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A Study on Talent Management Practices for Middle Performers in ITES Organizations

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ABSTRACT

Talent Management has become strategically important for businesses in today's dynamic competitive environment. The growth of the ITES-BPO industry in India is attributed to the skills and competencies of people resources and low infrastructure costs, however the increasing competition demands differentiating performances across all levels of employees. The present study takes an exploratory approach and aims to understand the current talent management practices in Indian ITES-BPO firms. 32 HR professionals from six BPO companies were interviewed to understand how talent is defined and the focus and nature of investments related to development of employees. The results show that TM (development) is concentrated primarily on top and bottom performers, and the reasons of ignorance of middle performers is attributed to low motivation levels related to growth. In the second stage, the comparative assessment was conducted between the top performers (N=45) and bottom performers (N=60) on the satisfaction with the development experience and perception of TM (inclusive and exclusive). The results show difference in satisfaction levels between the two groups, however no difference in the perception was observed. As, the study intends to expand the sample size in future for the higher confidence in generalization, however this initial findings could be useful for the HR professionals to consider the inclusion of middle performers while designing the talent management strategy in future.