool of talent pipelines and succession planning, signifying the need for a more structured approach toward leadership development in order to help organizations to be in better and prepared positions for future needs.

5. Making the Most of a Global Talent Pool

Implications from the study's outcomes regarding the opportunities provided by the global talent pool. The promises of globalization and remote work capabilities allow GCCs to do much more in appreciating the above. Recruitment across boundaries would unlock a more diverse and specialized pool of workers. That would most probably create an inclusive and diverse organizational culture, catalysing innovation and creativity.

6. Streamlining Operations and Enhancing Performance

The importance of this study in analysing the direct influence of talent management on organizational performance is immense because of its relevance to the key performance indicators required to measure success. It is crucial for GCCs to define the practice of talent management that includes the KPIs related to upskilling, engagement levels, and retention rates. These KPIs will allow GCCs to gauge the effectiveness of their strategies concerning talent management and make prudent decisions about resource reallocations that can produce better organizational benefits.

7. Tackling the Difficulties in IT Talent Management

The identified challenges in the changes, including new skills requirements, mental health concerns, and competition for top talent, show that GCCs need to adjust their talent management practices to be more agile and responsive. In this regard, talent management frameworks suggest a proactive approach toward anticipating skill shortages, managing well-being, and ensuring competitiveness in attracting high performers.

Key Performance Indicators of the Existing Study

In order to measure how well talent management strategies in GCCs affect organisational performance, this study will use key performance indicators (KPIs). KPIs for talent management will include training efficacy (For instance, employee training hours, skills improvement), employee retention (e.g., turnover rate, cost per hire), and recruitment efficiency (e.g., time to hire, cost per hire). Key performance indicators (KPIs) for an organisation's performance will measure effects like operational efficiency, innovation (what numbers of new solutions generated), and productivity (what percentage of projects completed). To further evaluate the impact of talent management on the organisation's IT success, the study track metrics like employee engagement and happiness, leadership effectiveness, overall business growth. With these key performance indicators in place, GCCs will be able to see the entire picture of how talent management affects their workforce and business results.

6.2 Recommendations of Future study

- Although this study was targeted at the IT sector, in future studies, differences in talent management practices would be investigated among various different industries that make use of GCCs-such as finance, healthcare, manufacturing-to

better understand the needed degree of customization of talent management strategies for the achievement of superior organizational performance.

- The study followed a cross-sectional approach that captures the snapshot of the influence of talent management on organizational performance. Future research work could extend longitudinal studies to observe practices of talent management over several years and their long-term effects on performance metrics and retaining a workforce for an organization.

- How emerging technologies, such as artificial intelligence, machine learning, and data analytics, can be infused into the talent management practice of GCCs, can be suggested as future research based on the rapidity of technologies. This would entail an examination of AI-driven recruitment, performance reviews, and customized employee development schemes to tell a more futuristic view of talent management under digital reality.

- Further research studies need to explore more about how these models mould talent management practices and performance of the organizations within GCCs. For example, some possible research areas are challenges and benefits associated with remote IT-talent management, how these work models affect the engagement and productivity of the employees, and what talent management strategy yields better performance for an organization within a hybrid workforce.

- Further studies would be required on cross-cultural factors linked to dispersed GCCs and how they are implemented through talent management practices. The global nature of GCCs means that knowledge of how cultural differences may influence leadership, employees' expectations, and organizational performance could provide important insights in building more inclusive and effective talent management strategies.

- As such, given the necessary importance of mental health and burnout in managing IT talent, future research may be directed toward how specific interventions-targeted toward improving employee well-being-through flexible work schedules, wellness programs, or other aspects of mental health support-affect organizational performance. This type of research would be very effective at determining the best practices by which stress among employees might be managed and thereby prevented from turning into burnout in such high-demand environments as are typical of IT-focused GCCs.

- In addition, it is possible that future research could be focused on the nexus of talent management and corporate sustainability initiatives within GCCs. And just as firms increasingly become committed to sustainability, there may be an urgent need for an in-depth investigation into how selected talent management practices will affect organizational performance-typically how the creation of a culture of sustainability, promoting green skills, or how to ensure that employees' goals are aligned with corporate CSR initiatives.

- Talent management practices in GCCs could be analysed based on their approach to diversity and inclusion, looking into how women are recruited, retained, and developed into roles in IT. In this regard, this could further broaden into looking at the effectiveness of programs such as mentorship, flexible work policies, and leadership training aimed at achieving gender balance in the sector.

- This study makes a broad analysis of the impact of talent management, and future studies might use granular, quantifiable measures to tell which specific outcome of individual talent management practices it is yielding, such as employee engagement programs, leadership development, or reskilling initiatives. This would be what enables an analysis of what those practices are with the highest ROI for organizational performance within GCCs.

- The study recommends upskilling, reskilling, cross-skilling, T-skilling, promotion of industry-relevant certifications, fostering cultural adoption, improving programs for leadership development, and engaging employees in order to drive talent development and enhance organizational performance in Global Capability Centres.

- The study draws a conclusion that GCCs must adopt a systemic and strategic approach to human capital management so that it could maintain a competitive advantage in the future.

- The study recommends the appropriation of New-Age technologies, such as Generative AI and talent adaptation toward the evolved industry shifts and market trends in order to ensure sustainable competitiveness and innovation in GCCs.

- According to findings from this study, strategy management of GCCs' global workforce should be put in place to balance scalability with agility properly, ensuring operational efficiency and adaptability while responding to new business environments.

- The GCCs are therefore recommended to espouse deep domain expertise, with the aim of developing specialized knowledge and encouraging innovation leading to better organizational performance and ultimately gaining a competitive edge.

- According to the study, the recruitment talent needs to be improved by accelerating the onboard process by using shadowing and mentoring approaches that can facilitate talent development and ensure employees have smooth induction into GCCs.

- The research recommends continuation of continuous, robust learning and development programs that focus on quick acquisition of technical skills and continuous professional growth to maintain talent inside GCCs agile and competitive.

- The findings from the research recommend the facilitation of the availability of education platforms, professional certifications, and tailor-made training programs strategically in tune with skill assessments and specific requirements to enhance productivity and maximize employees' contributions in GCCs.

- The research advocates for the development of a robust knowledge management system that grants personnel access to insights, established practices, and collective knowledge, thus negating the need to recreate solutions and promoting better operational efficiency in GCCs.

- Drive innovation through key talent by allowing these individuals to develop an area of expertise, encouraging skill specialization, diversity and inclusion (D&I), and working with the industry and partners to develop deep expertise that scales to GCCs.

- The research emphasizes the need to maintain a healthy pipeline of talent along with succession planning and to collaborate with educational institutions to facilitate augmentation of skills and ensure constant replenishment of GCCs with competencies.

- Invest in and adapt talent through automation, AI, and machine learning. That is how GCCs can metamorphose from being mere cost arbitrage centres to value creation centres. Support this transformation with effective planning on career progression for key talents to sustain their growth and innovation momentum.

- The research calls for the proactive implementation of a forward-looking talent management strategy within GCCs. Thus, the suggested strategy is important to nurture growth and innovation as required. It should then realize their full potential for sustainable success amid a competitive environment as well as achieve operational excellence.

- The study suggests international mobility programs to retain talent since it promotes career growth and development, making Global Capability Centres (GCCs) more attractive workplaces. Such programs will also have the effect of creating synchronicity of skills across borders, thus leading to an overall cohesive and skilled workforce.

- The study reaffirms insights from EY: 64 percent of the employees are going to want to remain with their tenures in GCCs if they receive considerable cross-border deployments; and 89 percent believe cross-border assignments will play a crucial role in sustaining business resilience in 2024. GCCs are, therefore, advised to focus on and expand cross-border mobility programs to augment talent retention and organizational resilience.

Such areas of research will help scholars and practitioners further understand talent management, particularly concerning the further improvement of its functioning in the context of GCCs toward betterment of organizational performance in a rapidly changing global environment.

6.3 Summary and Conclusion

The current research made an attempt to explore the impact of talent management on organisational performance in Global Capability Centres (GCCs) which is a study among information technology (IT) professionals. The study starts with introduction section which explains meaning of talent management which refers to "the strategic process organisations use to attract, develop, retain, and optimise the skills and talents of their employees." It entails a collection of interrelated procedures meant to spot talent, encourage development, and link individual output to organisational targets. The study further explains key aspects of talent management which are talent acquisition, development, performance management and succession planning and retention. Next, the role of talent management in organisational performance is analysed and stated that "Recruiting and Keeping the Best Employees, Boosting Efficiency in the Workplace, Raising Morale and Productivity in the

Workplace, Promoting Adaptability and Innovation, Strengthening Leadership Capacity and Organising for Succession Planning, Bringing Employee Outcomes in Line with Company Objectives, Promoting a Positive Work Environment and Strong Organisational Culture" are the ways in which talent management affects organisational performance. Further, Global Capability Centres in India explained which refers to "offshore or nearshore facilities established by multinational companies to centralise and streamline various business functions." Then current trends in GCCs in India explained. According to current trends, GCCs contribute significantly to India's economy, generating **$35-40 billion** in revenue. Further, purpose of research in the introduction section was studied. As per purpose of research, the study's overarching goal is to learn how Global Capability Centres (GCCs) deal with talent management and how it affects the organisational performance of their IT professionals. Efficient talent management is key to improve performance, fostering innovation, and retaining employees in GCCs, which are becoming strategic hubs for multinational firms. Productivity, employee engagement, and operational efficiency are some of the essential organisational outcomes that this study intends to investigate by analysing the effects of critical talent management techniques like recruitment, training and development, performance management, and retention strategies. This research aims to shed light on the potential and difficulties of talent management in the ever-changing GCCs environment by examining the viewpoints and experiences of IT professionals. The research will help shape talent management best practices, which in turn will help GCCs gain an edge in their IT- driven operations and boost organisational performance. Then research questions formulated. The research questions for the existing study include:

- To identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

- To explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance.

- To explore and analyse the challenges and opportunities with managing IT talent in GCCs.

- To provide recommendations for developing talent management practices within GCCs.

After introduction section, review of literature section explained and identify research gap. According to the research gap, A large knowledge vacuum exists, particularly among information technology professionals, about the specifics of Global Capability Centres (GCCs), now withstanding the expanding corpus of literature on talent management and its effects on organisational performance. Previous research has paid little attention to the unique dynamics within GCCs, instead focusing on the broad talent management strategies of MNCs. These hubs function in a unique setting that mixes the difficulties of coordinating teams spread across different locations and cultures with the cutthroat competition for top IT talent on a worldwide scale. In addition, although studies have looked at the connection between talent management and organisational performance, they haven't looked at the factors such as upskilling, reskilling, cross skilling, t skilling, industry relevant certification, cultural adoption, leadership development, and employee engagement in GCCs. Furthermore, there is a lack of evidence regarding the ways in which these talent management strategies have been modified to accommodate the dynamic nature of the information technology industry, which is characterised by perpetual technological advancements and skill gaps.

The effects of the increasingly common remote work models on GCCs talent management and performance have also received little attention in the current literature. There has been a lack of research into the potential benefits of remote work, global talent procurement, and the use of cutting-edge digital tools, especially as they pertain to the effects on GCCs organisations' efficiency, productivity, and staff retention rates. The purpose of this research is to address these knowledge gaps by exploring the effects of talent management strategies designed for GCCs and IT professionals on business outcomes, shedding light on the possibilities and threats faced by the industries."

Afterwards, research methodology section explained which stated that sample size of the existing study is 600 IT professionals. The sample chosen from cities, namely, Bangalore, Pune and Hyderabad. Purposive sampling technique used for the existing study. Responses obtained from Information Technology Professionals on structured questionnaire. Various statistical techniques used to apply SPSS software version 26 to obtain conclusive results.

In the next and last section results and discussion sections are explained. As per this section, the existing study aims to identify and assess factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals; to explore talent management practices employed within Global Capability Centres (GCCs) that influence organisational performance; to explore and analyse the challenges and opportunities with managing IT talent in GCCs and to provide recommendations for developing talent management practices within GCCs. The study first assesses the demographic analysis of the existing research. The findings of the demographic analysis stated that in city wise distribution, all the selected cities, namely, Bangalore, Hyderabad and Pune were equally responsive in the study. The analysis of the age wise distribution documented that majority of respondents having age below 25 years. The gender analysis stated that majority of respondents found to be male in the current study. While assessing marital status of the existing research it was found that majority of respondents in the study to be single. The study analysed the educational qualification of the current research and documented that majority of respondents in the study found to be graduate. Further analysis of monthly income of the study stated that majority of respondents having income in the range of 35,001 to 1,00,000. After monthly income analysis the findings of years of experience in IT industry of respondents stated that majority of respondents having 5-10 years of working experience. The study analysed number of years working in current GCC and documented that majority of respondents working 7-10 years in their current GCC. The study analysed type of family and documented that majority of respondents live in nuclear family. In the last section of demographic analysis size of the family or number of members in the respondent's family assessed and documented that majority of respondents have 2 members in their family.

After this study analysed how talent is identified by the GCCs in their organisation. The findings of study stated that engagement in decision-making and access to mentorship programs are the most important ways used for the identification of talent in GCCs. Then, the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals are assessed. The findings of the study stated that programs for training and professional growth and systems for monitoring performance are the most important factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals.

Further, the study analysed talent management practices in respondents' GCCs and stated that training and development possibilities and long-term career objectives are the talent management practices implemented by respondents' GCCs. Then, the study analysed the impact of talent management practices on respondents' organizational performance and stated that customer happiness and the quality of services and company's total effectiveness and efficiency are the impact of talent management practices on respondents' organizational performance.

In addition, the study analysed the challenges with managing IT talent in GCCs and stated that changing skill requirements, mental health issues and burnout in the workplace and competing for and attracting top talent are the challenges with managing IT talent in GCCs. Further, the study analysed the opportunities with managing IT talent in GCCs and stated that possibility of drawing from a comprehensive pool of talent worldwide and emerging technologies for upskilling are the opportunities with managing IT talent in GCCs. Lastly, the recommendations for developing talent management practices within GCCs analysed and stated that dedicate resources to ongoing education and create discrete routes for advancement in career and make leadership programs stand out are the recommendations for developing talent management practices within GCCs.

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APPENDIX A

SURVEY COVER LETTER

Dear Respondent,

I am conducting academic research on Impact of talent management on the performance of Global Capability Centres (GCCs), focusing specifically on IT professionals. Your experiences and perspectives as an employee at GCC organisations can provide valuable insights. You are invited to participate in this study by completing the attached survey.

The survey should take less than 10 minutes, and your participation is completely voluntary. Your responses will remain anonymous, and no individual respondent will be identified in any research report. The data is collected solely for academic research purposes as part of my university thesis project.

Please contact me at [email address] if you need any clarification or have additional thoughts to share beyond the survey. I appreciate your consideration of this request and thank you for the vital role you play by responding to this survey.

Best regards,

[Name]

[University details]

APPENDIX B

INTERVIEW QUESTIONS

Exploring the Impact of Talent Management on Organisational Performance in Global Capability Centres (GCCs): A Study among Information Technology (IT) Professionals

Dear Respondent,

I wish to introduce myself as a scholar pursuing research on "Exploring the Impact of Talent Management on Organisational Performance in Global Capability Centres (GCCs): A Study among Information Technology (IT) Professionals." In this context I request you to kindly spare sometime to answer this questionnaire. I look forward to your support and co-operation to enable me in the successful completion of my research. The information provided will be strictly applied to academic purpose only.

About GCCs: GCC stands for Global Capability Centres, which are offshore units of multinational corporations that provide support services to their parent organizations. GCCs are also known as Global In-House Centres (GICs) or captives. GCCs provide a range of services, including IT, finance, human resources, analytics, accounting, financial reporting, budgeting, forecasting, tax compliance, and treasury management. GCCs can help organizations improve resilience, meet customer expectations, and develop an agile architecture. They can also help organizations access global talent, resources, and expertise.

Part-I

Demographic profile

Name of Respondent: _____

City: _____

Q 1. Age

        A) Below 25   B) 25 to 35 years

        C) 36 to 45 years   D) Above 45 years

Q2. Gender

        A) Male   B) Female

Q3. Marital Status

        A) Single   B) Married

        C) Divorced   D) Widowed

Q 4. Educational Qualification

        A) Below Graduate   B) Graduate

        C) Post Graduate   D) Above Postgraduate

Q 5. Monthly Income (in Rs.)

        A) Below 35,000   B) 35,001 to 1,00,000

        C) 1,00,001 to 1,50,000   D) Above 1,50,000

Q 6. Years of experience in IT

        A) Less than 5 years   B) 5 to 10 years

        C) 10 to 20 years   D) More than 20 years

Q7. Number of Years Working in Current GCC

        A) Less than 1 year   B) 1–3 years

C) 4-6 years   D)7–10 years

E) More than 10 years

Q 8. Type of Family

A) Nuclear Family   B) Joint Family

Q9. Size (no. of persons in your family)

A) 2   B) 3 to 6

C) 6 to 9   D) More than 9

Part-II

Q10: How your GCCs identify talent in the organisation? (Mark ✓)
- Employee Development and Learning
- Opportunities for Upskilling
- Access to Mentorship Programs
- On-the-Job Training Effectiveness
- Organizational Culture Supporting Talent
- Collaborative Work Environment
- Performance based promotion opportunities
- Flexibility in Work Arrangements
- Competitive Compensation
- Clear career progression paths
- Link Between Performance and Compensation
- Satisfaction with Career Progression
- Engagement in Decision-Making

Q11. What are the factors that impact talent management on organisational performance in Global Capability Centres (GCCs) among information technology (IT) professionals? (Mark ✓)

- Selection and Recruitment Procedures
- Programs for Training and Professional Growth
- Systems for Monitoring Performance

- Participation and Contentment among Employees

- Advancement of Leadership and Preparation for Succession

- Monetary Benefits and Compensation

- Advancement Possibilities

- Strategies for Retaining Employees

- Cross-functional collaboration and opportunities

- Efficacious Wellness and Work-Life Balance Initiatives

- Adjustment to New Technologies and Improvement of Digital Abilities

- The Practices of Diversity and Inclusion

- Aligning Organizational Culture with Talent

- Employee feedback and suggestion systems

Q12. Please indicate the extent to which you agree with the following statements about talent management practices in your GCCs?

SD – Strongly Disagree

D - Disagree

N – Neutral

A – Agree

SA – Strongly Agree

No.	Statements	SD	D	N	A	SA
1.	Attracting qualified IT experts is a breeze for my company's recruiting process.					
2.	The training and development possibilities offered by my employer are more than enough to help me hone my craft.					
3.	My long-term career objectives are congruent with the possibilities for advancement at my current workplace.					
4.	The performance management system at my company provides an honest assessment of my work and its impact.					

5.	Employees are highly motivated by my company's recognition and reward programs.					
6.	My manager provides me with frequent, helpful criticism, and I use it to improve my skills.					
7.	Reduced employee turnover is a direct result of my company's retention strategies.					
8.	Through our leadership and mentoring initiatives, we help IT professionals advance in their careers.					
9.	In response to the ever-changing nature of technology, my company offers ongoing training sessions.					
10.	My company's hiring practices guarantee a varied staff with a wide array of expertise.					
11.	All employees have full access to and transparency into my company's talent management operations.					
12.	A well-defined strategy for identifying and developing future leaders is in place at my company.					
13.	At my company, talent management is a tool for coordinating workers' objectives with the company's long-term plan.					
14.	In order to keep our best employees, my company promotes a work-life balance.					
15.	The frequent performance reviews at my workplace have helped me grow professionally.					
16.	The mentoring programs in my organization are effective in helping employees grow in their careers.					
17.	Obtaining new certificates and skills is something that my organization wholeheartedly encourages because we appreciate constant learning.					
18.	It seems to me that tenure and favouritism are not factors in my company's promotion policies; rather, success speaks for itself.					
19.	A variety of career paths are available at my company to meet the needs of employees with varying interests and goals in the workplace.					
20.	My company's leadership development programs are open to all employees and help shape the leaders of tomorrow.					
21.	There are plenty of chances to work on cross-functional projects in my company, which is great for gaining experience in other areas.					
22.	My company's talent management techniques are very responsive to shifts in the marketplace and developments in technology.					

No.		SD	D	N	A	SA
23.	New hires at my company go through a comprehensive onboarding process that aids in their transition into the company culture.					
24.	When employees' skill sets are lacking, my company finds out about it and helps them fill them up.					
25.	By rewarding initiative and experimenting, my company promotes a culture of innovation.					
26.	My company's methods of talent management are in line with the IT industry's best practices worldwide.					
27.	I am completely aware of how work-from-home or hybrid work policies impact talent management practices in my organisation					

Q13. Please indicate the extent to which you agree with the following statements regarding the impact of talent management practices on your organization's performance.

SD – Strongly Disagree

D - Disagree

N – Neutral

A – Agree

SA – Strongly Agree

No.	Statements	SD	D	N	A	SA
1.	Increased output from staff is a direct result of our talent management strategies.					
2.	The talent management tactics implemented by my company have a positive effect on the level of innovation and originality displayed by our IT staff.					
3.	Employee engagement and happiness have both increased as a result of my company's talent management strategy.					
4.	Customer happiness and the quality of our services are both improved by the talent management strategies implemented by my company.					
5.	The team's performance has been enhanced because of the retention of top-performing IT experts, which is a result of effective talent management methods.					
6.	My company's total effectiveness and efficiency are both boosted by our talent management techniques.					

7.	My company has an edge in the IT market because of its emphasis on talent management.					
8.	My company's training and development programs are examples of talent management practices that have increased employees' output.					
9.	Leadership training and mentorship are two examples of my company's talent management initiatives that encourage IT professionals to think beyond the box.					
10.	Employees are more invested in their work and happier in their jobs as a result of talent management practices like career development and recognition programs.					
11.	Our company's client happiness and service quality have both increased thanks to our talent management efforts.					
12.	The talent management approaches implemented by my organisation, including initiatives for retention and rewards, have been successful in retaining top-performing IT professionals.					
13.	The team's overall performance has been enhanced thanks to talent management measures like team-building exercises and chances for cross-functional collaboration.					
14.	Enhanced operational efficiency and effectiveness have been a result of talent management methods used by my organization.					
15.	Successful talent management has increased my company's profitability and enhanced its financial performance.					
16.	Staff dedication and loyalty have increased as a result of effective talent management practices like flexible work schedules and possibilities for advancement.					
17.	Staff attrition and turnover have been significantly decreased because to my company's talent management initiatives.					
18.	Knowledge transfer and staff upskilling have been greatly enhanced by talent management initiatives at my organization. These initiatives include mentorship programs and job rotations.					
19.	Employees have been able to adjust better to organizational changes and technological advances thanks to talent management practices in my company.					
20.	My company's ability to stay in business and have seamless leadership transitions is a direct result of our					

	comprehensive succession planning and leadership development programs.					
21.	A competitive advantage in the IT business is achieved by my organization through the talent management techniques that are in place.					
22.	My organisation provides extensive training on how to use AI or other emerging technologies in talent management processes.					

Q14. What are the challenges with managing IT talent in GCCs? (Mark ✓)

- Skill Retention and High Employee Attrition
- Keeping up with rapidly changing skill requirements
- Technological Developments and the Skills Gap
- Disparities along cultural and geographical lines
- Mental Health Issues and Burnout in the Workplace
- Competing for and Attracting Top Talent
- Shifting Expectations in the Workforce
- Managing a multi-generational workforce
- Overseeing Blended and Remote Teams

Q15. What are the opportunities with managing IT talent in GCCs? (Mark ✓)

- Possibility of Drawing from a Comprehensive Pool of Talent Worldwide
- Leveraging Emerging Technologies for Upskilling
- Creating a Workforce Fit for the Future
- Advancements in Diversity and Inclusion Programs
- Embracing the Future of Remote Work
- Promoting an Environment of Creativity
- Data-Driven Talent Management: A Practical Approach
- Building Future Leaders
- Implementing AI-driven talent management solutions
- Creating personalised learning and development paths

Q16. What are the recommendations for developing talent management practices within GCCs? (Mark ✓)

- Develop Thorough Plans for Hiring
- Dedicate Resources to Ongoing Education
- Establish Reliable Methods for Monitoring Employee Performance
- Promote Health and Engagement among Employees
- Create Discrete Routes for Advancement in Career
- Make Your Leadership Programs Stand Out
- Advocate for Programs to Foster Diversity and Inclusion
- Make Use of Talent Management Practices Informed by Data
- Motivate People to Work Together and Share What They Know
- Track and Modify Methods for Talent Management
- Implement flexible work arrangements
- Develop strategies for managing a multi-generational workforce