

A Study On Talent Management Practices And Performance Of Employees In It Sector In Chennai

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ABSTRACT

Talent management practices are adopted for attracting, identifying, developing, engaging or retaining of employees having higher potential and talents that they are adding or creating values to the organizations. The results elucidate that providing good working condition to employees, giving full autonomy to employees, encouraging employees to participate in discussions, arranging need based trainings to employees, giving the rewards and good recognition for employees, adopting fair and effective performance appraisal method for employees and providing feedback to employees on their performance are main talent management practices adopted by Information Technology (IT) sector. Significant difference is there among talent management practices in IT sector and socio-economic profile of employees. Performance of employees is positively, moderately and significantly related with talent management practices in IT sector, Therefore, IT companies should give adequate salary and perks to employees and they must have flexible working hours for employees. Besides, IT companies should give due respect to emotions and feelings of employees.

Key Words: Employees, IT Sector, Performance, Talent Management Practices

1. INTRODUCTION

Nowadays, human resources are the most significant resources of all type of organizations and the successful existence and sustainability of organizations are highly depending on human capital (Ahmadi, 2012). Each and every organization is investing considerably to acquire and develop human resources for their success by exploring and utilizing skills and talents of employees (Sahoo, 2010). Organizations are largely focusing on identifying talents and recruiting them in the correct jobs and in the correct time that lead to higher

level of performance and profit for organization (Kamil, 2011). In order to attain the goals of organizations, they are adopting many effective talent management practices for their employees because they are significantly affecting performance of organizations and employees.

Talent management practices are practices that are adopted for attracting, identifying, developing, engaging or retaining of employees having higher potential and talents that they are adding or creating values to the organizations (Lyria, 2013). Talent management practices are involving in generating creative thinking, adopting innovative methods, improving problem solving and analytical capabilities and developing exclusive qualities of employees (Thota, 2013) that are respected and acknowledged for safeguarding values of employees and enhancing their performance. Talent management practices are also improving performance and competitiveness of organizations and helping for retaining of talented employees with organizations (Pestonjee et al 2017).

The efficient management of talented pool of employees needs the organization to adopt effective strategies and approaches varying from recognizing changes in work culture to succession plan for employees (Rana, 2017). Talent management practices are attracted employees towards organizations that generate a better brand name and image for keeping their talented and skillfull employees and it also creates good relation with customers and other stakeholders and it is largely contributing to sustainability of organizations. With this background, an attempt is made to study talent management practices and performance of employees in IT sector.

2. REVIEW OF RELATED LITERATURE

Rani and Joshi (2012) found that organizational culture, pay packages, training and development, learning opportunities, rewards and job security were main talent management practices adopted by Indian companies.

Tiwari and Shrivastava (2013) concluded that good working condition, work culture, training and development, career progression, autonomy and power, rewards and recognition were talent management practices adopted for employees and they had positive impact on performance of organizations and retention of employees.

Dhanabhakym and Kokilambal (2014) revealed that attraction and selection, work scheduling, training and development, learning, building of team, performance assessment and feed back, retention and succession planning were important talent management practices followed in industrial organizations.

Mensah (2015) showed selection, training, competency development, work culture, job scheduling and planning, rewards, training, recognition and performance evaluation were important talent management practices in industrial organizations and they had positive impact on performance of employees.

Sangeetha and Rajakarthykeyan(2016) indicated that clear job description, selection, training and development, attractive packages, autonomy, mentoring, performance assessment and feedback were talent management practices adopted by IT companies.

Pasha and Ahmed(2017) found that work planning and scheduling, training, rewards and recognition, learning and development, improving competency and providing good culture were talent management practices in IT sector and they were influencing productivity of employees and performance of IT companies.

Banu and Rao(2018) concluded that talent attraction, talent selection, learning, career development talent retention and talent succession were talent management practices in IT companies and they were affecting their performance significantly.

Nadine and Abubakr(2019) revealed that recruitment, training, evaluation, retention and succession plan for employees were talent management practices adopted in research institutions and they were significantly influencing recognition and performance of employees.

Aina and Atan(2020) showed that attraction of talent, learning and development, management of career and retention of talent were positively and significantly influencing organizational performance.

Awasthi and Kumar (2021) indicated that talent management practices were adopted to find gap in talent, planning of goals, development of strategies and assessment of performance of organization and talent management practices were significantly associated with engagement and retention of employees.

3. OBJECTIVES OF THE STUDY

- i) To study talent management practices in IT sector.
- ii) To examine difference among talent management practices in IT sector and socio-economic profile of employees.
- iii) To assess relation among talent management practices and performance of employees in IT sector.

4. HYPOTHESES OF THE STUDY

- i) There is no significant difference among talent management practices in IT sector and socio-economic profile of employees.
- ii) There is no significant relation among talent management practices and performance of employees in IT sector.

5. METHODOLOGY

The present study is conducted in Chennai. Employees working in IT sector are randomly chosen and data are collected from 250 employees by using questionnaire. Profile of employees is examined through percentages and mean and standard deviation are used to study talent management practices in IT sector. Difference among talent management practices in IT sector and socio-economic profile of employees is found by applying t-test and ANOVA test. Correlation analysis is employed to assess relation among talent management practices and performance of employees in IT sector.

6. RESULTS

6.1. SOCIO-ECONOMIC PROFILE OF EMPLOYEES OF IT SECTOR

The socio-economic profile of employees of IT sector is shown in Table-1. The results show that 53.20 per cent of them are males, while, 46.80 per cent of them are females and 37.20 per cent of them are falling in age category of 31 – 35 years, while, 14.40 per cent of them are falling in age category of 21 – 25 years. The results indicate that 43.20 per cent of them are B.E. holders, while, 25.60 per cent of them are B.Tech. holders and 38.80 per cent of them are having working experience of 5 – 8 years, while, 16.40 per cent of them are having working experience of more than 12 years and 34.40 per cent of them are getting monthly salary of Rs.40,001 – Rs.50,000, while, 15.60 per cent of them are getting monthly salary of above Rs.50,000.

Table-1. Socio-Economic Profile of Employees of IT Sector

Socio-Economic Profile	Number(n=250)	Percentage
Gender		
Male	133	53.20
Female	117	46.80
Age		

21 – 25 Years	36	14.40
26– 30 Years	74	29.60
31 – 35 Years	93	37.20
36 – 40 Years	47	18.80
Education		
B.E.	108	43.20
B.Tech.	64	25.60
M.C.A.	78	31.20
Working Experience		
Less than 4 Years	45	18.00
5 – 8 Years	97	38.80
9 – 12 Years	67	26.80
More than 12 Years	41	16.40
Monthly Salary		
Below Rs.30,000	49	19.60
Rs.30,001 – Rs.40,000	76	30.40
Rs.40,001 – Rs.50,000	86	34.40
Above Rs.50,000	39	15.60

6.2. TALENT MANAGEMENT PRACTICES IN IT SECTOR

The talent management practices in IT sector are shown in Table-2.

Table-2. Talent Management Practices in IT Sector

Talent Management Practices	Mean	Standard Deviation
My company is providing good working condition to employees	3.96	0.90
My company is giving adequate salary and perks to employees	3.39	1.05
My company is providing full autonomy to employees	3.85	0.89
My company is having flexible working hours for employees	3.35	0.98
My company is encouraging employees to participate in	3.69	0.86

discussions		
My company is arranging need based trainings to employees	3.74	0.80
My company is giving the rewards and good recognition for employees	3.66	1.01
My company is adopting fair and effective performance appraisal method for employees	3.94	0.88
My company is providing feedback to employees on their performance	3.81	1.05
My company is giving due respect to emotions and feelings of employees	3.42	0.96

The employees of IT sector are agreed with their company is providing good working condition to employees, their company is providing full autonomy to employees, their company is encouraging employees to participate in discussions, their company is arranging need based trainings to employees, their company is giving the rewards and good recognition for employees, their company is adopting fair and effective performance appraisal method for employees and their company is providing feedback to employees on their performance, while, they are neutral with their company is giving adequate salary and perks to employees, their company is having flexible working hours for employees and their company is giving due respect to emotions and feelings of employees.

6.3. TALENT MANAGEMENT PRACTICES IN IT SECTOR AND SOCIO-ECONOMIC PROFILE OF EMPLOYEES

The difference among talent management practices in IT sector and socio-economic profile of employees is shown as below.

6.3.1. Talent Management Practices in IT Sector and Gender

The difference among talent management practices in IT sector and gender of employees is shown in Table-3.

Table-3. Talent Management Practices in IT Sector and Gender

Gender	N	Mean	Standard	t-Value	Significance
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			Deviation		
Male	133	35.13	4.01	4.329**	.000
Female	117	39.33	3.56		

** Significant in 1% level

Mean value of talent management practices in IT sector for female and male employees are 39.33 and 35.13 respectively and it reveals that talent management practices in IT sector are better for female as compared to male employees.

The t-value is 4.329 explicating that significant difference is there among talent management practices in IT sector and gender of employees.

6.3.2. Talent Management Practices in IT Sector and Age

The difference among talent management practices in IT sector and age of employees is shown in Table-4.

Table-4. Talent Management Practices in IT Sector and Age

Age	N	Mean	Standard Deviation	F-Value	Significance
21 – 25 Years	36	37.86	3.94	5.424**	.000
26– 30 Years	74	39.89	3.40		
31 – 35 Years	93	36.87	3.30		
36 – 40 Years	47	35.11	3.99		

** Significant in 1% level

Mean value of talent management practices in IT sector is varying from 39.89 for employees falling in age category of 26– 30 years to 35.11 for employees falling in age category of 36 – 40 years and it reveals that talent management practices in IT sector are better for employees falling in age category of 26– 30 years as compared to other age categories.

The F-value is 5.424 explicating that significant difference is there among talent management practices in IT sector and age of employees.

6.3.3. Talent Management Practices in IT Sector and Education

The difference among talent management practices in IT sector and education of employees is shown in Table-5.

Table-5. Talent Management Practices in IT Sector and Education

Education	N	Mean	Standard Deviation	F-Value	Significance
B.E.	108	38.77	3.46	5.240**	.000
B.Tech.	64	36.83	3.84		
M.C.A.	78	34.74	4.09		

** Significant in 1% level

Mean value of talent management practices in IT sector is varying from 38.77 for employees holding B.E. to 34.74 for employees holding M.C.A. and it reveals that talent management practices in IT sector are better for employees holding B.E. as compared to other educations.

The F-value is 5.240 explicating that significant difference is there among talent management practices in IT sector and education of employees.

6.3.4. Talent Management Practices in IT Sector and Working Experience

The difference among talent management practices in IT sector and working experience of employees is shown in Table-6.

Table-6. Talent Management Practices in IT Sector and Working Experience

Working Experience	N	Mean	Standard Deviation	F-Value	Significance
Less than 4 Years	45	37.31	3.98	5.594**	.000
5 – 8 Years	97	39.53	3.89		
9 – 12 Years	67	36.73	3.48		
More than 12 Years	41	35.22	3.76		

** Significant in 1% level

Mean value of talent management practices in IT sector is varying from 39.53 for employees having working experience of 5 – 8 years to 35.22 for employees having working experience of more than 12 years and it reveals that talent management practices

in IT sector are better for employees having working experience of 5 – 8 years as compared to other work experiences.

The F-value is 5.594 explicating that significant difference is there among talent management practices in IT sector and working experience of employees.

6.3.5. Talent Management Practices in IT Sector and Monthly Salary

The difference among talent management practices in IT sector and monthly salary of employees is shown in Table-7.

Table-7. Talent Management Practices in IT Sector and Monthly Salary

Working Salary	N	Mean	Standard Deviation	F-Value	Significance
Below Rs.30,000	49	39.67	3.70	5.675**	.000
Rs.30,001 – Rs.40,000	76	37.84	3.63		
Rs.40,001 – Rs.50,000	86	36.54	4.03		
Above Rs.50,000	39	35.24	3.51		

** Significant in 1% level

Mean value of talent management practices in IT sector is varying from 39.67 for employees getting monthly salary of below Rs.30,000 to 35.24 for employees getting monthly salary of above Rs.50,000 and it reveals that talent management practices in IT sector are better for employees getting monthly salary of below Rs.30,000 as compared to other monthly salaries.

The F-value is 5.675 explicating that significant difference is there among talent management practices in IT sector and monthly salary of employees.

6.4. RELATION AMONG TALENT MANAGEMENT PRACTICES AND PERFORMANCE OF EMPLOYEES IN IT SECTOR

The correlation analysis is employed to assess relation among talent management practices and performance of employees in IT sector and the result is shown in Table-8.

Table-8. Talent Management Practices and Performance of Employees in IT Sector

Particulars	Correlation Coefficient
Talent Management Practices and Performance of Employees in IT Sector	0.56**

** Significant in 1% level

The correlation coefficient among talent management practices and performance of employees in IT sector is 0.56 and it implies that they are positively and moderately related with each other.

7. CONCLUSION

The above analysis reveals that providing good working condition to employees, giving full autonomy to employees, encouraging employees to participate in discussions, arranging need based trainings to employees, giving the rewards and good recognition for employees, adopting fair and effective performance appraisal method for employees and providing feedback to employees on their performance are main talent management practices adopted by IT sector. Significant difference is there among talent management practices in IT sector and socio-economic profile of employees. Performance of employees is positively, moderately and significantly related with talent management practices in IT sector, Therefore, IT companies should give adequate salary and perks to employees and they must have flexible working hours for employees. Besides, IT companies should give due respect to emotions and feelings of employees.

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