A Descriptive study of Talent Management Practices followed by Wipro Ltd

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ABSTRACT

Purpose: *Talent management comprises of HR procedures used to recruit, train, inspire, and keep high-performing personnel is known as talent management. The challenge of managing talent is crucial and extremely hard. Acquisition of the right talent strengthens organisational strategy. For an organisation, the biggest difficulty is no longer just recruiting outstanding employees, but also keeping them. However, Wipro's HR Talent Management is a cloud-based tool that helps HR teams find, develop, and keep people. It is built on the dependable and highly scalable ServiceNow platform. The goal of this paper is to find out the talent management strategies followed at Wipro Ltd.*

Methodology: *The paper uses secondary sources of information, such as books, journals, articles, newspapers, and websites.*

Findings: *According to the findings the company's recruitment strategy demonstrates that it rigorously adheres to the adage "right man for the right job," and utilize both compensation and non-compensation strategies, and offer merit-based raises. Additionally, restricted stock units provide equity-based pay for middle and senior management.*

Originality/Value: *Based on the secondary data available, this work makes an attempt to investigate the talent management practices followed at Wipro Ltd.*

Paper Type: *Case Study*

Keywords: Talent Management, Recruit, Cloud based, Performance Management, SWOT analysis, Learning and development.

1. INTRODUCTION :

Talent management comprises of HR procedures used to recruit, train, inspire, and keep high-performing personnel is known as talent management. This procedure, when deliberately put into place, can help the company perform better overall and maintain its competitiveness. In the corporate world, talent management has become a buzzword for retaining critical employees. Talent management is defined as the implementation of integrated strategies or systems designed to increase workplace productivity. Talent management is an all-encompassing strategy for acquiring, developing, motivating, and retaining top talent. This entails identifying and developing the proper talent as well as providing them with the resources they require to flourish and prosper. Talent management, in the end, drives performance, allowing your company to achieve its mission and objectives [1]. The challenge of managing talent is crucial and extremely hard. Acquisition of the right talent strengthens organisational strategy. The current state of the world economy has seen a rise in job seekers overall, but there is still a talent shortage in certain industries and nations, which has led to an expansion of the "Talent Mismatch" problem. The corporate world of today demands multitaskers, making it increasingly challenging to find talented individuals. Finding the "correct" individual for a given job is therefore getting harder. For an organisation, the biggest difficulty is no longer just recruiting outstanding employees, but also keeping them [2]. However, Wipro's HR Talent Management is a cloud-based tool that helps HR teams find, develop, and keep people. It is built on the dependable and highly scalable ServiceNow platform [3].

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2. REVIEW OF LITERATURE :

In order to achieve company goals, talent management strategically deploys HR resources, focusing on attracting, retaining, and advancing the best workers in a given sector [4]. Many studies have established the value of talent management practices in the workplace.

The following table No. 1 includes several academic papers on talent management practices in the IT sector, elements in talent management, leadership styles, employee development, employee retention, Innovativeness and competency through talent management, along with focus area, input, and references. The literature that is currently accessible for works published between 2001 and 2022 is compiled using Google Scholar.

Table 1: Related publication on Talent Management Practises by different authors.

S. No	Area	Contribution	References
1.	Talent growth	Companies that depend on talent should be able to develop enough successful managers internally to satisfy aggressive growth goals. How is demonstrated by the dynamic-resource view methodology. This strategy has been particularly effective for firms that depend on talent, such as those in the financial services, high technology, healthcare, government, pharmaceutical, and professional services industries. In this essay, we examine how the DRV transformed one specific financial services company. Talent management rules were an afterthought to its strategy prior to using these strategies. They later developed into the main component of that plan.	Doman, A., et al. (2000). [5]
2.	Talent management and retention	The management of human resources in the tourism industry is significantly impacted by globalisation. The dynamics behind globalisation have had a range of effects on human resource management. The response of the private sector, governments, and labour unions is used in the study as proof of this. The study also demonstrates how responses to globalisation vary across the tourism industry, from multinational corporations where international personnel policies are required to small businesses where the effects of globalisation call for a policy response from both domestic and foreign organisations.	Lionel Becherel, et al. (2002). [6]
3.	Role of talent management	The era of transactional HR is long gone. The strategic requirements of the HR department are receiving more attention as a result of the expectations to manage talent efficiently. This calls for a change in perspective and more involvement from the executive level. The key to enhancing business success is translating corporate objectives into workforce requirements, connecting people to profit, and efficiently managing talent. Businesses that have mastered these tasks have won HR a seat at the executive table and are reaping the benefits in the form of better results.	Farley, C. (2005). [7]
4.	Talent culture	The article examines talent spotting, talent growth, and creating a talent culture. It offers opportunities throughout the text for readers to consider their own talent development practises and offers real-world examples from current academies. The study	Davies, B., et al. (2010). [8]

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		demonstrates the importance of building leadership skills for the academy movement's long-term survival.	
5.	Talent Management	Different organisational viewpoints on talent exist today; there is no uniform, global meaning of "talent" in any one language. Today's definitions of talent frequently depend heavily on the type of job being done and are unique to each organisation. It's crucial to have a common organisational language for talent. The term "managing individuals with special knowledge and abilities" has been heavily influenced by management consultants.	Tansely. C. (2011). [9]
6.	Talent Management decision making	The writers begin by reviewing discussions surrounding talent management decision-making. Second, they look at some of the most important variables presently affecting talent management choices. Thirdly, they look to pinpoint some potential research areas that can help guide future people management choices.	Vaiman, V, et al. (2012). [10]
7.	Talent management practices in the IT sector	The findings revealed that, with the exception of training and development, talent management factors significantly and positively predicted employee engagement through psychological empowerment. Our model's predictive power increased as a result of the Partial Least Squares-Predict.	Akter, H., et al. (2022). [11]
8.	Innovativeness and competency through talent management	In order to improve the contribution of talent management practices or to contribute to organisational results, the talent management procedures must be continuously audited and assessed. A fully integrated computerised talent management system that would serve as the company's comprehensive inventory management system of expertise, skills, and talents and that supports talent management planning and decision-making is urgently required.	Chaturvedi, S., et al. (2022). [12]
9.	Employee retention	The purpose of the study was to look into how talent management techniques affect employee retention. According to research, workers prefer to remain with a company that gives them the chance to advance professionally. Compensation packages have also proved to be quite effective at luring and keeping workers.	Kumar, S. (2022). [13]
10.	Elements in talent management.	In a market where there is a talent shortage and fierce competition, talent management is the secret to success. This study aims to investigate different talent management elements linked to employee retention. Seven antecedent variables were found, and the researcher also looked at how they related to employee retention. This study was specifically undertaken for technical workers in Uttarakhand's industrial industry. 384 samples were gathered, and Smart-PLS software was used to evaluate them. All significant industrial clusters were taken into account when compiling the	Panday, P., et al. (2022). [14]

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		data. According to the report, talent management and employee retention have a big association.	
11.	Talent Management strategies	The goal of this study was to determine how HRM affects how well talent management functions inside a business. In order to gather data for this purpose, Apple Inc. was chosen, and 25 randomly chosen Apple employees were given a survey form. Based on their comments, it was discovered that Apple's HR department oversees the efficiency of the company's various talent management strategies. It was discovered that in a company like Apple Inc., the HRM division is in charge of creating, putting into practice, and maintaining talent management strategies. Apple's efficient talent management strategy is only possible because of its HRM department.	Ramaswamy, et al. (2022). [15]
12.	Employee development	The goal of the study is to determine how employee development, talent management, and knowledge management affect employee performance. 225 people who work in the vicinity of Jakarta in the field of information technology make up the research sample. employing the structural equation model for data analysis. The study demonstrated that both knowledge management and talent management have an effect on employee performance. It was also demonstrated that the employee development variable can mediate between knowledge management and employee performance but not between talent management and employee performance. Companies should enhance talent management through training and development programs that will improve employee performance, as well as knowledge management, such as giving firm online facilities as a location where employees may share their knowledge.	Mantow, H. A. D., et al. (2022). [16]

2.1 Research Gap:

The only way to avoid extinction in our world and remain important in the ecosystem are improvements and upgrades. Businesses need to prepare internally as well as externally in order to meet the shifting demands of the market. The human resource must be given top priority when marshalling resources for organisations to be able to do this. A lot of preparation and execution goes into managing a company's talent, but a sizable portion of it ends in failure owing to a dearth of research, analysis, and forecasting. Therefore, this paper makes an attempt to study the talent management practices followed at Wipro Ltd.

2.2 Research Agenda:

The study focuses on Wipro Ltd.'s talent management strategies. This essay examines talent management as a concept, talent management process, strategies adopted to manage the attrition, strengths, limitations, opportunities, problems, and talent management strategies adopted at Wipro Ltd.

3. OBJECTIVES OF THE STUDY :

1. To understand the concept of talent management at Wipro Ltd.
2. To examine the various dimensions of talent management.
3. To conduct SWOT analysis of Wipro Ltd.

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4. METHODOLOGY :

This case study was done with the aid of secondary sources, including journals in Google Scholar, conference materials, annual reports, company websites, online publications, employee testimonials posted on social media, and SWOT analysis.

5. CONCEPTUAL FRAMEWORK :

In the corporate world, talent management is being recognised more and more as a crucial success component. The term "The War for Talent" was first used to describe the issue in the late 1990s by a group of McKinsey consultants. Differentiated performance is the usual focal point of talent management. This distinction concerned the performance of particular employees, according to the McKinsey consultants. This strategy's main goal is to "topgrade," or fill all positions within the business with "A performers," and it stresses managing "C players," or persistently subpar performance, outside of the company (Michaels, Handfield-Jones and Axelrod, 2001) [17].

The definition of talent management is the meticulously planned, strategic process of bringing on the right personnel and assisting them in reaching their full potential while keeping organisational objectives in mind [18]. Thus, the process entails identifying talent gaps and open positions, locating and onboarding qualified candidates, growing them within the system and developing necessary skills, training for expertise with a future-focused approach, and successfully engaging, retaining, and motivating them to achieve long-term business goals [19].

5.1 Talent Management Process:

Fig. 1: Talent Management Process

Source: Author

- Planning: The first step in the talent management process is planning. It includes the determining the need for human capital, writing the job description and defining the essential roles and putting up a workforce plan for hiring.
- Attracting: Choosing whether to use an internal or external source for hiring and looking for qualified candidates to fill open positions through Social media sites like Twitter and LinkedIn and Referrals.
- Selecting: Choosing the personnel after recruiting them. Selection starts from scheduling interviews and written exams and ends by examining the ideal applicant for the position.
- Developing: The employee is being groomed at this level for the organisation and the profile. The procedure starts from implementing an orientation program or onboarding program and then

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improving the staff's abilities, skills, and expertise to match the profile and the last to be to counsel, direct, coach, educate, mentor the employees.

- Retaining: Maintaining current employees is crucial to the existence and sustainability of any organisation. The methods for keeping employees are providing increments and promotions, presenting chances for development through entrusting specific projects, decision-making with participation, giving new job skills a lesson and recognising the contribution and work of the individual [20].

- Transitioning: The goal of talent management is to completely alter the workforce in order to realise the organisational vision. It can be accomplished by Employee retirement benefits, carrying out exit interviews and Internal promotions or succession planning.

6. TALENT MANAGEMENT PRACTICES AT WIPRO LTD :

The "Spirit of Wipro," which stands for the guiding principles that inform the organization's policies and procedures, is the source of Wipro's corporate governance concept. Despite the many changes our company has undergone throughout the years, the Wipro Spirit and its core values have never changed. In early 2020, our Chairman also unveiled the Five Habits, which represent our ideals in action and are necessary to develop a growth mindset. The principles embodied in the "Spirit of Wipro" and "Five Habits" are:

6.1 Spirit of Wipro:
These principles are foundations. They both make and define us. Our values give our character and goals energy.
- Be passionate about client's success
- Treat each person with respect
- Be global and responsive
- Unyielding integrity in everything we do.

6.2 Five Habits:
We observe five habits at work when our actions and modes of operation consistently reflect our ideals.
- Being Respectful
- Being Responsive
- Always Communicating
- Demonstrating Stewardship
- Building Trust [21]

6.3 Talent Acquisition at Wipro Ltd:
Organizations may automate matching and screening procedures with the help of Wipro solutions in a short amount of time and on a tight budget. To satisfy organisational needs, Wipro assists in resource operation optimization and resource demand and supply management. Wipro services have improved HR operations by minimising manual labour and resulting in well-organized administration of valuable staff [22].

A company is only as good as its employees, so great care is taken to attract exceptional talent at Wipro. This recruitment strategy serves as the driving force for the hiring of diverse talent across the firm, from senior leadership positions to experienced lateral hires and global early talent programs [23]. The pandemic has taught how to operate remotely, which has helped to boost hiring and create a positive applicant experience. The drive toward digitalization, which began in late 2020, has made it possible to onboard employees more quickly and efficiently while also making better hiring decisions. By utilising careers website, social media, employee referral programs, advertisements, job boards, placement consultants, and walk-ins, as a multi-channel strategy to recruiting. Regular review of re-hiring policies are done with the specific goal of presenting compelling and equitable propositions to re-hire top talent [24]. Structured approach is followed to pay and band fitment, taking into account the experience at Wipro, past performance, and experience gained outside Wipro. All of this is done while keeping an equal number of retained and rehired workers. Current employees are also given

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access to fresh positions in order to support employee growth inside the organisation. Thus we create a world of opportunity through internal mobility and redeployment and keep finest employees.

6.4 Performance and Talent Management:

The talent management methods encourage outstanding performance throughout the organisation in line with strategic aims. Setting aspirational corporate goals and guiding their employees to achieve them are critical responsibilities of leaders. They exhibit a strong level of accountability for the results for both themselves and their teams. The talent separation is precise and results-based. Clear grading definitions that demand high performance make it possible to differentiate performance. Rewards and performance outcomes are closely correlated. Growth in a career is dependent on consistently good performance. Values and performance, must coexist. The program to change culture is called The Five Habits.

These behaviors—Being Respectful, Being Responsive, Always Communicating, Demonstrating Stewardship, and Building Trust—represent how we experience Wipro on a daily basis and are examples of how our principles are lived out.

The feedback of teams, peers, internal customers, managers, and external customers is gathered annually through a 360-degree feedback survey for individuals in mid- and senior-level roles. Planning for succession takes place every two years at Wipro. Talent is categorised according to performance and potential; successors are found for key positions; and development initiatives are outlined [25]. Senior leadership receives executive coaching to support their overall growth. The procedure aids in locating top talent across the company, with a clear emphasis on gender-diverse talent that we can engage and develop for upcoming leadership positions. The goal is to build a strong, adaptable, and leadership pipeline that delivers better company results.

A key component of our employee value package is career development. Wipro Ltd has enhanced promotion and rotation procedures so that more staff members can fill internal positions and advance in their careers.

6.5 Learning and development:

The function of learning and development has strategically positioned itself to support Wipro's vision of a fearless and resilient company that places a priority on investments that make learning relevant and accessible to everybody. To meet a variety of learning demands, Wipro Ltd has developed a large portfolio of products including Virtual Instructor-Led Trainings (VILTs), self-paced modules, virtual learning journeys, social learning, gamified interventions, and e-summits. More than 185,000 employees now have access to basic, moderate, and advanced digital capabilities. Additionally, six e-learning modules - Courses on work etiquette, preparedness for work from home (WFH), coping with stress in emergency situations and remaining optimistic empathy in tough circumstances, crisis management, and times.

6.6 Retention Strategies adopted by Wipro Ltd:

Wipro has stated that it will start giving its employees quarterly promotions in July and compensation increases in August. When compared to its competitors TCS and HCL Tech, Wipro has made one of the most hirings in the quarter ending June 30, 2022 (Q1FY23) [26].

7. SWOT ANALYSIS OF WIPRO LTD :

SWOT analysis is a technique for identifying a company's competitive advantage and formulating business plans [27]. The SWOC study also provides data that aids in matching organisational internal resources with competitive skills. An organization's internal capacity in terms of its viability, sustainability, and profitability in carrying out its business model into the future can be analysed using the SWOC analysis framework by new scholars. The SWOC matrix includes a list of organisational infrastructure, technology usage, human resources, marketing capacity, financial position, information utilisation in decision making, competency, and the ability to anticipate the future as well as strengths, weaknesses, opportunities, and difficulties. Internal analyses of both individuals and organisations can employ the SWOC analysis framework [28]. Analysis of an organization's internal capabilities and potential for the future is the goal. Identification of an organization's strengths, weaknesses, opportunities, and threats is the basis of the SWOT analysis [29]. It stands for strengths, weaknesses,

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opportunities, and threats. Prospects for the present and the future, as well as internal and external forces, are all taken into account [30]. A SWOT analysis uses real, evidence-based data to evaluate the strengths and weaknesses of a firm, an entrepreneurial spirit, or an industry [31]. The company must maintain the analyses' accuracy by eliminating nuances and preconceptions and concentrating on actual events. Businesses ought to approach it as a suggestion rather than a prognosis.

7.1 Strengths:

a) One of India's most adaptable IT companies, Wipro Ltd. began with a focus on the hardware market before swiftly spotting an opportunity in the software industry and capitalising on the advantage. Thus, by adopting a (conglomerate) diversification strategy, it has worked to develop into a provider of full IT solutions [32].

b) With reference designs and reusable blueprints, Wipro is able to commercialise its operational experience. It is renowned for having vertical specialties in manufacturing, retail, and banking & insurance that are open to embracing new technologies [33].

c) Having a skilled workforce is important for client happiness, delivery capabilities, and a variety of service lines.

d) Willingness to go above and beyond.

e) Ability to continuously lower service costs is a low cost advantage (Wipro Ltd et al., 2009).

f) Zero promoter pledge from the company.

g) Improvement in Annual Net Profits over the Past Two Years.

h) Growth in Net Profit with Increasing Profit Margin.

i) Effective Asset Management to Produce Profits.

j) ROA has improved over the past two years.

7.2 Weakness:

a) It makes sense to have a more business-focused play, but it can be challenging for the company to stand apart in a relatively crowded field. With Wipro's new strategy, its development into new geo- or business-related regions might not yield quick results.

b) Operating margins of other groups of companies are low.

c) The investor has relatively little access to free floating stock.

7.3 Opportunities:

a) Wipro is able to broaden its geographic reach and sharpen its emphasis on vertical possibilities like those in the public sector thanks to deeper partnerships with technology.

b) Global market size: Since the corporation has joined the market, this is now its biggest opportunity.

c) Can broaden their range of brand-name goods and consultancy services.

d) The domestic market has enormous potential (Wipro ltd et al., 2009).

7.4 Threats:

a) Although companies are willing to execute transformation pilot initiatives, it is still difficult to enlist varied stakeholders from within the firm. Although Wipro is not alone, it faces difficulties navigating the particular challenges of enterprise selling.

b) Indian businesses compete in the home market.

c) Massive companies' presence in the global market.

d) US economy slowing down because a large portion of its customers are American.

e) Attrition and employee loyalty.

f) Rising human capital costs [34].

8. FINDINGS :

a) Utilize both compensation and non-compensation strategies, and offer merit-based raises. Additionally, restricted stock units provide equity-based pay for middle and senior management (RSUs) [35].

b) Employees participate in the decision-making process, there is an onboarding program for new hires, continuous engagement is driven at the organisational, unit/team, and individual levels, and there are Wipro meetings, all hands meetings, round table discussions, and function meetings.

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Employee perception surveys, EPS pulse, and employee advocacy groups are examples of formal feedback channels. programs for beginning employees, Enhance Competencies and Skills Through Accelerated Learning (UPSCALE), Awards such as Winner's Circle, points-based recognition, and customised business unit awards and recognition are given [36].

c) The company's recruitment strategy demonstrates that it rigorously adheres to the adage "right man for the right job," since most employees concur that they were assigned to positions in accordance with their qualifications. This demonstrates the link between education and employment opportunities [37].

d) By establishing a transparent and highly effective performance monitoring and management system at Wipro Ltd, the program enables businesses to continuously improve organisational performance.

9. SUGGESTIONS :

a) Redesigning the recognition portal and launch a digital learning platform.
b) Enterprise-wide change drive through IT system upgrades aims to improve employee experience.
c) There is always room for improvement, therefore the HR Department can be more useful to make the recruitment process more successful and efficient [38].
d) Company must provide platforms that foster a climate of continuing, continuous learning with fresh opportunities to learn, grow, and contribute to the business because employees want to keep learning.
e) Talent practices need to be reimagined and transformed into an ecosystem that aids in the quick deployment and development of talent [39].

10. CONCLUSIONS :

The most important HR challenge to satisfy the demands of the business in the future is talent management. For every organisation to survive and expand sustainably, it is essential. In the current corporate environment of intense competition, ignoring talent management is suicide for the corporation. The researcher found that while both small and large organisations use the same procedure for managing talent, including recruitment, training, and retention, their methods and practices vary [40]. The practises are influenced by demography, particularly the organization's size. The ability to properly recruit, evaluate, train, and retain outstanding individuals is one of the biggest problems that organisations face in the current talent-hungry environment [41]. The sole resource that sets any organisation apart from others is its human resources. In addition to giving one a competitive edge, it promotes sustainable growth. For HR managers today, finding the appropriate talent and keeping them in a company is the biggest issue. Consequently, managing talent is a significant and challenging duty for managers. Employee engagement and employer branding can be utilised strategically to manage and retain employees. The "War of Talents" has been won by talent. As a result, in the war of talents, talent management should be viewed as a strategic weapon [42].

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