

Impact of Talent Mobility on Employee Performance In Software Companies, Bangalore

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Abstract

Human Talent is a major profitable resource and a source of ingenious supremacy in all the important fields that are existent in today's competitive environment. Talent mobility has increased with globalization and multiplication of new information technologies. It enhances the retention rate by increasing the employee's commitment level and by creating challenging work that acts as a motivating factor for the employees to contribute more. In today's "war for talent" an organization which manages its talent pool effectively wins the race. The organization that invests on its talented workforce reaps more benefits. With this background an attempt has been made to examine the impact of talent mobility on the performance of employees in select software companies in Bangalore.

Keywords: *Talent mobility, talent gap, talent management strategy, employee performance, organizational performance, leadership skills, HR Professionals.*

1. Introduction:

“Talentism is the new capitalism and it will fuel globe” says Klaus Schwab, Chairman of the World Economic Forum, Geneva, Switzerland. The topics of ‘brain drain’ and ‘brain circulation’ are more colloquial names for the international mobility of talentism now reviving after being largely dormant for a few decades. In the 1960s and 1970s there were interesting polemics among economists between the ‘nationalists’ (represented by Don Patinkin) and the ‘internationalists’ (represented by The International Mobility of Talent Harry Johnson) that also affected the views of policymakers at the time. The world is moving from capitalism to talentism. Talent mobility is playing a strategic role, focused on value creation, segmented by talent type, and connected to human capital and business goals.

In today’s global knowledge economy, Talent (Information Knowledge) is power. So all organizations want to utilize talented human resources wherever necessary. The most important function of Talent Management is that most organizations can identify the right talent for the right position with this practice. It includes lateral, vertical, geographical movement within a role, movement within a job, movement into functional specialties, movement into developmental or exploratory assignments, and often movement from part-time to full-time or vice-versa.

Talent Mobility facilitates the development of leaders and leadership skills. It helps to retain top talent and those with critical skills and motivates performance through better career opportunity and development. It improves development of knowledge and transfer within the workforce and helps to attract top talent and those with critical skills and smoothes operations by ensuring the right talent is in the right place at the right time.

Managing the talent gap is a major challenge for the HR managers today. Talent mobility can be in various ways like *career mobility*: movement of people across skill sets or jobs; *geographic mobility*: movement of people to where the jobs are located and *job mobility* i.e. movement of jobs to where the right talent is located.

Over the years, studies have revealed a significant relationship between internal mobility and corporate performance. Seminal research conducted over the course of a decade found that the top 10 per cent of companies with “high-performance work systems” had four times the amount of sales per employee. Remarkably, these companies filled more than 60 per cent of jobs from within. In contrast, the bottom 10 per cent of these companies filled just 35 per cent of jobs internally¹. In

addition, research has shown that many great leaders have emerged from within organizations' ranks².

Talent mobility helps in the effective utilization of manpower for the development of the employee performance and to achieve organizational effectiveness and development. It helps to identify the hidden leadership qualities and managerial skills of the employees. Talent mobility enhances employee engagement, interpersonal and decision making skills and it is very useful in maintaining performance skills inventory. It leads to the overall development of the organization and the employee's performance. Effective talent mobility is an important lever for organizations to improve employee retention, engagement and productivity

Greater the effectiveness and productivity of the talent process more will be the effectiveness of the organization. Hence, usefulness of talented human resources is now globally recognized as the basic job of management.

Talent mobility helps address talent shortages and closes skills gaps. Talent mobility also has potential to fuel economic growth, while enhancing employees work lives.

2. Review of Literature

Anita Brienza, The Worldwide ERC Transfer Volume and Cost Survey provides a comprehensive look at transfer activity and the relocation costs associated with U.S. domestic employee mobility. This annual survey examines areas of critical importance to the industry including: transfer activity, reluctance to relocate, overall relocation costs, component costs, home sale transactions and outsourcing of the mobility function³.

Anthony P. D'Costa made a research on Adjusting to Globalization: Japan and the Mobility of Asian Technical Talent and this study aims to shed light on why and how Japan must adjust to globalization by bringing out the patterns of talent movement from Asian countries to Japan⁴.

Bard Marder stated that with implementation of talent mobility practices, organizations get economic growth and hence stake holders must keep in their mind the need of talent while aiming for the economic growth⁵.

Douglas A. Ready., Jay A. Conger, Talent Factory conducted a survey on human resources executives from 40 companies around the world in 2005 and they found that 97 per cent of

respondents concluded that organizations have formal procedures for identifying and developing their next generation leaders⁶.

Mercer carried out a study, in partnership with the World Economic Forum, Geneva. The main conclusion of this study, which is entitled Talent Mobility Good Practices: Collaboration at the Core of Driving Economic Growth, was that collaborative approaches to talent mobility are the most effective in addressing labour market failures and creating jobs⁷.

Jennifer Churchill stated that Talent mobility is becoming more important part of HR agenda. The research, which looked at the views of 500 HR decision makers in large UK companies, found that 71 per cent believe talent mobility is becoming a more important part of the HR agenda⁸.

Joel Gendelman, *Out with the Old, In with the New: A New Model for Aligning Talent and Training with Business Outcomes* would help acquiring in and building just the “right” talent with the attributes, competencies, and skills to support the goals and strategies of their company⁹.

1. *Montsion, Jean Michel, When talent meets mobility: un/desirability in Singapore's new citizenship project, the study is about Singapore's marketing strategy as a 'gateway' between East and West, a project developed at the end of the 1990s and is based on the city-state's re-positioning in the knowledge-based economy between an emerging China and Western societies. This project targets elite populations whether they are locals or migrants to frame a citizenship design combining mobility and talent. It critically assesses the impacts of Singapore's gateway strategies on the formation of citizens-subjects through the notion of un/desirability*¹⁰.

Patricia Milligan., Haig Nalbantian made a research on collaborations is the key to global talent mobility in 45 countries. The study found that the organizations have to collaborate with other organizations, within country and within the organizations in order to enhance the employees' talent¹¹.

Patricia Milligan conducted research on talent mobility practices. The study concluded that organizations have to go for migrations with international degree holders and that mobility within the organizations can be an effective method to identify the talent gap¹².

Oracle Talco report expressed about the talent mobility programmes and its importance and how it impacts the performance of employees' and organizations as well¹³.

The Global Relocation Trends Survey report is the 17th report issued by Brookfield GRS. This issue of the Global Relocation Trends Survey report is based on responses from 123 senior-level human resources professionals from a diverse group of industries and countries. Together they managed a total worldwide employee population of 6.95 million. The report elicits details pertaining to international assignee population growth, international assignee demographics, international assignee sources and destinations, assignment types, policies and benefits, global business strategy, cultural and family issues, international assignee selection and assessment, assignment evaluation and completion, repatriation and attrition, attrition and assignment failure, cost estimating, tracking, comparisons, ROI and outsourcing¹⁴.

Manpower's, Talent Shortage Survey Strategic Migration, A Short-Term Solution to the Skilled Trades Shortage, recommends that increased worker mobility can help ease talent shortages among skilled trades by bringing the necessary workers to the work. The paper suggests the easing of immigration laws to allow workers with scarce, in-demand skills to move more easily to where the work is. It also advises better alignment of technical training with the skills demanded by businesses¹⁵.

3. Research Gap

The review of literature shows that most of the research on talent mobility has been done in different type of companies but much research has not been done in software companies and also on the impact of talent mobility on the performance of the employees.

4. Research Objective

To know the talent mobility impact on employee performance

5. Null Hypothesis

The following hypothesis have been formulated and tested

There is no positive relationship existing between talent mobility and employee performance.

6. Variables Used in the Study for Analysis

HR professionals are taken as an independent variable, while talent mobility has been considered as dependent variable.

7. Methodology

The research was conducted in five reputed IT companies in Bangalore. Out of 30 companies 5 companies responded positively and accorded permission and 150 questionnaires were administered at the rate of 30 respondents from each company by email and informal discussion using convenience sampling method. The data have been collected from primary and secondary sources and have been analyzed by using percentage method and presented in the form of Tables.

8. Results & Discussion

For this purpose two variables viz dependent and independent variables have been considered. The HR professionals are taken as an independent variable, while talent mobility has been considered as dependent variable for the analysis.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	12	68	70	150
		(8)	(45.3)	(46.7)	(100)

Source: Data collected through questionnaire by the Researcher

Table-1 Respondents' opinion on whether talent mobility generates interconnectivity of workforce

Note : Figures in parentheses represent percentages to the horizontal total

Table 1 exhibits HR professional's opinion about whether talent mobility generates interconnectivity of workforce in organizations. It is found that 70 (46.7 per cent) respondents out of 150 selected have strongly agreed that talent mobility generates interconnectivity of workforce in organizations, 68 respondents agree (45.3 per cent) and 12 respondents (8 per cent) provided a neutral response. Therefore, it is clear from the above analysis that a majority of the sample respondents opined that talent mobility generates interconnectivity of workforce. Hence there is evidence to reject the null hypothesis due influence of talent mobility on employee performance. In other words it may be constructed that there is a relationship between these two variables.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	28	82	40	150
		(8)	(54.7)	(26.7)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-2 Respondents' opinion on whether talent mobility creates long term commitment of workforce

Table 2 represents the opinion of the respondents about whether talent mobility creates long term commitment of workforce. On the whole a majority of the respondents agreed that talent mobility is creating long term commitment of workforce in the sample organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	23	80	47	150
		(15.3)	(53.3)	(31.3)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-3 Respondents' opinion on whether talent mobility creates unlimited career opportunities for workforce

Table 3 shows the opinion of the respondents about whether talent mobility creates unlimited career opportunities for workforce. It is found that 80 (53.3 per cent) respondents agreed out of 150 selected respondents, 47 (31.3 per cent) respondents strongly agreed, while rest of them 23(5.3 per cent) gave a neutral response.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	18 (12)	68 (45.3)	64 (42.7)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-4 Respondents' opinion on whether talent mobility creates new leadership and helps for high performance of the employees as well as the organization

Table 4 demonstrates opinion of the respondents about whether talent mobility creates new leadership and helps for high performance of the employees as well as the organization. Thus, it is evident that majority of the respondents expressed the opinion that talent mobility creates new leadership and helps for high performance of the employees as well as the organization in the sample organizations.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	5 (3.3)	18 (12.0)	64 (42.7)	63 (42)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-5 Respondents' opinion on whether talent mobility generates internal mobility role to role

Table 5 incorporates the opinion of the respondents about whether talent mobility generates internal mobility role to role. Thus, it is evident that the respondents have agreed that the talent mobility generates internal mobility role to role.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	30	57	63	150
		(20)	(38)	(42)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-6 Respondents' opinion on whether talent mobility shows quality and transparency in the performance of the employees

Table 6 elucidates the opinion of the respondents about whether talent mobility shows quality and transparency in the performance of the employees. Thus, it is established that 57 (38 per cent) and 63 (42 per cent) respondents agreed and strongly agreed respectively.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	6	18	69	57	150
		(4)	(12)	(46)	(38)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-7 Respondents' opinion on whether talent mobility enables employee engagement at work place

Details about the opinion of the respondents about whether talent mobility enables employee engagement at work place is shown in Table 7. In brief it can be concluded that majority of the respondents agreed that talent mobility enables employee engagement at work place at a higher level in the selected organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	23	64	63	150
		(15.3)	(42.7)	(42)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-8 Respondents' opinion on whether talent mobility gives clear picture about employee's career, aspirations and development

Table 8 gives the details about the opinion of the respondents about whether talent mobility gives clear picture about employee's career, aspirations and development. It is observed that 64 (42.7 per cent) respondents agreed that talent mobility gives clear picture about employee's career aspirations and development, 63 (42 per cent) respondents strongly agreed that talent mobility gives clear picture about employee's career, aspirations and development and 23 (15.3 per cent) respondents gave a neutral response. On the basis of an overall observation of the opinion of the HR professionals it can be concluded that talent mobility gives clear picture about employee's career, aspirations and development in the sample companies.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	23	39	88	150
		(15.3)	(26)	(58.7)	(100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-9 Respondents' opinion on whether talent mobility plays an important role in talent management strategy

Details about the opinion of the respondents about whether talent mobility plays an important role in talent management strategy is shown in Table 9. The analysis shows that majority of the respondents agreed that talent mobility plays an important role in talent management strategy in the selected organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	46 (30.7)	63 (42)	41 (27.3)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-10 Respondents' opinion on whether talent mobility helps in talent acquisition

Table 10 describes the opinion of the respondents about whether talent mobility helps in talent acquisition. It is viewed that 63 (42 per cent) respondents have agreed, 41 (27.3 per cent) respondents have strongly agreed that talent mobility helps in talent acquisition, and 46 (30.7 per cent) respondents are unable to explain whether talent mobility helps in talent acquisition.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	17 (11.3)	70 (46.7)	63 (42)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-11 Respondents' opinion on whether talent mobility generates talented workforce that meets the business needs of your organization

Table 11 incorporates the opinion of the respondents as to whether talent mobility generates talented workforce that meets the business needs of the organization. It is observed that 70 (46.7 per cent) respondents out of 150 selected agreed that talent mobility generates talented workforce that meets the business needs of the organization, 63 respondents (42 per cent) strongly agreed that talent mobility generates talented workforce that meets the business needs of the organization and 17 (11.3 per cent) respondents have given a neutral response. Hence, it can be concluded that majority of the sample respondents have felt that talent mobility generates talented workforce that meets the business needs of the organizations.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	5 (3.3)	17 (11.3)	82 (54.7)	46 (30.7)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-12 Respondents' opinion on whether talent mobility helps employees in the development of their career model

Table 12 portrays the opinion of the respondents about whether talent mobility helps employees in the development of their career model. Majority of them agreed that talent mobility helps employees in the development of their career model in the sample organizations.

Table-13 Respondents' opinion on whether talent mobility shows where talent gap is existing in the organization

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	6 (4)	35 (23.3)	41 (27.3)	68 (45.3)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table 13 exhibits the opinion of the respondents about whether talent mobility shows where talent gap is existing in the organization. It is found that 68 (45.3 per cent) respondents strongly agreed, 41 (27.3 per cent) respondents agreed, 35 (23.3 per cent) respondents framed their opinion as neutral and 6 (4 per cent) respondents disagreed that talent mobility shows where talent gap is existing in the sample organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	6 (4)	85 (56.7)	59 (39.3)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-14 Respondents' opinion on whether talent mobility helps the decision makers to place right talent in the right roles at the right time in your organization

Table 14 shows the opinion of the respondents about whether talent mobility helps the decision makers to place the right talent in the right roles at the right time in the organization. Thus, it is evident that talent mobility helps the decision makers to place right talent in the right roles at the right time in the organizations as 85 (56.7 per cent) respondents agreed to it.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	6 (4)	6 (4)	63 (42)	75 (50)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-15 Respondents' opinion on whether talent mobility builds better leadership qualities for your organization

As per the details furnished in Table 15 it can explicitly be found that 75 (50 per cent) respondents have strongly agreed and 63 (42 per cent) respondents agreed that talent mobility builds better leadership qualities among the employees.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	22 (14.7)	82 (54.7)	46 (30.7)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-16 Respondents' opinion on whether talent mobility enhances transparency in roles and functions in the organization

Table 16 displays the opinion of the respondents about whether talent mobility enhances transparency in roles and functions in the organization. Thus, it is evident that majority of the respondents agree that talent mobility enhances transparency in roles and functions in the organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	6 (4)	73 (48.7)	71 (47.3)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-17 Respondents' opinion on whether talent mobility changes the organizational culture and helps in the development of the employees as well as the organization

Table 17 reveals the details about the opinion of the respondents about whether talent mobility changes the organizational culture and helps in the development of the employees as well as the organization. Out of 150 sample respondents 73 (48.7 per cent) respondents agree that talent mobility changes the organizational culture and helps in the development of the employees as well as the organization, 71 (47.3 per cent) respondents have strongly agreed and 6 (4 per cent) respondents gave a neutral response.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	Agree	Strongly agree	
1	HR Professionals	6 (4)	6 (4)	77 (51.3)	61 (40.7)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-18 Respondents' opinion on whether talent mobility helps in increasing business performance in the organization

Table 18 gives the details about the opinion of the respondents about whether talent mobility helps in increasing business performance of the organization. 77 (51.3 per cent) respondents agreed, 61(40.7 per cent) respondents strongly agreed, 6 (4 per cent) respondents gave a neutral response and 6 respondents disagreed.

N=150

Sl.No	Designation of Employee	Opinion				Total
		Disagree	Neutral	agree	Strongly agree	
1	HR Professionals	6 (4)	24 (16)	72 (48)	48 (32)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-19 Respondents' opinion on whether talent mobility is a useful tool to calculate the talent retention and performance rate

Table 19 represents the opinion of the respondents about whether talent mobility is a useful tool to calculate the talent retention and performance rate. 72 (48 per cent) respondents of the 150 sample agreed that talent mobility is a useful tool to calculate the talent retention and performance rate 48 respondents (32 per cent) opined a strong agreement, 24 (16 per cent) respondents gave neutral response, followed by 6 respondents (4 per cent) who felt talent mobility is not useful as a tool to measure the performance rating of the employees.

By and large talent mobility is found to be useful as an effective tool for calculating talent retention and performance rate in organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	18 (12)	66 (44)	66 (44)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-20 Respondents' opinion on whether talent mobility moves employees from one function to another in an organization

The opinion of the respondents about whether talent mobility moves employees from one function to another in an organization is shown in Table 20. Majority of the respondents strongly agreed that talent mobility moves employees from one function to another in the organizations.

N=150

Sl.No	Designation of Employee	Opinion			Total
		Neutral	Agree	Strongly agree	
1	HR Professionals	12 (8)	71 (47.3)	67 (44.7)	150 (100)

Source: Data collected through questionnaire by the Researcher

Note : Figures in parentheses represent percentages to the horizontal total

Table-21 Respondents' opinion on whether talent mobility enhances quality of worklife

Details of the respondents' opinion on whether talent mobility enhances quality of work life is shown in Table 21. In brief it can be concluded that majority of the respondents are of the opinion that talent mobility enhances quality of work life and 67 respondents strongly agreed that talent mobility enhances quality of work life.

9. Findings

- Majority of the respondents opined that talent mobility generates interconnectivity of work force and creates long term commitment of workforce
- Most of the respondents agreed that Talent Mobility creates new leadership and that it helps for high performance of the employees as well as the organization and generates internal mobility role to role

- The research shows that talent mobility shows quality and transparency in the performance of the employees and enables employee engagement at work place
- Majority of the respondents agreed that talent mobility gives clear picture about employee's career, aspirations and development and plays an important role in talent management strategy
- The research shows that talent mobility helps in talent acquisition by generating talented workforce that meet the business needs of the organization and shows where talent gap is existing in the organization
- Majority of the respondents agreed that talent mobility helps the decision makers to place right talent in the right roles at the right time in the organization
- Majority of the respondents agreed that talent mobility builds better leadership qualities for the organization and enhances transparency in roles and functions in the organization and that it changes the organizational culture and helps in the development of the employees as well as the organization
- The research shows that talent mobility helps in increasing business performance in the organization and is an useful tool to calculate the talent retention and performance rate
- It can be said from the research that talent mobility in an organization moves employees from one function to another and enhances quality of work life

10. Suggestions

- The organization should conduct more programs to the employees to get more information about the talent pool
- The organizations have to give proper training before changing the role of job
- The organizations have to educate their employees through seminars, conferences and guest speakers on talent mobility and its benefits / advantages.
- The organizations have to encourage their employee for enrolling into certificate programmes like (CIPD-Postgraduate Certificate in Talent and Career Management).
- The organizations may opt for collaboration within the organizations, collaborations across organization, industry wide collaborations and international or multi-stakeholder collaboration.

11. Limitations and Future Research

Talent mobility is an important way of developing talent and it is undoubtedly the fuel that drives the global economy engine. Hence, there is a wide scope for further research in it by way of extending

the same to different companies such as business outsourcing, hardware manufacturing companies, information technology, information technology enabling services companies, telecommunication, pharmaceutical companies, hotel, airlines, tourism and universities.

To verify the results of the present study in a wider setting and wider acceptance, a large sample covering software dominated cities like Hyderabad, Chennai, Pune, Noida and Delhi may be selected.

Further the same study may be replicated selecting the companies that have not been included in the present study.

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