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Reimagining Future of Future by redesigning Talent Strategy in the Age of Distraction and Disruption

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Abstract

The coronavirus 2019 (COVID-19) pandemic promoted the development of Industry 4.0 leading to the fifth industrial revolution (Industry 5.0). It brought in new ways of working and the role of the office in the future. It redesigned the workplace to support organizational priorities and resize the footprint creatively. Digitalization and globalization have sparked radical shifts in how employees live and work. In an age of digital disruption, companies and HR leaders are forced to revise organizational on how they organize, recruit, develop, manage and engage the 21st-century workforce. The big questions are: how can HR help business leaders reconstruct the workforce of the future? and What effort has the company to take to change t future work and their workforce today so that it looks different 15 years later. Organizational agility, careers and learning disruption, talent disruption, rethinking performance management and people analytics in addition to creating the right structure, analysis, and standardized people metrics are the key to success and critical drivers to design talent strategy. This study aims to identify the magic ingredient (or strategies) behind managing an organization's talent in creating business success. We further examined and mathematically modelled these strategies in attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance in the age of distraction and disruption. 354 employees from IT companies participated in the survey. The findings of the study show, as expected, that a compelling employer brand is the most effective talent management strategy of all when it combines three key drivers: organizational culture, organization goodwill and competition for talent. Gender was statistically, significantly and positively associated with the imperatives to reset the future of work agenda.

Keywords: Diversity, Local leader, Mental Health Support, Remote Work, Talent strategy, Transparency

2. Introduction

The 5th industrial revolution (5IR or Industry 5.0) places greater importance on human intelligence than ever before. The shift from the fourth industrial revolution (4IR) to the fifth industrial revolution (5IR) carefully integrates man and technology. It changed routines in almost every field particularly information technology and made it obligatory to speak about alternative researches and innovations in the future workplace. It is hard to imagine a more radical shake-up of the modern workplace. For a longtime, workplace flexibility has been a sought-after perk which many organizations were unwilling to offer, and instead locked in workers to long commutes, rigid work hours and tension between a competing career and family pressures. But in this day and age the pandemic offers a rare chance to rethink the way employees work. Top management requires that they nurture their company's culture to ensure that people stay focused on the most imperative initiatives, while contending with unprecedented challenges and continuously changing conditions presented by the pandemic. They need enduring care and cultivation of employees if this is to thrive. Employers must remember "Do not step on people's toes just to get to where you want." Employees invest their time, and employers need to unrestrict necessary employees to make this happen, and

they should ensure that the right people lead it as well. At this juncture the basic fundamental questions are how they fit into the new culture and the future workplace. As employees spend more hours of work to expedite the process of recovery, are employers reciprocating this sense of empathy and need toward employees? How are employers working to empower employees and adjusting their system in a hybrid workplace? Ensuring that constructive changes endure beyond the pandemic requires new methodologies, culture, digital transformation and evaluating change initiatives. Another imperative question is how to tackle remote working efficiently with the disruption in normal daily life? Digital transformation may help streamline communication, facilitate learning, foster connection and allow people to thrive in the new future of work. It has had a dramatic impact on the employee experience. Organizations serious about high-performance must rethink the way they measure performance in a post-pandemic world. In this case how should organizations calibrate their productivity and performance yardsticks? As employers look toward the future, employee wellbeing will need to feature at the top of their list as it will advocate business transformation successfully even in times of crisis and uncertainty. Hence employers looked to power their practice and improve ROI with redesigning Talent Strategy which could return the organization to its pre-pandemic state immediately. This research work also aims to find answers to the above said valid questions and explore the best and reliable talent strategy techniques to make quick, evidence-based decisions to build on existing capabilities and thus gain a competitive advantage in the future workplace. This research study makes an attempt in that direction and seeks to fill this research gap.

3. Review of past literature

Prepare There are studies that instead say that the expected impact of virtual reality was quite different to what was expected. Employees live in a distracted, secular age. They can work from where they live and their employer can monitor their performance and correspond with them. It may be both good and bad. But companies must fix the talent mismatch by using potential strategies.

Chopra & Bhilare, (2020) recommended at the end of their research that millennials are seeking a strong mentor work environment and need a road map to help them grow. Ware, 2018 emphasized the watchwords on the future of work that ensure ease in innovation, collaboration, integration and agility. Organizations that adopt management values and practices will thrive while the context of work will itself change. The study of Bedwell & Florida (2014) revealed that as collaboration underpins all business operations, executives consistently grade interpersonal skills as a key competency for an effective workforce. Davis & Blass, 2018 found evidence of universal social protection for the future of work and new perspectives related to the existence of new forms of employment, such as work on digital platforms, and responding to specific situations and needs of such workers, to realize the human right to social security for all. Karenza Moore et al (2008) investigated stories of the future in relation to women in the information and communications technology (ICT) sector and understood the significance of gender, work, time and technology.

Nguyen, et al studied the twofold challenges of competing in a global market and speedy technological advancements that redesign the workplace into an innovative work environment known as the high-performance workplace. They concluded that high-performance workplace results from constantly balancing investment in people, process, physical environment and technology, to measurably enhance the ability of workers to learn, discover, innovate, team up and lead, and thereby achieve efficiency and financial benefit. Overtoom, (2000) reported that Formal education and training systems play a significant role in creating opportunities for young employees to acquire the essential core skills needed in a workforce. James Francis and Carolien Scheers (2013) explored that traineeships and internships help young Europeans to improve their skills and adjust to the new workplace. Further Hisa & Mohiddin, (2020) described that current trends are based on the features of high performance workplaces. By observing the research work of Kniffin et al., 2020, smarter and safer ways to work together continue to reap benefits from global cooperation. Durai & King (2018) suggested positive action to achieve the organizational goal and interests will master an employee's role, and tap into an unsurpassed peer network. Gary L. Freed, MD, et al (2015) stated that the proper time allocation for specific duties in their current position was consistent with their goals, without gender inequality.

Thus, to put it in a nutshell, evaluation of the above stated national and international studies revealed that proficient insights and strategies to address talent crises can resolve the most demanding challenges. But It was found no unique talent matrices to develop workers as be operative and as efficient as possible in supporting business goals and providing value. The focus of this study is to explain the key elements of successful talent

strategy in the age of distraction and disruption from the collective opinion of employees.

3. Research objectives

Broadly, the idea for undertaking this research is to investigate talent management strategies that companies need to prepare for the future of work

4. Hypotheses of the study

On the basis of the defined objectives, the subsequent hypotheses have been developed:

a. Future (a). The future of the Future Workplace mainly depends on talent management strategies such as agile management, outsourcing (both to humans and machines), prioritizing employee experience, harnessing the power of virtual reality (Jiayan Zhao et al.2019), work being filled with purpose, a new breed of leadership, compelling employer brand and being digital right from the corecore

b. There is significant difference between strategies inducing talent management to build an effective future workforce and gender.

5. Research methodology

Descriptive research design was a take on for the study. Convenience sampling technique was deployed. Respondents were more comfortable in responding to the survey electronically rather than physically during this pandemic. The study was carried out with the use of a specially designed questionnaire. The survey instrument used a 5-point Likert scale to obtain feedback The research questionnaire was sent to IT professionals in the southern state of India. All were from companies with 300 or more employees; more than 48 percent of respondents were from organizations of 500 or more employees. The survey was undertaken in the southern states of India, representing companies with headquarters in Karnataka (52 percent), Tamilnadu (20 percent), Andhra Pradesh (15 percent), Telangana (9 percent), and Kerala (4 percent).The respondents were from a variety of information technology industries: 15 percent worked in Help Desk IT Services ;16 percent were from Network Security; 11 percent were in Data Storage and Management; 17 percent were from Data Storage And Management; 11 percent were in Data Backup Services and 17 percent were in Web Designing Services. Email Marketing Services made up the remaining 13 percent. The respondents were largely senior-level executives: 24 percent were executive management or board members; 23 percent were senior management; 34 percent middle management; and the remaining 19 percent other grades. The largest percentage, 32 percent, manages a group of people within a department, while 29 percent have people management responsibility for the whole department. 26 percent have people management responsibility for the whole business unit, and 23 percent extend the responsibility throughout the corporate. A total of 354 respondents completed the survey. To analyze the responses from the respondents, statistical software SPSS was employed. In this study, the responses and information brought were tested using statistical techniques such as reliability test, descriptive.

6. Analysis and results

There are five main stages in the analysis and interpretation of qualitative information collected through a structured questionnaire from IT professionals from Southern state of India to assess the future of future workplace.

(i). Cronbach's alpha was calculated to test reliability of the research instrument.

(ii). Descriptive statistics was used to explore dominant drivers of various talent management strategies and check normality.

(iii). Principal Component Analysis with Varimax Rotation and Kaiser Normalization was resorted to assess the underlying structures for the 16 drivers of talent management strategies.

(iv). Multiple regression analysis was used to assess the strength of the relationship between the future of the Future Workplace (the dependent variable) and eight talent management dimensions (predictor)

6.1 Reliability check of research instrument

Reliability of the measurement was done through the use of Cronbach's alpha coefficient

Table 1 Reliability Statistics

Cronbach's Alpha α	N of Items
0.627	16

A generally accepted rule is that α of 0.6-0.7. Cronbach's Alpha value 0.627 indicates an acceptable level of reliability, and research instruments were of a very good level.

6.2 Exploring key drivers of talent management strategies that that will impact the future of work

The study was conducted to investigate the key drivers of talent management strategies that will accelerate future workplace. Table 2 shows 16 drivers which were derived through an extensive literature survey. 5-point Likert scales used in the questionnaire permitted the respondents to decide their level of agreement or disagreement. Therefore, it goes from complete agreement to a complete disagreement, assuming that attitudes can be measured. Table 1 gives the descriptive statistics namely, the mean score and standard deviation of the 16 drivers enhancing the future of the future workplace. Of the 16 drivers Organization Goodwill Collaborative training ($\bar{x}$ =4.18), Organizational Culture ($\bar{x}$= 4.11), Clear purpose with the best talent ($\bar{x}$ =4.05) and Freelance projects ($\bar{x}$ =4.02) were the top four drivers shaping talent management strategies which intensely unify the future of the future workplace with an above 4 mean score. However, the remaining factors with mean scores of above 3 were also supportive of the future workplace. It indicated that the mean score variable was at a good level. Fig 1 also advocated the same. Values of standard deviation also were closer to the true value than those that fell in the area greater than ± 2SD. Data was considered normal as skewness of all factors was between -2 to +2 and

Table 2. Descriptive statistics of Key determinants that accelerate future of future workplace

Key Drivers	Items	Sum	Mean	Rank	Std. Deviation	Skewness	Kurtosis
Organization Goodwill	Organization Goodwill	1257	4.19	1	0.70	-0.81	1.11
Freelance projects	Freelance projects	1206	4.02	5	0.81	-0.37	-0.61
Organizational Culture	Organizational Culture	1233	4.11	3	0.77	-0.58	-0.06
Compete/competition for talent	Compete for talent	1137	3.79	8	0.95	-0.55	-0.26
Reinvent skillsets	Reinvent skillsets	1095	3.65	12	1.05	-0.40	-0.85
Frequent peer-to-peer feedback	Frequent peer-to-peer feedback	993	3.31	14	1.07	-0.30	-0.81
Digital workspaces	Digital workspaces	1125	3.75	10	1.03	-0.78	0.09
Digital Culture	Digital Culture	1131	3.77	9	1.09	-0.81	-0.01
Spot poor leaders	Spot poor leaders	966	3.22	15	1.14	-0.15	-0.79
Coherent vision	Coherent vision	1047	3.49	13	1.06	-0.58	-0.10
Right environment	Right environment	903	3.01	16	1.14	0.02	-1.00
Remote working	Remote working	1176	3.92	7	0.91	-0.95	0.98
Collaborative training	Collaborative training	1254	4.18	2	0.85	-0.84	0.03
Clear purpose with best talent	Clear purpose with best talent	1215	4.05	4	0.81	-0.44	-0.49
Sense of purpose with personal values	Sense of purpose with personal values	1197	3.99	6	0.76	-0.68	0.60
Employee experience	Employee experience	1119	3.73	11	0.84	-1.01	1.88

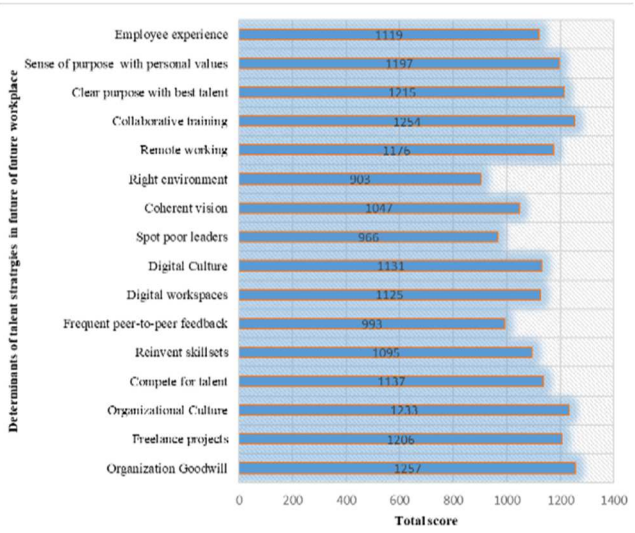


Fig 1. Key drivers of talent management dimensions that influence the future of the future workplace

6.3 Exploring the key talent determinants/dimensions of the future of the future workplace

6.3.1 Principal Component Analysis with Varimax Rotation and Kaiser Normalization:

This article was intended to determine the important drivers for various talent management strategies. To being with, EFA (Exploratory Factor Analysis) was employed to accomplish the goal of exploring the key divers for each talent management dimension leading to the future of work transformations. The results display the presence of eight dimensions that add up to form vibrant talent strategies for the future workplace. Before applying EFA on all items of the questionnaire, each construct (dimension) was explored using EFA.

Determinant value generated in the correlation matrix for this study data was 0.033 which was larger than the obligatory value of 0.00001. Hence, multicollinearity was not an issue for the study data. To ascertain the suitability of data for structure detection, KMO and Bartlett's test were used. The end results are shown in Table 3.

The sufficiency of KMO measurement sampling (to determine whether sample response was sufficient) should be close to 0.5 for satisfactory factor analysis. Kaiser (1974) recommended a value of 0.5 (the value of KMO This is well supported by the KMO (Kaiser - Meyer - Olkin) value of 0.573, which indicated reducing several drivers to pure dimensions was appropriate. In another word, data had no serious problems of multicollinearity; hence, the drivers were appropriate for factor analysis. Further, Bartlett's test of sphericity significance value was 0.000, $p < .05$ ($.000 < .05$), revealing that correlations in the data set were appropriate for EFA.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.573
Bartlett's Test of Sphericity	Approximate. Chi-Square	1003.138
	Degrees of Freedom	120
	Significance	0.000

SPSS output as seen in Table 4 lists the Eigenvalues and hence the variance explained by each dimension. There were eight talent management dimensions that had an Eigenvalue of greater than 1, as shown in Table 4. These eight dimensions contributed to 75.260 percent changes in the overall variance (future of the future work and workplace).

Table 4. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Sum	Percentage of Variance	Cumulative Percentage	Total	Percentage of Variance	Cumulative Percentage	Total	Percentage of Variance	Cumulative Percentage
1	2.623	16.395	16.395	2.623	16.395	16.395	1.835	11.466	11.466
2	1.987	12.421	28.817	1.987	12.421	28.817	1.741	10.882	22.349
3	1.839	11.495	40.312	1.839	11.495	40.312	1.732	10.823	33.172
4	1.590	9.937	50.249	1.590	9.937	50.249	1.702	10.635	43.806
5	1.347	8.421	58.670	1.347	8.421	58.670	1.610	10.065	53.871
6	1.019	6.366	65.036	1.019	6.366	65.036	1.156	7.227	61.098
7	.875	5.469	70.505	.875	5.469	70.505	1.136	7.098	68.196
8	.761	4.755	75.260	.761	4.755	75.260	1.130	7.065	75.260
9	.713	4.458	79.718						
10	.676	4.227	83.945						
11	.669	4.183	88.128						
12	.492	3.078	91.206						
13	.424	2.649	93.855						
14	.358	2.237	96.092						
15	.343	2.143	98.236						
16	.282	1.764	100.000						

Extraction Method: Principal Component Analysis.

Variables with high communalities -say more than 0.40 in Table 5 contribute much to measuring the underlying drivers. The rotated component matrix displays the association between the drivers and their dimensions after varimax rotation. It specifies "which drivers measure which dimensions?" and are labeled as below.

(a). Dimension 1 consists of Digital Culture and Digital workspaces pertaining to Digital right from the core.

(b). Dimension 2 consists of Competing for talent, organizational culture, and organization goodwill related to a compelling employer brand.

(c). Dimension 3 consists of spotting poor leaders, Right environment, and coherent vision pertaining to a new breed of leadership

(d). Dimension 4 consists of clear purpose with best talent and sense of purpose with personal values related to work filled with purpose

(e). Dimension 5 consists of Collaborative training and Remote working that harnesses the power of virtual reality.

(f). Dimension 6 consists of employee experience and reinventing skill sets that prioritize employee experience

(g). Dimension 7 represents Freelance projects that desire outsourcing both to humans and machines.

(h). Dimension 8 signifies Frequent peer-to-peer feedback that characterizes an Agile management

Table 5. Results of Communalities and Rotated Component Matrix

Dimensions	Items	Communalities	Rotated Component Matrix							
			Component							
		Extraction	1	2	3	4	5	6	7	8
Digital right from the core	Digital Culture	.761	.899							
	Digital workspaces	.652	.832							
A compelling employer brand	Compete for talent	.708		.810						
	Organizational Culture	.735		.674						
	Organization Goodwill	.647		.674						
New breed of leadership	Spot poor leaders	.916			.785					
	Right environment	.726			.741					
	Coherent vision	.851			.687					
Work filled with purpose	Clear purpose with best talent	.664				.840				
	Sense of purpose with personal values	.825				.829				
Harnessing the power of Virtual Reality	Collaborative training	.712					.891			
	Remote working	.762					.847			
Prioritizing employee experience	Employee experience	.813						-.734		
	Reinvent skillsets	.724						.545		
Outsourcing (both to humans and machines)	Freelance projects	.754							.800	
Agile management	Frequent peer-to-peer feedback	.790								.941
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.										
a. Rotation converged in 10 iterations.										
Extraction Method: Principal Component Analysis										
Determinant = .033										

Henceforth the dimensions are labeled as

Dimensions /strategies 1= X_1=Digital right from the core

Dimensions /strategies 2= X_2= compelling employer brand

Dimensions /strategies 3= X_3=New breed of leadership

Dimensions /strategies 4= X_4=Work filled with purpose

Dimensions /strategies 5= X_5=Harnessing the power of Virtual Reality

Dimensions /strategies 6= X_6=Prioritizing employee experience

Dimensions /strategies 7= X_7=Outsourcing (both to humans and machines)

Dimensions /strategies 8= X_8=Agile management

6.3.2 Reliability and normality check of talent management dimensions that attract & retain Future Workforce

To validate the internal reliability of the model used, a reliability test (Cronbach's alpha) was applied. While performing the test, each dimension was studied separately to test internal reliability. The test results are shown in Table 6. The Cronbach degrees in each dimension are higher than 0.7, indicating that the dimensions are quite reliable, and the elements related to each dimension can be used to measure the dimensions/constructs involved. Table 6 depicts the estimated reliability of each of the eight talent management dimensions: 0.644,0.65,0.611,0.761, 0.863,0.704,0.621, and 0.642 respectively by calculating Cronbach's alpha value. These dimensions are found to have sufficient reliability and hence can be used for further analysis.

6.3.3 Identifying dominant talent strategies for the future of the future work place

Out Out of 8 talent strategies identified, a compelling employer brand with an average mean score of 11.92was dominant and compete over other strategies

because it describes the company's reputation and popularity. New breed of leadership was opined as a second dominant strategy that cultivated new insights and perspectives. Other strategies are also in the order of importance and contribution which was reported in Table 6.

Table 6. Descriptive statistics of dominant strategies for future work place

code	Dimensions/ strategies	Sum	Mean	Rank	Std. Deviation	Skewness	Kurtosis	Cronbach's alpha
X_1	Digital right from the core	2412	8.04	3	1.35	-0.76	-0.10	0.644
X_2	Compelling employer brand	2256	7.52	5	1.90	-0.65	-0.12	0.65
X_3	New breed of leadership	3576	11.92	1	1.93	-0.25	-0.15	0.611
X_4	Work filled with purpose	2916	9.72	2	2.51	-0.44	0.36	0.761
X_5	Harnessing the power of Virtual Reality	1257	4.19	4	0.70	-0.81	1.11	0.863
X_6	Prioritizing employee experience	2214	7.38	6	1.23	-0.37	-0.30	0.704
X_7	Outsourcing (both to humans and machines)	2214	7.38	6	1.23	-0.37	-0.30	0.621
X_8	Agile management	993	3.31	7	1.07	-0.29	-0.81	0.642

6.3.4 Detecting the interrelationship of talent strategies of the future work place using Bivariate analysis - Karl Pearson correlation

Bivariate analysis was undertaken before multiple regression test to find the linear association of the future workplace and its strategies/dimensions explored through a factor analysis that designed the future workplace using Karl Pearson correlation.

Table 7 Output of matrix of the Pearson's correlation coefficient

code	Dimensions/Strategies	Statistics	Future of Future Workplace
X_1	Digital right from the core	Pearson Correlation	0.309**
		Significance (2-tailed)	0.000
X_2	Compelling employer brand	Pearson Correlation	0.515**
		Significance (2-tailed)	0.000
X_3	New breed of leadership	Pearson Correlation)	0.521**
		Significance (2-tailed)	0.000
X_4	Work filled with purpose	Pearson Correlation	0.596**
		Significance (2-tailed)	0.000
X_5	Harnessing the power of Virtual Reality	Pearson Correlation	0.368**
		Significance (2-tailed)	0.000
X_6	Prioritizing employee experience	Pearson Correlation)	0.565**
		Significance (2-tailed)	0.000
X_7	Outsourcing	Pearson Correlation	0.565**
		Significance (2-tailed)	0.000
X_8	Agile management	Pearson Correlation	0.388**
		Significance (2-tailed)	0.000

Table 7 provides a matrix of the correlation coefficients for the eight variables. Pearson correlation was used in the study. Test of significance was done using the two-tailed test. The criterion for significance is usually .05 and 0.10. So SPSS marks any correlation coefficient significant at this level with an asterisk. The results exhibit that all eight talent management dimensions measured have significant positive correlation with a profitable future of future work and workplace at 5% and 1% level of significance. The future of work demands these 8 new strategies such as digital right from the core, compelling employer brand, compelling employer brand, new breed of leadership, work filled with purpose, harnessing the power of virtual reality, prioritizing employee experience, and outsourcing (both to humans and machines).

6.4 Identifying the relative contribution of each talent strategy for the future work place:

As mentioned earlier, the future of the workplace is believed to depend on eight dimensions namely digital right from the core, compelling employer brand, compelling employer brand, new breed of leadership, work filled with purpose, harnessing the power of virtual reality, and prioritizing employee experience. Multiple regression was employed to determine relative strength and contribution of these dimensions to the future of work and the new workplace to make work better.

6.4.1 Multiple Regression Analysis

Multiple regression was run to predict future of future workplace from talent management dimensions.

Step 1: Decide whether the association between the response and talent management dimensions is statistically significant.

Statistical significance of the regression model: Analysis of variance (ANOVA) was used to test the statistical significance of R-square value in the model summary table. The null hypothesis was that the population R-square was zero. ANOVA results indicated statistical significant ($F(8, 291) = 10384.315$, $p < .0005$, $R2 = .997$), suggesting that the population R-square was significantly greater than zero. It indicated that talent management dimensions statistically and significantly predicted the future of the future workplace. All eight dimensions added statistically and significantly to the prediction, $p < .05$. In other words, any given change in one of the talent management dimensions would always produce a corresponding change in the future of the future workplace. Thus all talent management dimensions were confirmed by the analysis to have strong impact on the future work place.

Table 8 ANOVA Table to ascertain the association of the future of the future workplace and talent management dimensions

Model		Sum of Squares	Degrees of freedom	Mean Square	F ratio	Significance
1	Regression	10387.892	8	1298.487	10384.315	.000[b]
	Residual	36.388	291	.125		
	Total	10424.280	299			

a. Dependent Variable: Future of Future Workplace

b. Predictors: (Constant), Agile management, Outsourcing (both to humans and machines), Prioritizing employee experience, Harnessing the power of Virtual Reality, Work filled with purpose, New breed of leadership, A compelling employer brand, Digital right from the core

Statistical significance of the talent management dimensions: p-values of the t-test reported in Table 9 to determine whether there was a linear relationship between future of future workplace and each of digital right from the core, compelling employer brand, compelling employer brand, new breed of leadership, work filled with purpose, harnessing the power of virtual reality, and prioritizing employee experience was 0.000 indicating that all dimensions contributed to the model. Therefore, all dimensions were linearly related to the future.

Table 9. Regression Coefficient to predict the future of the future workplace

code	Model Dimensions / Strategies	Unstandardized Coefficients B	 Std. Error	Standardized Coefficients Beta	T statistics	Significance	95.0% Confidence Interval for B Lower Bound	 Upper Bound
	(Constant)	60.180	.020		2947.698	.000	60.140	60.220
X_1	Digital right from the core	2.733	.020	.463	133.660	.000	2.693	2.774
X_2	Compelling employer brand	2.572	.020	.436	125.764	.000	2.532	2.612
X_3	New breed of leadership	3.046	.020	**.516**	148.935	.000	3.005	3.086
X_4	Work filled with purpose	1.818	.020	.308	88.910	.000	1.778	1.858
X_5	Harnessing the power of Virtual Reality	2.042	.020	.346	99.837	.000	2.001	2.082
X_6	Prioritizing employee experience	.204	.020	.035	9.989	.000	.164	.245
X_7	Outsourcing (both to humans and machines)	1.126	.020	.191	55.067	.000	1.086	1.166
X_8	Agile management	1.611	.020	.273	78.783	.000	1.571	1.651

Dependent Variable: Future of Future Workplace

The intercept and coefficients were interpreted in the usual manner. The intercept b0=60.180 was meaningless in the context of the present study. Statistical significance of each independent variable test whether the unstandardized (or standardized) coefficients was equal to

0 (zero) in the population (i.e. for each coefficient, H0: $\beta = 0$ versus Ha: $\beta \neq 0$ was conducted). If $p < .05$, the coefficients were statistically and significantly different to 0 (zero). It was used to investigate if each explanatory variable needed to be in the model, given that others were already there. The t-value and corresponding p-value are in the "t" and "Sig." columns (Table 4), respectively. The tests tell us that Digital right from the core p (.000) <0.05, compelling employer brand p (.000) <0.05, New breed of leadership p (.000) <0.05, Work filled with purpose p(.000)<0.05, harnessing the power of Virtual Reality p(.000)<0.05,Prioritizing employee experience p(.000)<0.05,Outsourcing (both to humans and machines) p(.000)<0.05, and Agile management p(.000)<0.05 were significant. This meant that all talent management dimensions were highly useful in the model. In other words, all talent management dimensions added substantial contributions to explaining or determining the future workplace..

Estimated model coefficients: The common form of the regression equation to envisage the future of the future workplace was:

$$\hat{Y}=60.180+2.733X1+2.572X2+3.046X3+1.818X4+2.042X5+0.204X6+1.126X7+1.611X8$$

Where $\hat{Y}$= predicted future of future workplace

X_1=Digital right from the core

X_2= compelling employer brand

X_3=New breed of leadership

X_4=Work filled with purpose

X_5=Harnessing the power of Virtual Reality

X_6=Prioritizing employee experience

X_7=Outsourcing (both to humans and machines)

X_8=Agile management

This equation was obtained from the (Table 9) above

Unstandardized coefficients indicated how much the future of the future workplace varied with every talent management dimension when holding other dimensions of talent management constant. Overall, the regression coefficient delivered the expected variation in the future of the future workplace for one-unit changes in every talent management dimension. As a result, standardized coefficients were also most useful measures to rank talent management dimensions based on their contribution (nevertheless of sign) in explaining the future of the future workplace. Therefore, at present, New breed of leadership was the uppermost contributing (0.491) predictor to explain the future of the future workplace, and the next was Digital right from the core (0.463). Nevertheless, only when the model was specified perfectly could multicollinearity not be found among the predictors, Stephanie (2018).

Checking multicollinearity: Tolerance and Variance Inflation Factors (VIF) were the most reliable tests for multicollinearity. If multicollinearity occurred between two or more talent management dimensions it could deteriorate the results of multiple regression. Therefore, the presence of co-linearity among talent management dimensions was examined using Tolerance and VIF before running the multiple regression model. Values of VIF that were beyond 10 were viewed as indicative of multicollinearity. Weisburd & Britt state that tolerance under 0.20 suggested serious multicollinearity in a model. Table 10 reports the Collinearity Statistics.

Table 10. Tolerance value and variance inflation factors (VIF)

	Talent Management dimensions	Collinearity Statistics	
		Tolerance	$VIF = \frac{1}{Tolerance}$
X_1	Digital right from the core	0.801	1.2484
X_2	Compelling employer brand	0.821	1.2180
X_3	New breed of leadership	0.731	1.3680
X_4	Work filled with purpose	0.537	1.7640
X_5	Harnessing the power of Virtual Reality	0.636	1.5723
X_6	Prioritizing employee experience	0.695	1.4388
X_7	Outsourcing (both to humans and machines)	0.697	1.4347
X_8	Agile management	0.835	1.1976

From Table 10, it is clear that the tolerance of eight independent variables ranged between 0.537 and 0.835 and were substantially greater than 0.1 while VIF ranged from 1.1976 to 1.764 and was lower than 2. Therefore, the result proposed that the present study did not find any multicollinearity. This was also in agreement with the standard interpretation of the regression coefficients.

There was no need to create a new dimension or delete one of the dimensions. (predictor variables).

Step 2: Determine how well the model fits data

Researcher tests the goodness-of-fit statistics in the model summary table to determine how well the model fits the data. R represents the multiple correlation coefficient. Its large value, 0.998 indicates a strong relationship between the future of the future value and talent management dimensions. R-squared was used to evaluate how well the model comprehended the response about the future of the future work place in relation to talent management dimensions. An R-squared of 0.997 revealed that 99.7% of data fit the regression model thereby indicating better fit for the regression model. The adjusted R-squared value of 0.882 again showed the predictive power of the independent variables. The Durbin-Watson d=2.074, which was between the two critical values of 1.5< d < 2.5. It pointed out that there was no evidence of first order linear auto-correlation in the multiple linear regression data.

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	0.998	0.997	0.882	0.35361	2.130

Step 3: Decide whether multiple regression model accomplished the assumptions of the analysis

Researcher used the residual plots to decide whether the model was acceptable and fulfilled the assumptions of the analysis. The normal probability plot of residuals verified the assumption that the residuals were normally distributed. The normal probability plot of the residuals should almost follow a straight line. In this normal probability plot (Fig.2), the points normally followed a straight line. There was no signal of non-morality, outliers, or unidentified variables.

Fig.2 Normal P-P Plot of Regression Standardized Residual (Dependent variable: future of future workplace)

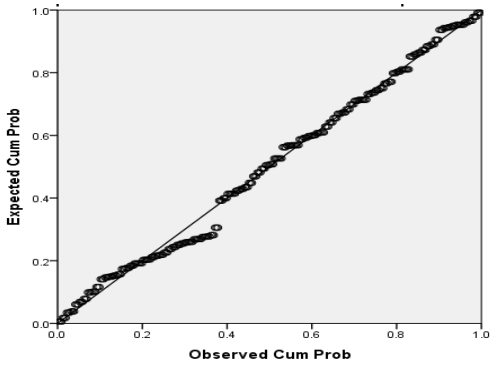
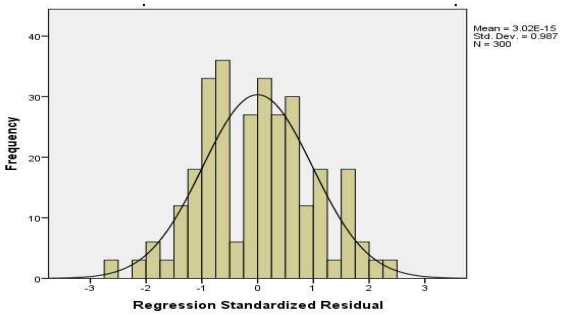


Fig 3 shows a histogram of the standardized residuals. The shape of the histogram of the standardized residuals indicated that residuals exhibited only a minor departure from normality.

By overseeing the assumptions and relative results, it was understood that the data was fit to carry out the regression analysis.

Fig. 3. Histogram of the standardized residuals and shape (Dependent variable: future of future workplace)



7. Gender effect on the future of the future work pertaining to talent management dimensions / strategies

Women were more likely to improve their career prospects compared to men. They had a better chance of cracking deals. They remained constantly in the success stream. Women were found to be confident about their performance at the workplace compared to men. Using independent t-test, researchers attempted to infer the gender effect on future work pertaining to talent strategies. While reviewing the mean score, all e dimensions pertaining to future workplace, women employees were more invariably supportive than male employees.

Table 12 reported that sig of t-test for Equality of Means and Levene's Test for Equality of Variances were greater than 0.05. It signified acceptance of the null hypothesis that there was no variance in the opinions of male and female employees. Though they did not differ in their understanding, recognition of all talent strategies determined the future of the workplace. So, whether male and female, it was time to be confident and flaunt their achievements. They did not differ as they understood the future work pattern. They were being proud of their achievements and this was what they were paid for.

Table 12. Gender effect on future of future work pertaining to talent strategies

Dimensions	Gender effect	Mean	Std. Deviation	Levene's Test for Equality of Variances		t-test for Equality of Means
				F	Sig.	Sig. (2-tailed)
Digital right from the core	Male	2.4154	.98254	.726	.395	.587
	Female	2.5057	1.03287			.584
Compelling employer brand	Male	2.0308	.95147	.080	.778	.081
	Female	2.2989	.91645			.083
New breed of leadership	Male	3.4769	.81217	.122	.728	.766
	Female	3.5172	.83335			.765
Work filled with purpose	Male	3.5846	.68219	.092	.762	.989
	Female	3.5862	.70796			.989
Harnessing the power of Virtual Reality	Male	3.9538	.75892	1.103	.295	.373
	Female	4.0690	.80396			.369
Prioritizing employee experience	Male	3.9077	.78508	1.440	.232	.394
	Female	4.0115	.70701			.402
Outsourcing (both to humans and machines)	Male	3.9385	.63435	.054	.817	.056
	Female	4.1264	.56660			.061
Agile management	Male	3.6462	.89147	2.990	.086	.317
	Female	3.7816	.76895			.328

8. Conclusion

Unique Unique talent strategies are very y important for IT professionals dealing with software and hardware, and client management. Creating a comprehensive talent management strategy for future work and the workplace is a major undertaking. To design satisfying strategies, companies need to take note of talent strategies that impact the future workplace. Organization Goodwill, Collaborative training, Organizational Culture, Clear purpose with best talent and introduction of Freelance projects as per demand and requirement were identified as strong influencers in developing future workplace strategy. Exploratory factor analysis resulted in eight dimensions which were unearthed from previous literature. These were found to be Digital right from the core, compelling employer brand, New breed of leadership, Work filled with purpose, Harnessing the power of Virtual Reality, Prioritizing employee experience, Outsourcing (both to humans and machines), and Agile management. These eight dimensions together explain a total variance of 75.26%. The results obtained from Cronbach's alpha reported that all eight dimensions possessed adequate reliability. Karl Pearson correlation results also confirmed the interrelationship of all dimensions towards future workplace talent strategy. Further, multiple regression was used to investigate relative contribution. New breed of leadership contributed the most toward future workplace talent strategies. Female employees were more supportive of all strategies shaped by employee wellbeing priorities. However, they had the same level of option and perception about workplace strategies of the future. Surely Strategies of the Past and Innovations for the Future will support this eight dimensions' model to realize inclusive growth and tackle the rapidly approaching global talent crisis. Last, digitalization and technology will promote new methods of working and finally indispensable competencies in the organization will have excessive focus on service based and/or product based information technology (De Bruyne, E. and Gerritse, D. 2018).

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