



Strategic Talent Management in the Digital Era: A Comparative Analysis of Talent Management, Employee Engagement and Retention at Dell Technologies and Infosys

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ABSTRACT	Original Research Article
Talent Management (TM) is making capability match commitment. The strategic imperative for organizations to manage talent and changing demographic patterns mean that more people are approaching retirement than entering the workforce. Younger generations have different needs and are renegotiating the psychological contracts with their employer. They are quick to move if their organization is not meeting their expectations. Thus, this paper explores the overarching framework for defining and understanding TM strategies that was used and developed in organizations like Dell and Infosys. This paper explores areas of best practice and issues that organizations are struggling with, in order to gain an understanding of the reality of TM strategies. Findings from literature state that leader needs to recognize the people's inherent skills, traits and place the right person on the right job for better performance and provide necessary training and exposure for development. Even the best human resource (HR) practice becomes obsolete, if the employees move from the organization or they are not at the right place. Retaining and developing key people in the organization will always be a critical success factor for any organization. One of the problems organizations face is finding a clear definition of talent management. This paper also recommends few strategies where number of conflicting views and many different operational practices are needed to be restructured. Crucially this paper remarks that an organization may shift its perspective over time in accordance with changes in its strategy and indeed the development and embeddings of talent management itself. Keywords: Employee performance, Human resources, Retention, Strategies, Talent management, Workforce.	Article History
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Talent Management

Talent Management (TM) is making capability match commitment. Traditional HR practices find difficulty in retaining employees and even the best HR practices become obsolete, if the employees move from the organization. This has compelled the organization to re-think the entire development initiatives. TM is a complex collection of connected HR processes that deliver a simple fundamental benefit for any organization. TM refers to the processes of attracting highly skilled workers, and developing and retaining current workers to meet current and future business of objectives (Berger and Berger, 2004; Banerjee and Sharma, 2025).

Every organization has TM System whether it recognises or not, and every employee has a unique

talent. Leaders need to recognize the inherent skills, traits, personality and place them at the matching place, means placing the right person at the right place. Wrong placement could lead to low productivity, dissatisfaction, low morale and other negative behaviour. Therefore, for the organization, there is nothing more crucial than finding and fitting the right employee in right position. Companies engaging in a TM strategy shift the responsibility of employees from the HR to all managers throughout the organization. The process of attracting and retaining profitable employees, as it is increasing more competitive between firms and of strategic importance, has come to be known as war for talent (Berger and Berger, 2004; Sousa *et al.*, 2025).

According to American Society for Training and Development (ASTD) "TM is a holistic approach to

optimising human capital, enables organization to drive short and long- term results by building culture, engagement, capability and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals”.

TM is also known as Human Capital Management and most TM processes and systems fall within that domain of HRM and line management. It is understood that any business strategy must include responsibilities for line managers to develop skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives (Berger and Berger, 2004). TM integrates the needs of executives, management and employees in one system, and unifies the information across the applications such as Performance Management, Learning Management, Career Development and Succession Planning (Sandeepanie *et al.*, 2024). Organization benefits in terms of quality and quantity through a committed and dedicated employee and also helps in retention of employees. On the other hand, employees are also benefited by way of higher motivation and commitment through increased knowledge and conducive work culture which ultimately leads to job satisfaction and self-actualization.

Significance of TM

In present talent – hungry market place, one of the greatest challenges that organizations are facing is to successfully attract, assess, train and retain talented employees. TM is the end -to -end process of planning, recruiting, developing, managing, and compensating employees throughout the organization (Costa *et al.*, 2024). Thus, the four pillars of TM are: recruiting, performance management, learning management, compensation management. The fundamental significance of successful TM practices are

- Talent should be the key enabler of any organization.
- The quality of people should be the last true competitive differentiator.
- Talent drives performance

TM requires strong executive support along with systems and processes all directed towards having the right talent doing the right work at the right time. That’s when talent truly drives higher business performance. TM is beneficial to both the organization and employees such as increased productivity and capability; better linkage between individual’s efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people’s jobs and skills and for employees, higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction (Berger and Berger, 2004; Sousa *et al.*, 2025).

Steps in Effective Management of Talents

- Recognize Talent: Discover the strengths & interests of employees and also encourage them to discover their own latent talents.
- Attracting Talent: As a branded company create a strong identity for the customer, great employer also creates brand service conditions for their employees through which they attract the talent to join their organization.
- Selecting Talent: Talents are the natural endowments of a person. For the organization, it is not simply attracting “best and brightest people” but “creating the right fit – both for today and tomorrow”. For this the management should use proven talent selection tools to select right person for right job.
- Retaining Talent: Statistics reveal that making a new customer is five time costlier than retaining and older one. Thus, the cost of replacing a valued employee is enormous. Organization need to promote diversity and design strategies to retain people, reward high performance and provide opportunities for development.
- Managing Succession: Effective organizations anticipate the leadership and talent requirement to succeed in the future. Leaders understand that it’s critical to strength their talent pool through succession planning, professional development, job rotation and work force planning. They need to identify potential talent and groom it.
- Change Organization Culture: The organization wishes to substantially strengthen it talent pool, it should prepare to changed things as fundamental as the business strategy, the organization structure, the culture and even the calibre of leaders in the organization (Berger and Berger, 2004).

Strategic Perspectives

Organizations seek to achieve different things from their TM systems, where in the strategic prospective shapes the way in which the TM system is viewed, implemented and put into operation, such that the same activity can result in a different action and/or outcome depending on the perspective employed (Montero and Danvila, 2024). New TM Strategies are being focused on by managers for changing the existing strategies for building a work force. These strategies are categorised as follows:

- Cultivating existing talent
- Improving employee satisfaction
- Planning ahead for succession
- Acting on performance reviews
- Gaining Talent visibility

Crucially, it remarks that an organization may shift its perspective over time in accordance with changes in the organization’s strategy for sustainable

competitive advantage, and indeed the development and embeddings of the TM systems itself. To gain sustainable competitive advantage the organization must adapt the following initiatives

1. **Systematic Management of Talents:** Talent acquisition, talent development and talent retention are the three key challenges that the new sectors (IT & ITES) is experiencing. Talent acquisition has gained more strategic importance than capital, technology, R & D and marketing. More and more companies are more likely to control business not due to lack of capital or markets but because of losing in the war for talent. Instead of planning career paths for the employees, they need to help them discover various career options provide support and create opportunities for them (Costa *et al.*, 2024). For retaining talent, the management has to share information, knowledge, market trend and help the employees chart out a future direction.
2. **Grooming the Talent:** Organization need to emphasize more and more on nurturing and grooming talent as the current practice of shopping talent has proved to be uncompetitive. Practices like coaching, mentoring and providing challenging roles will give a fillip to better TM.
3. **Create Work – Life Balance:** Companies that intend to retain their key talent must understand the non-business character of employee, they're off the job problems and create a work environment the people love, where differences of thoughts and attitudes are valued and where they are helped to find answers to these problems. This would help create an environment of trust, loyalty and commitment. Judicious blend of monetary benefits and employee care programmes, involving work – life balance, like flexi time, parental care, child care, spousal assistance and focus on productivity and results rather than hours of work alone, can create a good brand for an organization culminating in peaceful winning of talent war (Montero and Danvila, 2024).
4. **Link Rewards to Performance:** Employees who demonstrate actions which are innovative, raise standards of performance, save cost, should be recognized on the spot, at any time. These unexpected rewards and recognition have the power emotionally bind employees to the company and by publicly recognizing and rewarding deserving persons, organizations can cultivate an environment, in which talent flourishes.
5. **Communicate - communicate - communicate:** Communication is the first step towards creating a positive environment where employees feel they are trusted. Employees should be provided with an environment in

which they are comfortable with giving ideas and providing feedback, employees will come forward with ideas, feel free criticize and feel motivated to commit themselves to continuous improvement (Liam (2025). It is considered as life line of any business and provides energy for creating a culture of excellence through free flow of ideas and suggestions, resulting into involvement and belongingness.

6. **Create Learning Environment:** Learning is about improving employee's abilities and competencies, through improved knowledge and changed behaviour, to enhance their capacity to take effective action and respond to situations in a given movement. Organizations should build an environment where innovative ideas are honoured, opportunities created through work-based learning, information distribution, customer insights, knowledge sharing, job swaps, coaching, resource libraries etc.
7. **International Exposure and Training:** To ensure the people in the organization are understanding the environment of business and matrix of functions involved, so that they are bettered prepared, international exposure to related fields of activities and imparting training for the needs arising from such exposure commensurate with the needs of organization, are to be implemented as the HR intervention to keep the organization fighting fit.

TALENT MANAGEMENT AT DELL

Dell Incorporated is an American privately owned multinational computer technology company based in Round Rock, Texas, United States, that develops, sells, repairs and supports computers and related products and services. Bearing the name of its founder, Michael Dell, the company is one of the largest technological corporations in the world, employing more than 103,300 people worldwide. Dell is committed to making the company a great place to work and build a career. It will remain successful and meet its ambitious growth goals only if provided a positive and compelling work experience (Dell Technologies, 2025). Since 1985, Dell has played a critical role in enabling more affordable and accessible technology around the world. As an end-to-end computing solutions company, Dell continues to transform computing and provide high-quality solutions that empower people to do more all over the world.

How Dell Manages Talent

Dell, though long known for its reliable workplace computers and customer service, is not as well recognized for its successful growth strategy. One of the keys to this growth strategy actually lies in the way people are managed within the company. Dell has created within the company a culture where teamwork, learning and excelling are encouraged within each

employee. This indicates that the structure of the company is allowed to be more open-ended and less structured: a broader triangle company structure. Based on the merit-system, Dell aims to develop, retain, and attract the best people in order to encourage talent and leadership and eventual growth of the company.

With part of this growth strategy, Dell provides global TM programs to develop people who can execute our business strategy and meet customer needs: perhaps the secret to becoming an industry leader. In order to better increase performance of all Dell employees and identify future leaders, the company's performance management system links individual goals with organizational performance (Dell Technologies, 2025). This indicates that Dell provides annual formal reviews, opportunities for performance rewards and promotions and throughout the year, feedback, coaching, training and development. The process serves to align individual and company objectives resulting in economic growth and sustainability for Dell in the longrun (Dell Technologies, 2025).

Managing Employees the DELL way

At Dell, they have the Individual Development Plan (IDP) where the employee is encouraged to plan their career path. The managers will sit and go through with the employee and discuss the possibilities. It's not a dictatorial approach. They also have a mentor-buddy system in place. New employees will have a buddy assigned to them to guide and help them blend in for a period of time. This mentor-buddy system can be suggested by the managers, but they can also be chosen by the employees themselves.

For the Talent Acquisition Team, Dell presents themselves as the ambassadors of the company to attract the candidates to join them. Once they are on board, it's up to everyone; the management, the senior employees and colleagues to make sure that these new employees were working in a better environment. It's a team effort (Dell Technologies, 2025).

As Business strategies change, getting the right talent may be the main obstacle because of the tough competition. Dell was doing pretty well so far, but then again, had to be more creative and think outside the box as far as strategies are concerned. Talent acquisition is no longer about sitting and waiting for people to apply for jobs. They need to go out and get the people in. It was more proactive than passive. Dell expects the employee to understand the job and their responsibilities. Both parties (the employer and employee) need to communicate with one another from time to time, to lay out the goals and discuss the weaknesses that need to be improved on.

Dell believes that having a better work environment helps and that comes with various facilities. It provides the employees with a gym, pool table,

videogames and a lounge area to take a break from their work which creates a balance and ultimately, a better environment. Different companies have different TM strategies as they focus on many different things. For employee retention, Dell feels the tough competition coming from more and more companies which compete to get best talents. Some companies are willing to pay their employees more than others. Truthfully, Dell cannot compete with the salaries that are being paid above the market rate. But can come up with strategies on how to make the working place a better environment so that people would actually stay.

Dell's continued success relies on teamwork and the opportunity each employee has to learn and excel. The winning culture mandates that they invest in people, value learning and remain endlessly curious. They are committed to being a meritocracy and to developing, retaining and attracting the best people, reflective of their marketplace. Dell provides global TM programs to develop people who can execute our business strategy and meet customer needs. With more than half of Dell's workforce now outside of the U.S., a significant portion of key growth areas are in emerging countries (Dell Technologies, 2025). The current programs and processes must serve as springboards as they regenerate and rejuvenate talent and leadership development programs to meet critical growth and expansion objectives.

Talent Planning

Dell continuously invests in processes and systems to place the right talent in the right roles. In 2009, Dell's Executive Leadership Team and Board of Directors conducted quarterly talent reviews in the context of business strategy. During these reviews, the Executive Leadership Team may:

- Develop talent imperatives
- Identify mission-critical jobs
- Forecast talent needs
- Assess and calibrate talent
- Identify development actions for top talent
- Report progress
- Create succession plans

Performance Planning

Dell's performance management system links individual goals with organizational performance. The system helps identify the next generation of Dell leaders and elevate the performance of all Dell employees. Throughout the year, managers at Dell provide employees with ongoing feedback, coaching, training and on-the-job development. Employees and managers mutually create the employee-development plans (Dell Technologies, 2025). This entire process aligns individual-performance objectives and career-development planning with business and company goals and results. This plan evolves over time, adjusting to internal and external changes.

Learning and Development

Dell's learning and development strategy was focused on three outcomes:

- A culture that fosters exceptional and agile organizational performance
- The best workforce teams in the industry
- Superior individual-learning experiences

Dell creates learning experiences that draw from multiple approaches and styles. They value on-the-job experience and assignments, and also offer networking, coaching, mentoring and formal learning programs. They offer tuition reimbursement for employees and scholarship opportunities for the children of Dell's U.S. employees.

Learning through Experience and Others

Dell employees work with managers to create well-rounded development plans to prepare them for future roles. An ideal plan blends training with on-the-job experiences and career moves and mentoring from co-workers and others. Employees build networks in which they can give and receive feedback. Targeted external coaching is offered to executives to provide guidance and support to help improve performance and grow leadership capabilities. Dell employees may use the 360-review process to gain performance insight and identify opportunities for growth and improvement (Dell Technologies, 2025).

Training and Learning Programs

Formal and informal learning programs foster individual and professional development. Courses are directly tied to business needs and designed to address specific competencies. Dell training courses help prepares employees for current and future roles. Courses cover a range of topics, starting with onboarding processes and moving to more complex topics such as business process improvement (BPI) and sales and compliance training.

In the last five years, Dell made significant investments in manager and leadership development, including the addition of **two new online tools**:

- **Harvard Manage Mentor**, an online resource tool from Harvard Business School that provides practical help on 38 key management topics
- **Mentor Connect**, an online tool for matching mentees and mentors across the corporation and around the globe (Dell Technologies, 2025).

Long term performance through TM at Dell

According to Edward E. Lower, the four pillars that represent the foundation of an effective Performance Management System are:

- Defining and agreeing on the organization's strategy;
- Guiding the development of individuals so they have the skills and knowledge needed to perform effectively;

- Motivating individuals to perform effectively;
- Providing data about the condition of the organization's human capital.

A best practice example is given by Dell's Performance Management System, which includes a well-structured TM Plan. Dell's success relies on the company's culture, as they value meritocracy, ingenuity, innovative thought and continuous growth. By following these values and helping their workforce to improve continuously, the company made it to Fortune 50 as an industry leader. Dell's Performance Management System ensures the alignment between individual performance and objectives and the organizational ones (Dell Technologies, 2025). Employees have the opportunity to create their own career development plan in coordination with their manager and according to the company's objectives and needs.

Employee continuous development is assured through their Learning and Development plan. Their learning programs vary from on-the-job experience, networking, coaching and mentoring to ensuring employee loyalty by reimbursement of their children college tuition. Talent reviews are conducted annually, as they help identify the next generation of leaders and innovative thinkers that will help the company maintain its position on the market. During these talent reviews, solid and constructive feedback is given to each employee in order to ensure his future success.

Dell's organizational philosophy could be an example, as human resources might become, in the new future, one of the main competitive advantages a company has, and capable and engaged employees have become one of the main performance drivers.

TALENT MANAGEMENT AT INFOSYS

Infosys, India's second largest Information Technology (IT) Service Company believes in the progressive reality that HR is much more than a support function. Many of the world's most successful organizations rely on the 133,000 people of Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise (Infosys, 2026).

The Infosys Value Proposition is

"Gear up your greatest asset- Human Capital- to achieve your business strategies @ home and around the world!"

Managing Talent at INFOSYS

Attraction strategies

- Infosys gives attribute-based advertising.
- Infosys has taken initiatives to catch the available talent pool by working with education regulators and academia in India and abroad.

- Infosys partnered 250 colleges in India and four universities in China and helped 188 faculty members with specialized courseware.
- Using specialist recruitment services

Recruitment & selection policies

- Infosys Technologies has got the most structured recruitment process among all IT companies in India.
- Infosys has two ways of recruitment. 1) Campus recruitment, & 2) Off-campus recruitment.
- Campus recruitment in IT/Engineering institute will take place from May to September, while in Management from December to March.
- Candidate must have at list 60% (minimum criteria) throughout the academic curriculum, from 12th to Graduation.
- Once you had appeared for any test at Infosys, you will have to wait for 9 months until you appear for any of their recruitment process.
- For Off-campus we have to apply directly through its CarrerPlus program.
- The duration of the selection process is 2.5 hrs which includes filling in an application form, an Aptitude Test (Analytical Thinking and Arithmetic Reasoning) and a test of Communicative English Language. The duration of the tests alone will be 90 minutes.
- The Aptitude Test will be generally of Puzzles type and the no. of questions will vary between 9 – 15 (Infosys, 2026).

Training & development

- The dynamic nature of the software and IT industry requires its workforce to upgrade frequently in technology and skills. Infosys were focusing on continuous training and development of their employees, which also helped in the reduction of attrition rate.
- At Infosys, every new recruit underwent approximately three months of training before they were made billable to clients.
- The American Society for Training and Development (ASTD) rated Infosys as the world's best in employee training and development.
- The award was conferred for its 'Global Business Foundation School'.
- The Global Business Foundation School comprised of generic conceptual courses, platform specific courses, mini projects for application, and an end term project tailored from real life projects.
- In addition to technical courses, fresh entrants were also exposed to courses on communication skills, interpersonal skills, customer interaction etiquettes, management development, and quality systems.

- In 2005 Infosys established 'Global Education Center' in the name of 'Infosys U', one of the largest corporate training centers in the world.
- 'Infosys U' ran a 14.5-week residential program, which would impart generic and work specific training in technology areas, along with soft skills and leadership programs to freshers.
- The center had 2,350 rooms spread across the campus, 58 training rooms, 183 faculty rooms, state-of-the-art library and a cyber cafe. The center had the capacity to train around 15,000 freshers in one year.

Retention of talent

- There are some specific factors which affect the retention ratio of company.
- One of them is the Company Image. Company image of Infosys is very high in the current market; it stood 3rd among the top 10 IT companies.
- Learning opportunities are also be the reason for the retention of employee, as Infosys has a good training infrastructure.
- Working environment provided by the Infosys is also pleasant, which will motivate employee to retain in company.
- A competitive salary package is also offered by Infosys in order to retain work knowledge.

Risk analysis

- Risk analysis is the process of defining and analyzing the dangers to individuals, businesses and government agencies posed by potential natural and human-caused adverse events.
- Risk analysis can be carried out initially by identifying potential risk areas the key people who may leave.
- The process of risk analysis is continuous and applies to many different levels,
- At once identifying system-level vulnerabilities.
- Assigning probability and impact.
- Determining reasonable mitigation strategies (Infosys, 2026).

After scrutinizing all the dimension of TM at Infosys, it can therefore be concluded that INFOSYS justifies all the aspects of TM, which in result, provides distinguish market reputation compare to other competitors. So, Infosys deserve 3rd rank among the top 10 IT companies.

CONCLUSION

Proper Development and effective implementation of TM will make the organization more productive. Failures of TM reflect misconnects of its concept, not the mismatch between the supplies and demand. The goal of TM is to help the organization to achieve its overall objectives with surmount the talent

shortages and obstacles, which can directly or indirectly help in burgeon the talent for the organization. Effective TM calls for strong participatory leadership, organizational buy-in, employee engagement and workplace scorecards with TM metrics. Companies that master TM will be well-positioned for long-term growth in workforce performance for years to come. TM is an ongoing journey or process, not a static business objective. Pressure from competitors and rapid changes in the global marketplace will continually create change and demand constant attention over the long-term.

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