

# WORKFORCE DYNAMICS AND TALENT UTILIZATION IN OUTSOURCING MODELS FOR ITES COMPANIES IN NAVI MUMBAI

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## ABSTRACT:

Information Technology Enabled Services industry relies on the outsourcing frameworks in which the workforce coordination and the talent exploitation must be undertaken to keep the productivity and organizational efficiency on par. Nonetheless, current workforce arrangements are usually faced with problems like lack of clarity of roles, poor utilization of skills of workers as well as disparities in workforce experiences within client settings. These restraints limit the ability of career development and efficiency of operations. This research is aimed at reviewing the dynamics of the workforce and talent usage and analyzing its influence on the issue of career development and outsourcing in ITES employees. It adopts quantitative and hypothesis-driven study design applying structured questionnaire on 200 employees of ITES. The tool was used to measure the workforce coordination, talent utilization, career development, outsourcing problems, and type of clients on a Likert scale. The given analytical method incorporates the descriptive statistics, Cronbach alpha reliability test, Pearson correlation, and regression analysis to illustrate the association and prediction impacts among variables. The results show that good coordination of workforce enhances the utilization of talent and career development. There are also differences in the type of clients which affect outsourcing issues. The framework is valuable in that it helps ITES organizations and human resource managers to offer evidence based insights on better integrating the workforce, to better harness the talent possessed, and to better develop the employees and improve organizational performance.

**KEYWORDS:** Workforce Dynamics, Talent Utilization, Outsourcing Models, ITES Companies, Client-Specific Practices

## INTRODUCTION

The Information Technology Enabled Services (ITES) industry is one of the most transformational industries of the contemporary Indian economy, as it creates a huge economic impact on the GDP, foreign exchange, and mass employment. In the world, India is usually considered as a favorite outsourcing destination due to its pool of skilled workers, low cost competitiveness and innovative technology [1]. In this broader national setting, Navi Mumbai has become a prime ITES center, because of the unusual geographical and infrastructural opportunities. Being a designed satellite city that is situated near Mumbai, it is more affordable, in terms of commercial real estate, access to an efficient transport system and easy access to the financial and corporate environment of Mumbai [2]. Such characteristics have promoted the creation of the multinational outsourcing company and the domestic service provider within regions like Airoli, Vashi and Mahape and have since become known as ITES clusters. The customer support, back-office, finance, accounting, recruitment, human resource management, and IT infrastructure services are among the variety of services provided by these firms [3], [4]. Outsourcing in Navi Mumbai is not just about saving money but now it is increasingly viewed as a strategic means of exploiting such skills as specialization, acquiring flexibility and better service delivery. The client base is diverse: Indian clients prefer to demand the fast delivery and performance, European clients are concerned with the high grade of compliance and the cultural homogeneity [5]. This has double exposure and as a result, business has become dynamic because the ITES companies must always be creative in their model of work [6]. The industry serves a very important purpose beyond the execution of the corporations as well as it avails a good deal to the young graduates, strengthens the local economy, and the general presence of India in the global services markets. As the scope and magnitude of outsourcing continue to grow, the workforce and talent exploitation as it relates to an ITES ecosystem in Navi Mumbai is a topic that needs to be explored to understand how firms can remain efficient, competitive, and continue to grow employees in a swiftly transforming industry [7].

The dynamics of the workforce and talent utilization is the most significant constituent of successful outsourcing models as it directly affects the outcomes of the services and the organizational sustainability. Workforce dynamics has been defined as a way in which the employees interact, coordinate and integrate into the internal teams and outsourced units, typically cutting across geographical, cultural and organizational boundaries [8]. This may be complex dynamics in ITES company, as the workers may be engaged in cooperation with other employees of the vendor who may be either situated far or offshore that is why it is very important that there are good communication channels and that there is

cultural understanding [9]. An effective team can do away with duplication and can afford time to deliver a project on time, and also there is trust between organizational levels and lack of integration can lead to a collapse in communication, inefficiency and dissatisfied customers [10], [11]. Companies must either invest in the skill development of their own staff to handle the new functions or resort to the vendors who are already advertising special skills [12]. Conversely, the unproductive usage of the vendor resources may reduce the cost effectiveness and the potential to be innovative [13]. Such balancing is more crucial to the ITES companies of Navi Mumbai that frequently deal with the projects of their local and foreign clients. Employees who need to work with Indian clients may have pressure and need to perform fast and have to cope with high volume and large volumes of work; projects of Europe may have to be strictly adhered to and with scrutinized quality and adaptable workforce methods are required. The training and cultural orientation programs, and shared HR practices, are therefore important in making the employees stay engaged and capable of taking action to put their skills to good use within the boundaries of the organization. Last but not the least, sound workforce practices and optimal utilization of talents do not just contribute to service delivery but also to employee satisfaction, retention and continued competitiveness of outsourcing firms in the ITES sector [14]. Many researches on the issue are dedicated to the benefits of generic outsourcing, such as the reduction of costs and the availability of expertise, but the issues are widely discussed in terms of communication issues, data security issues, or cultural variations. However, the reality is that the client's expectations in various regions differ widely and the differences significantly influence the outsourcing practices. A client, say an Indian, would be traditionally price-conscious and would require large quantities of output at lower prices, shorter delivery times and operation flexibility. This normally results in the short term transactional models of outsourcing where efficiency dominates over long term development of workforce [15]. This duality, in the instance of Navi Mumbai where companies are simultaneously handling Indian and European accounts, makes it extremely tricky to contain a workforce that is a blend of both. Managers must ensure that their staffs are in a position to support the expectations of the various clients and not lose the service delivery consistency and organizational culture [16]. Nonetheless, the academic literature does not contain much data concerning the process of negotiation of companies under the influence of such contradictory forces. The comparative research in client-specific outsourcing remains immature, with the majority of research focusing on either the Indian or the western perspective, but not necessarily their integration into one business environment [17], [18]. This gap is crucial in particular because unless one understands these differences, organizations would be exposed to risks when developing one-size-fits-all workforce plans that fail to react to client needs accordingly. By conducting empirical research, which fills this gap would not only contribute a new theoretical input in the outsourcing field but also offer practical guidance to the ITES managers. The present research is going to fill this gap with the consideration of dynamics of the working force, talent utilisation, and client needs to present a more detailed image of outsourcing operations within the framework of the ITES in Navi Mumbai.

### **1.1 Significance**

The significance of the work is that there is a gap that must be bridged in the research on workforce and talent mobilization within the ITES sector of the Navi Mumbai, which is one of the fastest growing outsourcing hubs in India. As companies continue to rely on outsourcing models as a form of operational efficiency and quality, the interaction, integration and delivery of client needs between in-house workforces and outsourced employees should be considered. Besides, it possesses a relative orientation between Indian and European clients that also leads to another revelation as the juxtaposition of their expectations has different directions on the workforce practices. The study has significant implications on managers, HR professionals and policymakers aiming to enhance the performance of organizations, the development of employees and client satisfaction in competitive outsourcing settings, by offering empirical information on how firms are managing such dynamics.

### **1.2 Motivation**

This study is motivated by the increasing complexities that ITES firms are experiencing in meeting the varied expectations of their clients whilst maintaining successful workforce deployment. As a large outsourcing centre, Navi Mumbai offers a rare environment facing both Indian and European clients with equally important cost-driven and quality- and compliance-driven needs, respectively. These client-differentiating workforce integration and talent strategies are rarely investigated in the existing research. The gap in question stimulated the necessity to explore the impacts of outsourcing on employees and their associations, usage of their skills, and career development opportunities. The research is motivated by the assumption that the knowledge on these factors would assist organizations to maximize their outsourcing associations, create a durable workforce engagement, and gain competitive advantage in the ITES industry.

### **1.3 Key Contributions**

Used a quantitative research approach to measure the workforce integration, outsourcing issues and use of talent systematically using structured numerical data collected on ITES employees.

Choose the cross-sectional survey design using a set of standardized Likert-scale measures to secure consistency, reliability, and validity when measuring workforce and organizational dynamics.

Obtained systematic questionnaire data of 200 ITES employees who were working in various departments, ensuring that there was sufficient representation in the sample and that the statistical analysis on workforce-related variables would be reliable.

Assessed collected data based on descriptive statistics, correlation and regression analysis to extract the significant associations, workforce trend interpretation and hypothesis-supported research findings.

### **1.4 Research Questions**

RQ1: How do ITES companies in Navi Mumbai manage workforce dynamics when outsourcing processes?

RQ2: What is the impact of outsourcing on talent utilization and career growth of internal employees?

RQ3: How do outsourcing practices and challenges differ between serving Indian and European clients?

### 1.5 Research Objectives

RO1: To analyze workforce coordination, integration, and management practices in outsourced ITES processes.

RO2: To examine the effectiveness of talent utilization through outsourcing and its effect on employee career development.

RO3: To compare outsourcing trends, benefits, and challenges in relation to Indian and European clients.

The study is structured into six sections: Introduction, outlining the ITES sector, research gap, and objectives; Related Work, reviewing outsourcing and workforce literature; Research Methodology, detailing design, sample, and analysis; Results and Analysis, presenting descriptive and inferential findings; Discussion, interpreting workforce dynamics and client-specific issues; and Conclusion and Future Work, summarizing insights, managerial implications, limitations, and future research directions.

## 2. Related Works

Bishnoi [19] explains India has become a large technological industry hub in the world with a fast-evolving start-up ecosystem. The tech industry has provided a substantial portion of jobs to young educated people of the nation over the last 30 years. This is an industry that is supported by an ecosystem that comprises of universities, research centres and supportive facilities. Technology industries in India are however still concentrated in some of the metropolitan cities. The government efforts to develop tech industries in small-towns have not been very successful, with the best example being Techno Park Thiruvananthapuram. The paper aims at examining the main factors that have made Techno park Thiruvananthapuram successful and also suggest strategies to open the other smaller towns in the country to the IT and ITES industries.

Narasimha and Neena [20] traces The Indian IT sector can be cited to date back to the year 1967 which saw the establishment of TCS which was the platform upon which the industry could be established as a multibillion-dollar industry by 2023. The formation of TCS was followed by the formation of many IT firms in the country, classified as Tier 1 or Tier 2 based on several factors that include size, revenue and market presence. The present research is devoted to two acute issues related to the Indian IT industry: employee attraction and high turnover rates, and low job engagement. The root causes of these problems are examined, and a course of action is suggested to increase the level of satisfaction among employees and decrease the turnover rate. The reports on the Indian IT industry were sourced through major publications like The Times of India, Hindustan Times, Deccan Herald, Economic Times and Live Mint. The keywords applied in the search on Google Scholar were the following ones: 1) Indian IT Sector, 2) Employee Motivation, 3) Employee Engagement, 4) Job Satisfaction and 5) Attrition, 1980-2022. The 20 highest cited papers on each keyword were examined and a total of 77 publications were reviewed with the abstract analysed against the research questions. Moreover, conventional OB (Organizational Behaviour) and HRM (Human Resource Management) textbooks were referred to in order to give a theoretical background. A systematic review of the literature leads the study to the formation of clear and accurate definitions of the main concepts: motivation, employee engagement, and job satisfaction and attrition rate. On the basis of these findings, a conceptual model is made connecting the attrition rate, job satisfaction, employee engagement, and motivation. The theoretical implications of the model have been discussed such as individual characteristics, organizational commitment and turnover intentions. Practical implications analysis is carried out as well, including the focus on how the model can be applied to real-world business cases, and in a country where the cultural background is heterogeneous. Finally, the research outlines the limitations of the current study which includes that the provided model is built using few variables and that it may require further validation by employing larger samples and other variables.

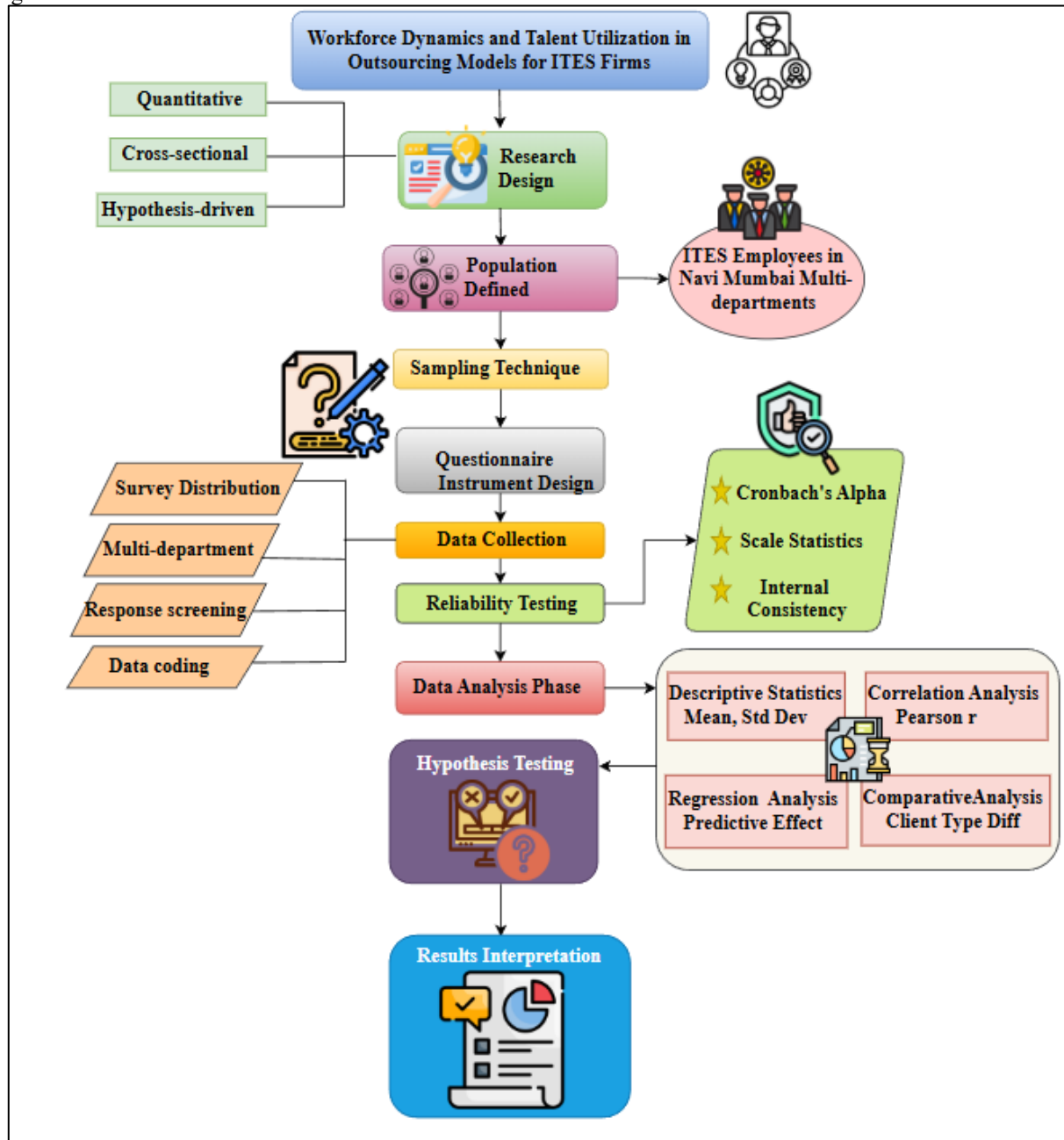
The innovations, which can change the HR practices, are available, and the successful implementation of HR analytics will be possible only if the technologies, which enable it, are available and integrated. Vadiathe and Kesari [21] discuss the technological facilitators in promoting the implementation of HR analytics in the Indian IT industry. The associations, between HR analytics and organizational performance is also examined based on the conceptual framework of the Resource-Based View (RBV) and based on the proficiency of automated decision-making and managerial efficiency as the mediating variables. The research data was gathered on a sample of 663 employees, who are employees of various IT companies in India. SmartPLS 4.0 Structural Equation Modelling (PLS-SEM) has been used to test the proposed model. Based on its findings, technological enablers, such as big data, chatbots, social networks, and artificial intelligence, have a tremendous and positive influence on the implementation of HR analytics. In addition to that, automated decision-making and managerial efficiency, were also found to be partial mediators; therefore, strengthening the connection between HR analytics and the overall organizational performance. The research is valuable to the existing body of literature on HR analytics by offering empirical evidence on the importance of technological enablers and mediators to the performance of organisations. It also provides practitioners in the HR field and policymakers with practical implications of orienting towards more effective use of HR analytics in driving excellence in organizations amid the increasingly more technology-intensive business landscape.

The division of labour by some associated division of knowledge in relation to lead (headquarter) firms and contract suppliers is divided globally by the global production system. The Global North had historically hosted the lead firms but other Global South countries have transcended the supplier status and become the headquarter firms. Nathan et al. [22] comprehend the effects of this technological upgrade change on the skills and education system of the workforce. The three nations under investigation that are China, India and South Korea are compared to the United States. It begins by mapping the general pattern of technology upgrading in these countries, and then takes us to the interaction between the firm level research and development (R&D) (as an indicator and engine of technology development policy) and its

interaction with productivity growth and changes in workforce education patterns. Results indicate that the associations, between R&D investment, labour productivity and the education structure of labour force is positive at large. The paper goes ahead to find that there is need to expand further with this analysis to include other workforce aspects such as gender composition, wage, work quality and supervisory structures. The paper highlights a methodologically important reflection of where a firm is placed in the global value chain (GVC) in the framework of evaluating the make up of the workforce as such a location is a significant factor in determining not only the skill base but also the workings of an organisation.

### 3. RESEARCH METHODOLOGY

The methodology will represent the systematic approach taken to investigate the workforce dynamics and the use of talent in outsourced ITES companies. It starts with the process of selection of a quantitative and cross-sectional research design as this allows conducting empirical research on workforce coordination, talent utilization, and outsourcing issues. The Population The target population will be ITES employees in Navi Mumbai, a sample population of 200 respondents was taken in the study based on a convenience sampling method. A questionnaire has been created in a structured form with the inclusion of various constructs that were measured on a five-point Likert scale. After the distribution of the surveys, there was a collection, screening and coding of the responses to be analyzed. To test the internal consistency of the scales, a reliability test was done under the Cronbach Alpha. The analysis of data was performed through descriptive statistics, correlation analysis, regression analysis, and comparative analysis to study the associations, and the predictive impacts of variables. Lastly, the process of hypothesis testing and interpretation was conducted to make conclusions on the workforce coordination, utilization of talent and outsourcing results in the ITES organizations. Workflow is shown in figure 1.



**Figure 1. Workflow for Workforce Dynamics and Talent Utilization in ITES Outsourcing Models**

### **3.1 Research Design**

The research design was quantitative and cross-sectional as it focused on workforce and talent use in outsourcing models in the ITES companies in Navi Mumbai. To be able to measure and evaluate objectively and statistically correlations between workforce coordination, talent utilization, career development, and outsourcing challenge variables, the quantitative approach was chosen. The cross-sectional design enabled the researchers to gather information among the employees at one time, a dimension that gave an overview of how employees perceived the organization and how it was being outsourced. The design is suitable in testing hypothesis that contain associations, prediction, and group differences with the use of statistical methods like correlation and regression analysis. The systematic research design allowed investigating the impact of workforce coordination and integration practices on talent use and career development results in a systematic manner and whether the outsourcing issue varied according to the type of clients. The design provided consistency, reliability, and empirical validity in the workforce management practices analysis in the outsourced ITES operating areas.

### **3.2 Population and Sample**

The target population was made up of employees in outsourced ITES firms in Navi Mumbai of different functional departments such as Human Resources, Customer Service, Operations, IT Support and Finance. The choice of these employees is due to their direct exposure to outsourcing structures, practices of workforce coordination, and processes of utilizing talents. The study used a sample of 200 respondents to have sufficient representation and statistical reliability. The sample was composed of employees who had varied demographic attributes in terms of age groups, gender groups, work experience, and client projects of Indian, European and mixed client projects. The convenience sampling technique was non-probability because of the limitations of accessibility and organization when it came to accessing outsourced ITES employees. This sampling method allowed an effective data gathering and provided enough variability of the workforce characteristics to warrant useful statistical analysis and hypothesis testing.

### **3.3 Data Collection Instrument**

A structured questionnaire was used to gather primary data by evaluating the workforce coordination, talent use, career development and outsourcing issues in outsourced ITES settings. The questionnaire was composed of several constructs that were assessed by means of standardized Likert-scale questions.

#### **3.3.1 Workforce Coordination and Integration (WCI)**

A five questions construct was used to measure this construct: Team Coordination, Communication Effectiveness, Performance Clarity, Department Integration, and Leadership Support. Such items evaluated the level of coordination, quality of communication, understanding of responsibilities, interdepartmental integration, and leadership support received by the workers.

#### **3.3.2 Talent Utilization (TU)**

The five items that were used to measure talent utilization would be Skill Utilization, Productivity Improvement, Career Growth, Role Clarity and Training Effectiveness. These were assessments of the effectiveness of working skills of employees, work output, job description, career development and effectiveness of training in the outsourced ITES positions.

#### **3.3.3 Career Development (CD)**

Two items, Skill Enhancement and Long-Term Career Growth, were used to measure career development. These variables determined the perceptions of employees on the issue of professional skill development and long-term career advancement opportunities as a result of outsourcing assignments.

#### **3.3.4 Outsourcing Challenges (OC) and Type of Client**

Four items were used to measure the Outsourcing challenges they include Strict Performance Standards, Work Flexibility Difference, Work Pressure Variation and Communication Challenges. Besides, client type was added to the investigations as a categorical variable of Indian, European, and both client assignments. A five-point Likert scale comprising of Strongly Disagree (1), Strongly Agree (5) was used to measure all items.

### **3.4 Data Collection Procedure**

Structured survey was distributed on employees in the outsourced ITES companies in Navi Mumbai to collect data. Questionnaire was also carried out to respondents in different departments to provide diversity of the organization. Beforehand, the respondents were told the purpose of the study and guaranteed that their answers would be kept confidential, and would be applied in case of academic research only. The involvement was voluntary and the respondents were advised to be truthful and fair with their answers depending on the experiences at work place. The screening of completed questionnaires was done on the basis of completeness and accuracy after which they were entered into the analysis. The responses were entered in a statistical software and coded to continue the analysis. This method of data collection guaranteed the reliability of the data, reduced response errors, and offered an authentic data set to research the workforce coordination, talent usage, career development and outsourcing issues.

### **3.5 Reliability and Scale Assessment**

Cronbach Alpha coefficient was used to test the reliability and internal consistency of the measurement scales. Cronbach's Alpha coefficient was used to assess the internal consistency of the measuring scales, as it is used to assess reliability of multi-item constructs. Eqn. (1) is used to assess the extent to which scale items are reliably used to measure the same construct.

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum \sigma_i^2}{\sigma_T^2} \right) \quad (1)$$

The  $\alpha$  in this formula, represents the Cronbach's Alpha reliability coefficient which represents internal consistency of the scale. The  $k$  is used to represent the overall number of items in the scale. The symbol  $\sigma_i^2$  represents the variance of the individual items and  $\sigma_1^2$  represents the variance of the scale score. The symbol of summation ( $\Sigma$ ) represents the variable of the total items. This was a statistical variable employed to evaluate the level of consistency of each item within every construct, which are the variables of workforce coordination, talent utilization and outsourcing challenges. The central tendency of employee responses on each variable of measurement is calculated in Eqn. (2).

$$\bar{X} = \frac{\sum_{i=1}^n X_i}{n} \quad (2)$$

Where,  $\bar{X}$  represents the arithmetic mean of observed values. The  $X_i$  is used to refer to each observation in the data set. The symbol  $\Sigma$  is used to indicate summation of all the observed values and  $n$  is used to indicate the total observed values. Mean, Standard deviation and variance were also calculated at scale-level to test the distribution and variability of responses. The measures were valuable in providing an understanding of the consistency and stability of employee responses in various dimensions of workforce. The reliability analysis allowed to assess whether the items in each construct measured the same underlying concept and guaranteed the validity of the further statistical analysis. The scale measure also facilitated the determination of construct consistency and gave a quantitative ground to understand the coordination of workforce, use of talent and perception of outsourcing challenges in outsourced ITES set ups. The Eqn. (3) measures how differently employees perceive variables measured.

$$SD = \sqrt{\frac{\sum (X_i - \bar{X})^2}{n-1}} \quad (3)$$

The standard deviation, which is the measure of dispersion of the observations around the mean.  $X_i$  is the symbol used to refer to each individual observation and  $\bar{X}$  is the average of all the observations. The symbol  $\Sigma$  represents the total squared deviation of the mean and  $n$  is the total number of observations.

### 3.6 Data Analysis Techniques

The quantitative methods used to examine associations, predictive effects, and group differences among the variables in the study were individually analyzed statistically.

#### 3.6.1 Descriptive Statistics

Descriptive statistics such as the mean and standard deviation were used to summarize the perceptions towards workforce coordination, talent utilization, career development and outsourcing issues among the employees. These measures gave a summary of central tendencies and variability of the data.

#### 3.6.2 Correlation Analysis

The associations, between the variables of workforce coordination and talent utilization, talent utilization and career development variables, and client type and outsourcing challenge variables were investigated with the help of Pearson correlation analysis. This analysis assisted in determining that there were important associations, between the major workforce constructs. The strength and direction of associations, between variables of workforce coordination, talent utilization, and career development were measured using Pearson correlation coefficient. This Eqn. (4) assesses the level of connection between the workforce and talent-related variables.

$$r = \frac{\sum (X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum (X - \bar{X})^2 \sum (Y - \bar{Y})^2}} \quad (4)$$

In the formula,  $r$  is the Pearson correlation coefficient which can be used to determine the strength and direction of the linear associations, between two variables. Where  $X$  and  $Y$  are the observed independence and dependent variables respectively.  $\bar{X}$  and  $\bar{Y}$  are the mean values of  $X$  and  $Y$  respectively represented as  $\bar{X}$  and  $\bar{Y}$ . The symbol ( $\Sigma$ ) is used to represent the sum of the cross-product deviations and squared deviations.

#### 3.6.3 Regression Analysis

Simple linear regression analysis was undertaken to assess the predictive associations, among the variables of choice, such as the influence of skills improvement on role clarity and the influence of type of client on work pressure variation. The strength of prediction and level of statistical significance were measured by regression coefficients, normal alpha coefficients, and level of significance. The predictive associations, between variables were examined using simple linear regression. This Eqn. (5) is a predictive model of study variables.

$$Y = \beta_0 + \beta_1 X + \epsilon \quad (5)$$

The variables used in this formula are  $Y$  the dependent variable whose value will be predicted and  $X$  the independent variable whose value is used as a predictor. The term  $\beta_0$  implies the regression intercept which is the value of  $Y$  when  $X$  is equal to zero. The regression coefficient or change in  $Y$  when  $X$  changes by one unit is referred to as  $\beta_1$ . The random error is denoted by the term  $\epsilon$ . The Eqn. (6) measures the strength of the regression model.

$$R^2 = \frac{SS_{reg}}{SS_{tot}} \quad (6)$$

In this equation,  $R^2$  refers to the coefficient of determination which is the percentage of the total variance of the dependent variable that is explained by the independent variable. The term  $SS_{reg}$  denotes the regression sum of squares, which is the explained variation and  $SS_{tot}$  denotes the total sum of squares, which is the total variation.

#### 3.6.4 Comparative Analysis

Differences in perceptions of outsourcing challenges in different types of clients were compared through comparative statistical analysis. This discussion assisted in determining whether there were differences in workforce experiences in the Indian and the European client project settings. Such analytical tools provided the opportunity to study workforce dynamics and hypothesis testing comprehensively. In order to compare differences between groups on the basis of client

types, a variance-based comparison was used. The Eqn. (7) decides the presence of statistically significant differences between the groups of clients in terms of their types.

$$F = \frac{MS_{\text{between}}}{MS_{\text{within}}} \quad (7)$$

F is F-statistic in this formula, which is used to compare the differences between the groups.  $MS_{\text{between}}$  is the abbreviation used to refer to the mean square between groups which is a variation between group means. The  $MS_{\text{within}}$  term refers to the mean square within groups, which is the variation within groups.

### 3.7 Variables of the Study

The research involved independent and dependent variables associated with coordinating the workforce, using talents, career development, and outsourcing issues. The variables of Workforce Coordination and Integration such as team coordination, communication effectiveness, performance clarity, department integration and leadership support were considered as independent variables that had an impact on the outcomes of talent utilization. The variables studied were the use of talents based on the skills, increase in productivity, career enhancement, clarity of the roles, and training performance as dependent variables and predictors of the results of career development. The variables in career development consisted of skill improvement and long-term career development, which are the outcomes of the development of employees. The variables of outsourcing that were tested in terms of client type were the challenge variables such as harsh performance standards, variation in work flexibility, difference in work pressure and difficulty in communication. Client type was considered as a discrete variable where it was categorized as Indian, European, or mixed outsourcing assignments.

### 3.8 Ethical considerations

The ethics were fully adhered to during the research process to protect the participants and to have data integrity. Students were given a chance to participate in the study as it was voluntary and respondents were made aware of the purpose and academic nature of the study prior to filling the questionnaire. The privacy and anonymity were ensured by ensuring that the respondents were not asked to provide personally identifiable information. The analyzed data was gathered with the intention of academic analysis and reporting on the research. It was guaranteed to the respondents that their involvement or any responses would not influence their jobs or organizational status. Two-way data storage and processing were done in a non-identifiable aggregate mode. The research was conducted in an ethical manner, which guaranteed the transparency, trust to the participants, and responsible treatment of information concerning the workforce. Such procedures increased the validity of the research results in terms of credibility and ethical appropriateness of the findings concerning the dynamics of workforce and talent use in outsourced ITES firms.

## 4. RESULT AND ANALYSIS

### 4.1 H1: Workforce coordination and integration practices significantly influence talent utilization in outsourced ITES companies.

The descriptive statistics and internal consistency of the five variables of workforce coordination and integration show in Table 1. The average scores are between 3.42 (WCI5 Leadership Support) and 3.56 (WCI2 Communication Effectiveness) which demonstrates an average positive perception on all dimensions related. The mean of the scale has a value of 17.50 and this indicates a satisfactory workforce coordination. But the negative Cronbach Alpha (-.280) indicates that the items have negative overall covariance implying that the item has to be re-coded before proceeding with any additional level of scale analysis.

**Table 1. Workforce Coordination and Integration Variables**

| Variable                           | Mean  | Std. Deviation | N   |
|------------------------------------|-------|----------------|-----|
| WCI1 – Team Coordination           | 3.52  | 1.125          | 200 |
| WCI2 – Communication Effectiveness | 3.56  | 1.214          | 200 |
| WCI3 – Performance Clarity         | 3.46  | 1.116          | 200 |
| WCI4 – Department Integration      | 3.55  | 1.12           | 200 |
| WCI5 – Leadership Support          | 3.42  | 1.149          | 200 |
| Scale Mean                         | 17.5  | 2.314          |     |
| Cronbach's Alpha                   | -0.28 | N of Items: 5  |     |

#### 4.1.1 Correlation Analysis Between Workforce Coordination and Talent Utilization Variables

The Pearson correlation coefficients between the workforce coordination and talent utilization variables are represented in Table 2. The most significant observation is that there is a strong positive associations, between WCI4 - Department

Integration and TU4 - Role Clarity ( $r = .829$ ,  $p < .01$ ) which also shows that when there is effective departmental integration employees have a high sense of their role which is also correlated with a strong associations, between the two. The rest of the correlations are statistically not significant ( $p > .05$ ), which indicates that other workforce coordination dimensions do not predict independently the outcomes of the talent utilization in the ITES case under investigation.

**Table 2. Workforce Coordination and Talent Utilization Variables**

| Variable                           | WCI1   | WCI2   | WCI4   | TU5    | TU4    | TU3    |
|------------------------------------|--------|--------|--------|--------|--------|--------|
| WCI1 – Team Coordination           | 1      | -0.036 | 0.075  | 0.024  | 0.088  | -0.132 |
| WCI2 – Communication Effectiveness | -0.036 | 1      | -0.081 | -0.069 | -0.078 | 0.024  |
| WCI4 – Department Integration      | 0.075  | -0.081 | 1      | 0.024  | .829** | -0.062 |
| TU5 – Training Effectiveness       | 0.024  | -0.069 | 0.024  | 1      | 0.048  | -0.128 |
| TU4 – Role Clarity                 | 0.088  | -0.078 | .829** | 0.048  | 1      | -0.026 |
| TU3 – Career Growth                | -0.132 | 0.024  | -0.062 | -0.128 | -0.026 | 1      |

#### 4.1.2 Scale-Level Assessment of Workforce Coordination and Integration Construct

The scale statistics for the Workforce Coordination and Integration construct comprising five measured items Table 3. The scale mean of 17.50 reflects a moderate level of perceived workforce coordination among ITES employees. A variance of 5.357 and standard deviation of 2.314 indicate relatively consistent responses across the sample, suggesting limited variability in coordination perceptions. These scale-level statistics provide a foundational understanding of how outsourced ITES employees collectively experience coordination, integration, and management practices within their organizations.

**Table 3. Overall Workforce Coordination and Integration Scale**

| Scale Statistics    | Value |
|---------------------|-------|
| Mean                | 17.5  |
| Variance            | 5.357 |
| Standard Deviation  | 2.314 |
| Number of Items (N) | 5     |

#### 4.1.3 Age Distribution of Survey Respondents

The age of the 200 respondents is distributed in Figure 1. The greatest share is in the age group between 21 and 25 (24%), then, the 40 or older (21%), which means a workforce consisting of both young professionals and older, highly experienced employees. The ages of 26 to 30 and those 31 to 35 have 19% each and the 36 to 40 has 17%. This distribution shows a fairly even age distribution on the surveyed ITES workforce in Navi Mumbai.

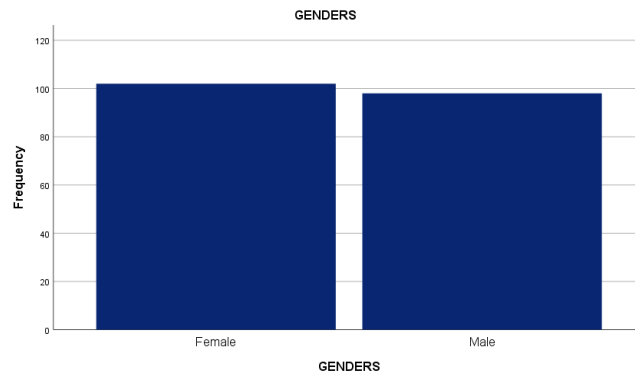


**Fig. 1 Distribution of Respondents by Age Group**

#### 4.1.4 Gender Distribution of Survey Respondents

The gender distribution among respondents is seen in Figure 2. A minority of 51% ( $n=102$ ) of the respondents are female and a majority is male consisting of 49% ( $n=98$ ). The near equal distribution shows that the gender representation in surveyed ITES workforce is quite even. Such population balance increases the competence of the

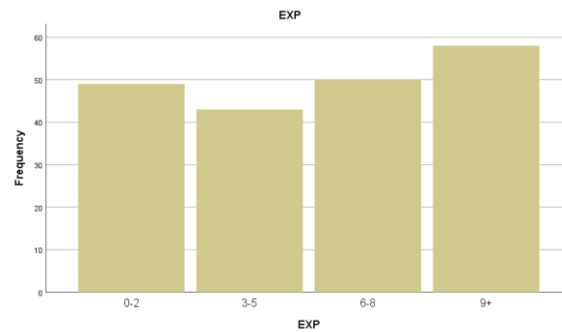
results connected with the workforce dynamics and talent consumption because the answers are not overweighted by the gender-specific experience or the views on the outsourced ITES operations.



**Fig. 2 Distribution of Respondents by Gender**

#### 4.1.5 Work Experience Distribution of Survey Respondents

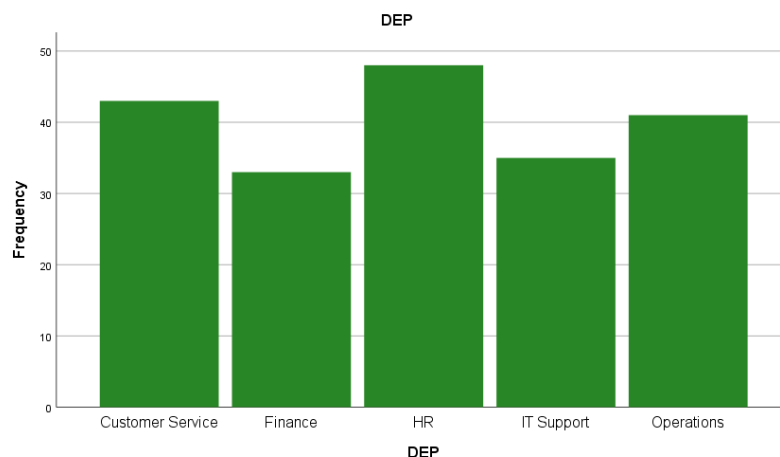
The distribution channel of the work experience of respondents is shown in Figure 3. The highest number are employees with a working experience of 9 or more years (29%), those with working experience of 6-8 years (25%), 0-2 years (24.5) and 3-5 years (21.5). The high representation of experienced respondents enhances the credibility of the results since a large percentage of the sample has a considerable amount of first-hand experience in the process of outsourcing procedures, workforce management, and employee talent exploitation within the ITES companies in Navi Mumbai.



**Fig. 3 Distribution of Respondents by Work Experience**

#### 4.1.6 Departmental Distribution of Survey Respondents

The distribution of respondents in the various functional areas in the department is shown in Figure 4. The biggest share (24%), Customer Service (21.5%), Operations (20.5%), IT Support (17.5%), and Finance (16.5) are captured by HR, Customer Service, Operations, IT Support, and Finance respectively. The cross-departmental representation is essential to make sure that the conclusions reached regarding the workforce dynamics and outsourcing practices are based on various functional perspectives as opposed to one department experience, which will increase the generalizability of the study findings to various operational units of ITES companies.



**Fig.4 Distribution of Respondents by Department**

### 4.2 H2: Talent utilization significantly influences employee career development in outsourced ITES companies.

#### 4.2.1 Descriptive Profile and Internal Consistency of Talent Utilization and Career Development Variables

Descriptive statistics and scale reliability of variables of talent utilization and career development represent in Table 4. The range is low (3.30 to 3.53) in terms of mean scores (TU5 to TU4) with the highest scores, 3.53, indicating moderate levels of employee satisfaction. The mean of the scale of 17.04 means that there is an acceptable level of perceived utilization of talent. The negative Cronbach Alpha (-.047), is however, an infringement of the normal reliability

assumptions meaning that the five items of utilization of talent are not a unidimensional scale, and needs to be revisited regarding item directionality and construct alignment.

**Table 4. Talent Utilization and Career Development Variables**

| Variable                     | Mean | Std. Deviation | N   |
|------------------------------|------|----------------|-----|
| TU1- Skill Utilization       | 3.47 | 1.211          | 200 |
| TU2-Productivity Improvement | 3.41 | 1.323          | 200 |
| TU3- Career Growth           | 3.35 | 1.266          | 200 |
| TU4- Role Clarity            | 3.53 | 1.26           | 200 |
| TU5- Training Effectiveness  | 3.3  | 1.255          | 200 |
| CD1- Skill Enhancement       | 3.39 | 1.348          | 200 |
| CD2- Long-Term Growth        | 3.31 | 1.372          | 200 |

#### 4.2.2 Correlation Analysis Between Talent Utilization and Career Development Variables

The Pearson correlation table that explores correlation between variables of talent utilization and career development provides Table 5. The correlations were not statistically significant ( $p > .05$ ), and all coefficients were near to zero. This means that the training efficacy, role clarity, career development, skill development, and long-term development are reasonably independent constructs in this sample. The fact that there are no major associations indicates that the talent utilization practices of outsourced ITES companies do not necessarily culminate into quantifiable career development results of the workforce.

**Table 5. Talent Utilization and Career Development Variables**

| Variable                     | TU5    | TU4    | TU3    | CD1    | CD2    |
|------------------------------|--------|--------|--------|--------|--------|
| TU5 – Training Effectiveness | 1      | 0.048  | -0.128 | 0.039  | -0.058 |
| TU4 – Role Clarity           | 0.048  | 1      | -0.026 | 0.121  | -0.012 |
| TU3 – Career Growth          | -0.128 | -0.026 | 1      | -0.07  | 0.072  |
| CD1 – Skill Enhancement      | 0.039  | 0.121  | -0.07  | 1      | -0.005 |
| CD2 – Long-Term Growth       | -0.058 | -0.012 | 0.072  | -0.005 | 1      |

#### 4.2.3 Regression Analysis Examining the Predictive Effect of Skill Enhancement on Role Clarity

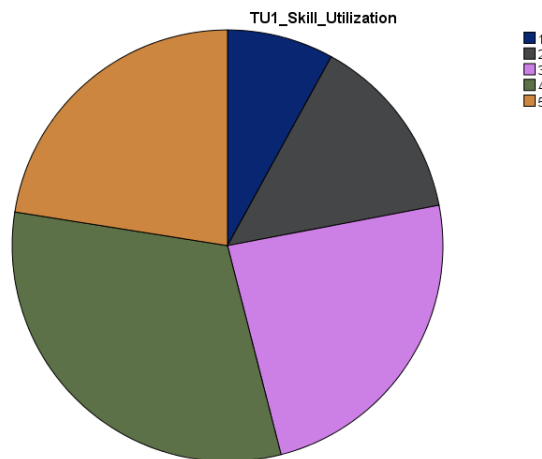
Table Simple linear regression that investigates whether the role clarity in outsourced ITES employees is predictable by skill improvement result shows the Table 6. The model did not provide a significant value ( $F = 2.965$ ,  $p = .087$ ) and the model  $R^2 = .015$  which shows that skill improvement is not a dominant skin-explaining variable when it comes to role clarification. The marginal positive direction, which the unstandardized coefficient ( $B = .114$ ) implies, is not supported by the usual conventional significance level of  $p < .05$ , and thus, there is not enough evidence to prove Hypothesis 2.

**Table 6. Effect of Skill Enhancement on Role Clarity**

| Variable                | B     | Std. Error | Beta  | t     | Sig.  |
|-------------------------|-------|------------|-------|-------|-------|
| (Constant)              | 3.14  | 0.24       | —     | 13.06 | 0     |
| CD1 – Skill Enhancement | 0.114 | 0.066      | 0.121 | 1.722 | 0.087 |

#### 4.2.4 Employee Perceptions of Skill Utilization in Outsourced ITES Processes

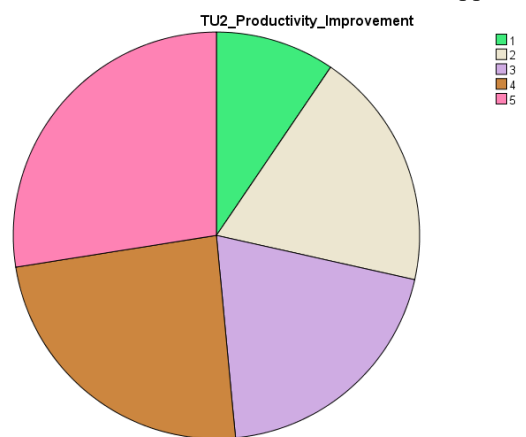
The distribution of responses of the employees on the use of skills displays Figure 5. The distribution indicates that a significant percentage of the respondents indicated moderate to high skills application in their outsourced jobs. The diffusion of the responses on the five-point scale shows that employees have different experiences related to deployment of their skills, which points to the fact that the outsourcing arrangement does not maximize the competencies of the employees in a uniform manner. These observations indicate that more formalized skill mapping and role alignment approaches in models of ITES outsourcing are needed.



**Fig. 5 Distribution of Skill Utilization (TU1)**

#### 4.2.5 Employee Perceptions of Productivity Improvement Through Outsourcing

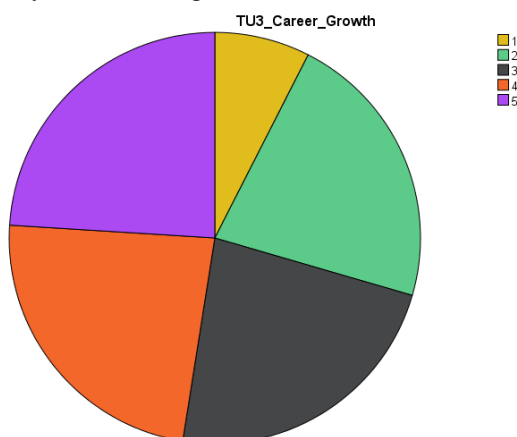
The perception of employees on the improvement of productivity due to outsourcing practices is shown in Figure 6. The pie chart indicates that the distribution is polarized with both ends of the scale having more responses. This trend implies that the results of outsourcing in terms of productivity are unevenly reported in the labor force. Although there are reports of employees experiencing significant improvement in productivity, there are also reports of less improvement in productivity, which is an indication that the ability of outsourcing to initiate productivity also differ significantly basing on the type of roles involved, client interaction, and support systems within ITES firms.



**Fig. 6 Distribution of Productivity Improvement (TU2)**

#### 4.2.6 Employee Perceptions of Career Growth Opportunities in Outsourced Roles

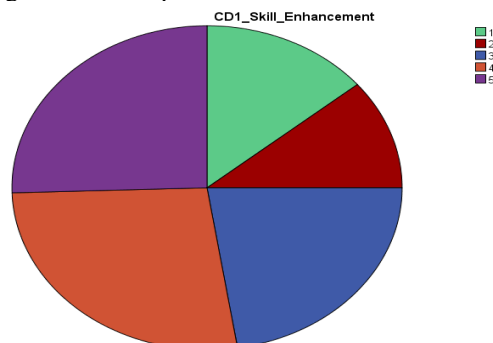
The perception of the employees regarding the career growth opportunities in outsourced ITES settings is displayed in Figure 7. The pie chart shows that the distribution is spread on the response categories with moderate scores occupied most of the pie chart. This implies that workers are ambivalent about the career promotion opportunities in outsourced positions. The uneven distribution is an indication of the two-sidedness of outsourcing, i.e. on the one hand, it presents specialization and skill opportunity to a number of employees whereas on the other hand, it also restricts the upward career mobility of others, especially those working in outsourced functions that are standardized or process driven.



**Fig. 7 Distribution of Career Growth (TU3)**

#### 4.2.7 Employee Perceptions of Skill Enhancement as a Career Development Outcome

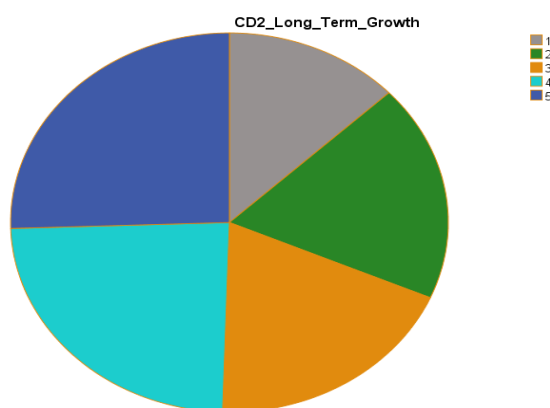
The employees have divided their answers on skill development as a career development outcome shows in Figure 8. The pie chart shows that there is a moderate distribution of responses on the scale with high focusing concentration on high scale meaning that a fair number of the employees has a positive perception of outsourcing as a factor in their skills development. Nevertheless, the lower-end responses suggest that the process of skill improvement via outsourcing is not uniform and, therefore, the necessity to introduce structured training and development interventions that would target outsourced employees in ITES organizations in particular.



**Fig. 8 Distribution of Skill Enhancement (CD1)**

#### 4.2.8 Employee Perceptions of Long-Term Career Growth Prospects in Outsourced ITES Settings

The perception of the employees on the long-term career growth opportunities in the outsourced ITES environments is represented in Figure 9. . The pie chart indicates that the distribution of the responses is rather dispersed with all five points of the scale being filled in representing a great variety of employees who have different views on their long-term career paths. The distribution indicates that the outsourcing agreements yield mixed long-term career results - where some employees have found the exposure to more organizational activities and others believe that there are few advancement opportunities, which points to a severe gap in career development planning in the context of ITES outsourcing.



**Fig.9 Distribution of Long-Term Career Growth (CD2)**

**4.3 H3: There is a significant difference in outsourcing trends benefits and challenges between Indian and European client based ITES projects.**

##### 4.3.1 Descriptive Profile and Internal Consistency of Outsourcing Challenge Variables Across Client Types

The descriptive statistics as well as reliability estimates of four variables of outsourcing challenges among different types of clients provides the Table 7. Mean scores standardize between 2.90 (OC1 -Strict Performance Standards) and 3.00 (OC2 -Work Flexibility Difference) and show that the level of perceived outsourcing challenges among the respondents is moderate. The mean of the scale 11.77 indicates the perceptions of the challenge that are similar within the groups. The Alpha of Cronbach =.126, which is much lower than the acceptable value of .70, indicates a low internal consistency and that the four items are measuring different and not identical dimensions of outsourcing issues.

**Table 7. Outsourcing Challenge Variables by Client Type**

| Variable                           | Mean | Std. Deviation | N   |
|------------------------------------|------|----------------|-----|
| OC1 – Strict Performance Standards | 2.9  | 1.324          | 200 |
| OC2 – Work Flexibility Difference  | 3    | 1.435          | 200 |
| OC3 – Work Pressure Variation      | 2.91 | 1.375          | 200 |

|                                |       |       |     |
|--------------------------------|-------|-------|-----|
| OC4 – Communication Challenges | 2.96  | 1.408 | 200 |
| Scale Mean                     | 11.77 | 2.914 | —   |
| Cronbach's Alpha               | 0.126 | —     | —   |

### 4.3.2 Correlation Analysis Between Client Type and Outsourcing Challenge Variables

The Pearson correlation coefficients that test the associations, between the variables in key outsourcing challenges and the variables of the client type are provided in Table 8. It was found that the correlation between client type and variation of work pressure was statistically significant, and negative ( $r = -.141$ ,  $p = .047$ ) indicating that employees working on European client projects experience a relatively lower work pressure variation compared to those working on Indian client projects. Correlation between type of client and work flexibility difference was also not significant ( $r = -.064$ ,  $p = .371$ ), which means that flexibility perceptions do not change depending on the origin of the client.

**Table 8. Client Type with Work Flexibility Difference and Work Pressure Variation**

| Variable                          | CL_TY – Client Type | OC2 – Work Flexibility Difference | OC3 – Work Pressure Variation |
|-----------------------------------|---------------------|-----------------------------------|-------------------------------|
| CL_TY – Client Type               | 1                   | -0.064                            | -0.141*                       |
| OC2 – Work Flexibility Difference | -0.064              | 1                                 | -0.02                         |
| OC3 – Work Pressure Variation     | -0.141*             | -0.02                             | 1                             |

### 4.3.3 One-Way ANOVA Examining Outsourcing Challenge Differences Across Client Type Groups

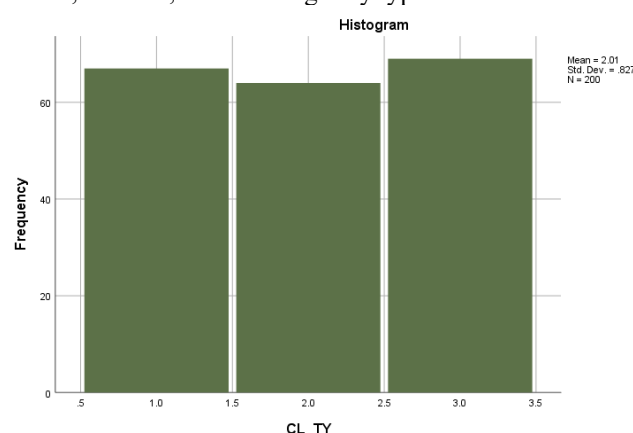
The result of regression analysis analysing the influence of the type of clients on the variation of work pressure Table 9. The statistical significance of the model is significant ( $F = 4.034$ ,  $p = .047$ ), where the client type was a significant negative predictor ( $\beta = -.2141$ ). This implies that the work pressure fluctuation among employees in the European client projects is relatively lower compared to that in the Indian client projects. Although this was a modest  $R^2$  of .020, it is an empirical finding that gives empirical evidence to support the idea that there exist client-specific variations in workforce pressure dynamics within outsourced ITES firms.

**Table 9. Effect of Client Type on Work Pressure Variation**

| Variable            | B      | Std. Error | Beta   | t      | Sig.  |
|---------------------|--------|------------|--------|--------|-------|
| (Constant)          | 3.326  | 0.243      | —      | 13.702 | 0     |
| CL_TY – Client Type | -0.209 | 0.104      | -0.141 | -2.009 | 0.047 |

### 4.3.4 Distribution of Respondents Across Indian, European, and Both Client Type Categories

The distribution of respondents in three categories of clients types is created in Figure 10. The highest number of shares is attributed to Indian client projects (34.5%,  $n=69$ ), Both client types (33.5,  $n=67$ ), and European client projects (32,  $n=64$ ). The balanced representation of all the three categories of clients makes sure that comparative analysis of Indian and European client engagements is balanced. Such proportion assures the validity of RO3 results analyzing the disparities in outsourcing trends, benefits, and challenges by type of client.



**Fig.10 Distribution of Respondents by Client Type (CL\_TY)**

## 5. DISCUSSION

The results indicate the multidimensional aspects that determine employee efficiency and performance in the ITES industry. The findings indicate that organizational structure, alignment of skills, and client expectations have a significant influence on the outcome of operations. The difference in the characteristics seen in integration of workforce,

deployment of talent and interaction with regional clients are indicative that both contextual and structural factors determine productivity. The results support the significance of adaptive workforce strategies, whereby there is a focus on competency matching of employees with organizational processes and client specific needs to guarantee stable performance and quality services.

### **5.1 Interpretation of Findings**

The analysis shows that workforce effectiveness correlates well with proper skills assignment, clarity of roles, and support processes of an organization. When there were close alignments between competency of employees and the tasks they were undertaking, there was better performance, which has brought out the significance of having a structured workforce planning. Also, the communication within the organization and managerial support helped to increase efficiency and lower operational discrepancies. The results are also indicative that the flexibility of workforce is an important factor in ensuring service delivery amidst different client demands. These findings affirm that, individual capability fit as well as organizational facilitation are critical variables of workforce productivity within ITES set-ups.

### **5.2 Workforce Integration Issues**

The issue of workforce integration was present in such areas as onboarding processes, role transition, and adjustment to organizational processes. The irregularity of the training framework and role-specific training also led to time lag in reaching the optimum performance standards. Moreover, the lack of coordination between teams influenced the continuity and efficiency of operations. Difficulties in adjusting to performance expectations and requirements in the processes were experienced especially among the new employees. These results demonstrate that the onboarding process should be structured, ongoing training should be provided, and communication frameworks need to be the means of facilitating the easier integration and ensuring workforce stability to reduce the fluctuations in performance and maximize overall operational performance.

### **5.3 Talent Utilization and Career Implications**

The results indicate that the use of talent is a significant factor in determining the performance of employees and their career development in the long-term. The workers whose skills were well exploited had demonstrated high levels of involvement and high productivity level. On the contrary, low usage of the professional competencies led to low motivation and professional development. The findings also indicate that poor fit between employee qualification and job roles can result into low job satisfaction. The talent management strategies, such as role assignment based on skills and provision of continuous development opportunities are consequently necessary to bolster the ability of the workforce and facilitate long-term career growth in the field of ITES.

### **5.4 Indian vs European Client Differences**

The research found that there were significant differences in workflow organization and the expectations of operations in Indian and European clients. European clients were found to be more focused on standardization of processes, documentation and compliance where the Indian clients were found to be flexible in the way operations are carried out. These disparities affected the distribution of workloads and patterns of communication as well as expected performance among employees. Those employees who dealt with European customers needed more strict compliance with regular procedures and quality standards. The results of this study show that the regional client peculiarities are an important factor that determines the workforce behavior and efficiency at work and demand flexible management strategies.

### **5.5 Practical Implications for ITES Workforce Management**

The findings indicate that strategic workforce management practices that are based on skill alignment, systematic training, and flexible operational systems should be used. Competency-based role assignment should be adopted by organizations in a bid to achieve maximum productivity and staff involvement. Workforce integration and consistent performance can be enhanced by reinforcing onboarding and constant training programs. Also, workforce preparation should be client-centered to take into account the operation differences in regions. With the implementation of strategic talent management and adaptive workforce planning solutions, ITES organizations will be able to improve the efficiency of their activity, the level of employee satisfaction, and the effectiveness of service delivery in general.

## **6. CONCLUSION AND FUTURE SCOPE**

This research has discussed the main drivers of the workforce integration, talent use and efficiency of performance in the Information Technology Enabled Services (ITES) industry with specific reference to the skills fit, organizational facilitation, and customer-specific operation needs. The results confirm that efficient working performance highly relies on the fit between the competencies of the employee and the job assigned. Workers in the positions that relate to their technical and functional skills enhance productivity and reduce the number of inconsistencies in operations. In addition, systematic onboarding activities and organizational support were also identified to be critical in helping to integrate the workforce smoothly and minimizing the time taken by employees to perform their duties optimally. The research also proved that underutilization of talents may have a negative impact on staff engagement and workplace growth and the overall organizational effectiveness. Furthermore, the discussion revealed that the expectations of the clients have a certain impact on the performance of the workforce, especially the comparison of Indian and European clients. European customers were more predisposed towards the standardized processes, compliance, and accuracy of documents, whereas Indian clients were not that far rigid in their expectations of operational performance. Such differences require that the workforce management approaches be adaptive enough so that the employees may be prepared to address the varied needs of clients. The findings underscore the importance of organizations developing competency-based workforce planning, formal training and structure and diverse operational frameworks to enhance service delivery and workforce sustainability. In general, the research helps to comprehend the workforce management issues in the ITES industry better and emphasize the significance of strategic practices of talent deployment and

integration. Regardless of the insights it has achieved, the study still has some limitations that can be exploited as future research. The analysis was held in a certain organizational and operational framework, and this could restrict the externalization of the results to other ITES settings and geographical areas. To strengthen the research results, future studies must use bigger and more diverse samples such as results across several organizations and cross regional workforce samples. Moreover, longitudinal research can be carried out to assess the adaptation of workforce, development of skills and performance over a long period of time. In the future, one can also apply sophisticated analytical methods, including predictive-modeling and machine-learning solutions to determine the trends in the workforce performance and tailor the talent allocation policies. Moreover, the study of behavioral, psychological, and motivational aspects of employees can offer more knowledge on the engagement and the retention of the workforce. The guidelines can aid in the creation of smarter, dynamic, and data-driven workforce management systems within the ITES industry.

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