



A STUDY ON TALENT MANAGEMENT AND ITS PRACTICES OF 'INFORMATION TECHNOLOGY' INDUSTRY IN COIMBATORE CITY

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Abstract

Talent management it could be a positioning among the right employee in the right work its ensures that the employees utilize the maximize their effort for success of any organization. The talent management is related to innovative areas like such as public and private sector organizations, commonly every organization have prioritized it to develop their knowledge and acquire, develop and retain the suitable staff. This research focuses on talent management and its practices of information technology industry in Coimbatore city.

Key Words: Role, talent management, organization performance, information technology,

Introduction:

Talent management involves the process of attracting, selecting, developing and retaining highly skilled employees in the organization. Talent management also focuses on the shortage of the talents in the upcoming years. In the current competitive environment, the main concern of talent management is to construct an organizationally viable achievement through strategically exploiting personnel and intellectual practices to build up a skilled and devoted workforce. Talent management implies recognizing person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort.

Need for the Study

The effective perspective and practices of talent management strive to develop and retain potential workforces and improve organizational performance. Accordingly, the positive results gathered from the study will certainly be useful for the organization, as it will help the management to create effective strategies for developing and retaining talented employees. It will also help employees, as management explores hidden qualities and lays focus on developing the talent of their employees. The present study

would assist to identify suitable actions for reducing Labor Attrition. The identification of different factors in talent management can contribute the overall performances of „IT“ industries in Coimbatore city.

Statement of the Problem

Talent Management Practices identify people with certain talents; encourage them to use their talents to their potentiality. For the purpose of this study, the researcher has taken only small and medium companies which have Talent Management Practices, whether it is formulated or not. Talent Management takes all efforts to boost up the morale of the work force to retain them and reduce the labor turnover. It is imperative to study the importance of Talent Management Practices followed by the companies. The IT industry is a relatively new phenomenon and is expected to grow in the coming years this study aims to investigate the Talent Management Perspective and Practices in „IT“ Industry in Coimbatore city

Scope of the Study

The study on Talent Management Perspective and Practices in the „IT“ industry in Coimbatore city attempts to find out its impact on factors like Talent Management Perspective and Practices and Organizational Performance and also reviews the talent management in cross comparison with each other The Talent Management Perspective and Practices in the IT industry.

Objectives of the Study

1. To study the demographic profile of the respondents with respect to talent management perspective and practices in IT industry.
2. To study the factors responsible for Talent Management Perspective and Practices in IT industry.
3. To study the impact of Talent Management Perspective and Practices on Organizational Performance.

Hypotheses of the study

Ho – There is no significant difference between demographic profiles of the respondents with regard to Talent Management Perspective and Practices.

Ho – There is no significant difference between demographic profiles of the respondents with respect to Organizational Performance.

Ho - There is no significant relationship among various dimensions of Talent Management Perspective and Practices.

Ho - There is no significant relationship among various dimensions of Organizational Performance.

REVIEW OF LITERATURE

Brian (2001)¹ focuses on his study of reward structure and its impact on team effectiveness. Here independent variable is reward structure in three levels such as interdependent, independent and mixed rewards. Team effectiveness is the primary dependent variable. Cooperative behaviors reward valence, effort, and autonomy preferences are the control variables which effects on dependent variable.

Clint Chadwick (2005)² in his paper describes the advantages of doing so and offers some practical suggestions about how Strategic human resource management course instructors can begin infusing strategy into their Strategic Human Resource Management courses. The study states that synergistic advantages of strategy and HRM will come to SHRM when instructors, students, and practitioners are thoroughly established in each of the base areas of knowledge and also acquire expertise in how to effectively integrate strategy and HRM into something new and different from those bases, and this starts in the classroom.

Cohn, Khurana & Reeves (2005)³ in their article, explicate the picture of successful Leadership Development Program, based on study with companies in a range of industries over the past few years. The study illustrates how some major companies implement integrated, smart, talent development proposal. The leadership development practices of a company should support with strategic priority. The business unit provides the development tools and activities to their employees.

Kevin (2007)⁴ in his article reveals the practicing leadership pipeline for establishing a supportive organisational culture. The study points out that well practiced organisation effectively integrate succession planning systems and leadership development with efficient managerial personnel

Chuai. X (2008)⁵ examines Multinational Corporations in Beijing adopting Talent Management to explore the extent this managerial idea represents anything new. The result found that Talent Management emerged as a new approach to significantly managing people resources in the organisation rather than simply the rearrangement of old ideas and techniques with a new indicator.

RESEARCH METHODOLOGY

Research methodology is a scientific and systematic way to solve research problems. The research methodology deals with research methods and taken into consideration the logic behind the methods. In total, the research methodology of the study includes research design, sampling framework, data collection, framework of analysis and limitations.

(i) Research Design of the Study

Research design is the conceptual structure within which the research is conducted. It is a blue print for the collection, management and analysis of the data. The research design in the present study is descriptive in nature since it describes the phenomena of Talent Management Perspective and Practices in IT Industry in Coimbatore city.

(ii) Sampling Framework of the Study

The sampling framework of the study consists of determination of sample size and sampling procedure of the study.

(iii) Statistical Tools used

ANOVA, T test, Chi- square, Correlation Coefficient, One Sample t Test, Multiple Regression Analysis, And Structural Equation Modeling (SEM)

(iv) Sample size

The researcher used Convenience sampling method though out the analysis part.

DATA COLLECTION OF THE STUDY

The researcher used both primary data & secondary data for this research.

(a) Primary data

A primary data source is an original data source, that is, one in which the data are collected firsthand by the researcher for a specific research purpose.

(b) Secondary data Collection Method

Secondary data refers to data that is collected by someone other than the user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes

ANALYSIS AND INTERPRETATION**Descriptive Analysis – Demographic Profile of Respondents Gender wise classification of respondents****Gender wise classification of respondents**

Gender	Frequency	Percent
Male	289	66.00
Female	146	34.00
Total	435	100.0

From table it can be inferred that 66.0% of respondents are male and 34.0% of respondents are female. This indicates that the majority of the respondents are male.

Age wise classification of respondents

Age	Frequency	Percent
Below 25	243	63.6
25 - 35	24	4.5
36 - 45	48	9.2
Above 45	120	22.7
Total	435	100.0

From table it can be found that 63.6% of respondents are below 25, 4.5% of respondents are 25-35, 9.2% of respondents are 36-45 and 22.7% of respondents are above 45. This indicates that the majority of the respondent's age group is below 25 years.

Marital Status wise classification of respondents

Marital Status	Frequency	Percent
Married	279	65.00
Unmarried	156	35.00
Total	435	100.0

From table it can be inferred that 65% of respondents are married and 35% of respondents are unmarried. This indicates that the majority of the respondents are married.

Family Size wise classification of respondents

Family Size	Frequency	Percent
Below 3	145	33.3
4 – 5	152	34.0
Above 5	138	32.7
Total	435	100.0

From table it can be found that 33.3% of respondents are below 3, 34.0% of respondents are 4-5 and 32.7% of respondents are above 5. This indicates that the majority of the respondent's size of family is between 4 – 5.

Monthly Income wise classification of respondents

Monthly Income	Frequency	Percent
Below 15,000	102	23.4
15,001 – 30,000	103	23.6
30,001 – 50,000	121	27.8
Above 50,000	109	25.5
Total	435	100.0

From the table it can be infer that 23.4% of respondents are below 15,000, 23.6% of respondents are 15,001-30,000, 27.8% of respondents are 30,001-50,000 and 25.5% of respondents are above 50,000. This indicates that the majority of the respondent's income is above 50,000.

Male and Female with respect to Talent Management Practices

Talent Management Practices	Male		Female		t value	P value
	Mean	SD	Mean	SD		
Talent Acquisition	3.87	.340	3.86	.351	.296	0.555
Leadership and Talent development	3.80	.401	3.71	.453	2.195	0.000**
Performance management	3.67	.597	3.71	.453	-.918	0.005**
Reward and recognition	3.53	.807	3.86	.351	-4.985	0.000**
Talent retention	3.67	.472	3.57	.496	2.124	0.000**
Succession Management / Planning	3.60	.612	3.57	.496	.529	0.063

** denotes significant at 1% level.

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to the dimension of Leadership and Talent development, Performance management, Reward and recognition and Talent retention. Hence there is significant difference between Male and Female with regard to the dimension of Leadership and Talent development, Performance management, Reward and recognition and Talent retention.

H₀: There is no significant difference among Age with respect to Talent Management Practices.

Age with respect to Talent Management Practices

Talent Management Practices	Below 25		25 - 35		36 - 45		Above 45		F value	P value
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Talent Acquisition	3.79	.411	4.00	.000	4.00	.000	4.00	.000	17.322	0.000*
Leadership and Talent development	3.86	.350	4.00	.000	3.50	.505	3.60	.492	22.988	0.000*
Performance management	3.64	.611	4.00	.000	3.50	.505	3.80	.402	6.930	0.000*
Reward and recognition	3.86	.640	4.00	.000	4.00	.000	2.80	.402	122.712	0.000*
Talent retention	3.71	.452	4.00	.000	3.50	.505	3.40	.492	20.458	0.000*

Succession Management / Planning	3.64	.61 1	4.00	.00 0	3.50	.50 5	3.40	.49 2	10.203	0.000* *
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** denotes significant at 1% level.

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to the dimension of Talent Acquisition, Leadership and Talent development, Performance management, Reward and recognition, Talent retention and Succession Management / Planning. Hence there is significant difference among age with regard to the dimension of Talent Acquisition, Leadership and Talent development, Performance management, Reward and recognition, Talent retention and Succession Management / Planning.

Variables in Multiple Regression Analysis

Variables	Unstandardized Coefficients(B)	S.E error of B	Standardized Coefficients Beta	t-value	p-value
Constant	3.041	.348	-----	8.725	0.000
Talent Acquisition	0.210	0.072	0.132	2.925	0.004**
Leadership and Talent development	0.105	0.068	0.081	1.541	0.124
Performance management	0.143	0.058	0.145	2.482	0.013*
Reward and recognition	0.074	0.038	0.096	1.943	0.053
Talent retention	0.078	0.062	0.068	1.261	0.208
Succession Management / Planning	0.193	0.057	0.203	3.388	0.001**

** Denotes significant at 1% level

* Denotes significant at 5% level

The multiple correlation coefficient is 0.818 measures the degree of relationship between the actual values and the predicted values of the Organizational Performance. Because the predicted values are obtained as a linear combination of Talent Acquisition (X_1), Leadership and Talent development (X_2), Performance management (X_3), Reward and recognition (X_4), Talent retention (X_5) and Succession Management / Planning (X_6) the coefficient value of 0.837 indicates that the relationship between Organizational Performance and the six independent variables is quite strong and positive.

FINDINGS, SUGGESTIONS OF THE STUDY

FINDINGS:

- ✓ 68.2% of respondents are male and 31.8% of respondents are female. This indicates that the majority of the respondents are male.
- ✓ 63.6% of respondents are below 25, 4.5% of respondents are 25-35, 9.2% of respondents are 36-45 and 22.7% of respondents are above 45. This indicates that the majority of the respondent's age group are below 25 years.
- ✓ 50.1% of respondents are undergraduate, 22.7% of respondents are postgraduate, 22.7% of respondents are professional and 4.5% of respondents are certificate course/diploma. This indicates that the majority of the respondent's educational qualifications are undergraduate.
- ✓ 54.5% of respondents are married and 45.5% of respondents are unmarried. This indicates that the majority of the respondents are married.
- ✓ 13.6% of respondents are below 3, 59.1% of respondents are 4-5 and 27.3% of respondents are above 5. This indicates that the majority of the respondent's size of family is between 4 – 5.
- ✓ 27.3% of respondents are below 15,000, 22.7% of respondents are 15,001-30,000, 18.2% of respondents are 30,001-50,000 and 31.8% of respondents are above 50,000. This indicates that the majority of the respondent's income is above 50,000.
- ✓ 40.9% of respondents are one, 54.6% of respondents two and 4.5% of respondents are more than two. This indicates that the majority of the respondents are having two earning members.
- ✓ 72.7% of respondents are nuclear and 27.3% of respondents are joint family. This indicates that the majority of the respondents are nuclear families.
- ✓ 18.2% of respondents are below 20,000, 36.4% of respondents are 20,001-40,000, 4.5% of respondents are 40,001-60,000 and 40.9% of respondents are above 60,000. This indicates that the majority of the respondent's family income is above 60,000.
- ✓ 59.1% of respondents having a team to manage and 40.9% of respondents are not having a team to manage. This indicates that the majority of the respondents having a team to manage.
- ✓ There is significant difference among Monthly Income with regard to the dimension of Talent Acquisition, Leadership and Talent development, Performance management, Reward and recognition, Talent retention and Succession Management / Planning.

SUGGESTIONS:

- becomes a good performer. It will take an average of sixty to ninety days to master the craft of the trade. In this context, a job specific training is a necessity. A new employee has not only to improve his skill and knowledge but must get induction training tool for maintaining a smooth relation with his co-workers as well as superiors which would result better performance.
- The company should provide sufficient training for leadership development of skilled employees to manage the leadership position and meet unforeseen requirements in the organization. Most of the employees are curious to know the feedback about their individual job performance as well as team performance.
- „IT“ industry should be aware of the need for performance evaluation and feedback regularly. Monthly or quarterly evaluation will be better than annual performance evaluation. It will motivate the employees to increase their performance after each stage of appraisal.
- The „IT“ industry should involve the employees in decision making processes. It will create a team spirit as well as good coordination and cooperation among managers and employees. It also creates initiatives among the employees to contribute innovative ideas and a sense of self respect and belongingness which would make them stay within the organization and increase productivity.
- Determining potential successors is important for organizational success. When the management tries to fill any important vacant position with internal recruitment or promotion rather than recruiting from outside, it is useful that the current employee is already familiar with the organizational environment and job related activities.

LIMITATIONS OF THE STUDY

- i. The answers given by the respondents towards Talent Management Perspective and Practices in „IT“ Industry may be affected by the personal value judgment.
- ii. The various aspects of Talent Management Perspective and Practices and Organizational Performance have been measured with the help of the variables drawn from previous studies.

CONCLUSION

The present study could conclude that success of any organization is largely a matter of attitude of the employees irrespective of its scale of operations. Motivated employee will definitely be a treasure for the organization, so the focus has to be on how to motivate employees and enhance their morale towards their organization which turns out better performance. This study makes it clear that Talent Management Perspective and Practices can always act as a good tool for motivation which enhances their Organizational Performance. It is clear from the study that the „IT“ industry in Mumbai follows a Talent Management

system in their own framework and it does positively affect the performance level and employee development in the mean time.

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