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A Study On Talent Management Practicesimpact On Employee Job Performance In Information Technology Industry

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Article History	ABSTRACT
	The paper aims at understanding the Talent Management Practices followed in IT Industry and how it influences job performance of Employees with special reference in Chennai City, Tamilnadu. Human capital plays a very important role and hence the present study aims at apply the talent management practice and measure the job performance of them. The study also attempts to analyze various factors contributing to job performance. A well – structured questionnaire measures the responses and majority of the respondents are star performers. The Questionnaire has been validated to examine the relationship between various factors.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..
	Keywords: *Talent Management, Development, Employee Engagement and Employee performance*

INTRODUCTION

Human resources constitute the most prominent element in any organisation which helps its smooth functioning. The success of an organisation depends upon how effectively the positions are manned with talented human resources. The term 'talent' refers to the skill, proficiency or capability of a person who occupies the position in a particular area. In this context, the term talent management simply refers to managing the 'talent' in an organisation. The term talent management has become manifested in 1990's to

integrate the advancement in managing human resources. HR administrators or departments handle the functions of talent management to build up a visible horizon for the future success.

Nowadays, human resourcesare 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 higherlevel of performance and profit for organization. In order to attain the goals of organizations, they are adopting many effectivetalent 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 andtalents 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 excusive qualities of employees (Thota, 2013)that are respected and acknowledged for safeguarding values of employees and enhancing their performance. Talent management practices arealso improving performanceand competitiveness of organizations and helping for retaining of talented employees with organizations. The efficient management of talented pool of employees needsthe organization to adopt effective strategies and approaches varying from recognizing changes in work cultureto 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 skill full 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 industry.

TALENT MANAGEMENT

Individuals are the most valuable resource in any organisation. Employees are an organization's most valuable resource. Talent management can be defined as the process of recruiting for, training, managing, developing, evaluating, and retaining this most valuable resource. In today's competitive environment, effective talent management is one of the most significant factors influencing an organization's ability to succeed and expand. In this highly competitive market, it has become critical for enterprises to ensure that their talent management activities are aligned with their overall company objectives. They should also create a culture in which talented individuals are provided with numerous professional development options in order for them toperform at their highest levels. It is only the top/key talent that adds to the productivity of the business, as they are responsible for generating revenues by adding value to their clients 'experiences. As a result, given that the success and performance of any organisation are based on how well a firm manages and retains its talent pool, appropriate measures should be taken to implement the best talent management practices available in the industry, which will assist the organisation in obtaining an advantage over its competitors and, more importantly, in ensuring that the organisation is consistently one step ahead of its competitors. Talent has always been defined as the ability to create works that are unique and innovative, rather than simply the ability to complete a task efficiently; it also includes the diligence and development of skills and abilities over a person's lifetime.

Talent management has been defined as the execution of coordinated systems that are executed to improve and support the performance of anorganisation by further developing methodologies for enlisting, retaining, creating, and benefiting from people who have the fundamental capabilities and abilities to meet current and future business requirements. Talent management is considered to be a component of human resource management methodologies. Employers can improve their overall productivity, performance, as well as increase their profits and revenues by implementing an essential talent management strategy.

The Influence of Talent Management in The IT Sector

In the ever changing and globally competitive market that is the information technology sector,talent management is critical. Thus, the information technology industry has developed avariety of talent management methods. When it comes to this profession, attracting andretaining high-quality personnel is a never-ending task in talent management, in addition toexpanding their talents, and consistently inspiring them to enhance their performances. Toachieve a competitive edge, talent management in the information technology sector focuses onthe following areas:

•To stay competitive: Companies may remain competitive by investing in and growingtheir employees' abilities. As a result, organizations become stronger and more preparedto deal with new skills and changes.
 •To improve business performance: When a company has top professionals on its team,it can achieve any goal. When three critical components such as speedy talent allocation,smart human resource management, and a great employee experience are combined,talent management becomes the most successful instrument.
•To form productive teams: Companies will be able to establish productive teams if theyhave an effective talent management plan in place. This is more important than simplyhaving a group of people that are creative and skilled working in the organisation.
 •To lead a strong employer branding: Effective talent management helps modern firmsto build strong employer branding. This assists the organisation in attracting the mostqualified candidates for future recruitment.
 •To inspire growth: Companies that have inspiring talent in their ranks will inspire andassist their other employees in their personal and professional development.
•To reduce employee turnover: Employee turnover is reduced as a result of talent management in information technology companies. Employees are less inclined to quitfor other organisations to pursue other chances when they feel valued at a company andknow they will have plenty of opportunities to grow within it.

BACKGROUND OF THE STUDY

The total measure of intrinsic capacities, procured information, and skills addressed by theaptitudes and skills of an organization's workers is collectively called as human asset. Toachieve individual and hierarchical objectives, HR ought to be taken advantage of to the furthest reaches possible. The sum and nature of an employee within an organization are straightforwardly connected to its exhibition and creation. The essential objective of talent management is to get ready associations for the future by planning and developing human resources to address the deficiencies of numerous potential abilities they might experience.

Intoday's highly competitive and dynamic business world, it is extremely difficult for a companyto prosper and subsequently maintain its position. Competitors can mimic any product, service, business strategy, or even marketing campaign, thus talent management becomes critical.Because business leaders and shareholders realize the link between maintaining the finest personnel and attaining the best performance, the way an organisation manages its talent can be a turning point for the firm. As a result, a study into the impact of talent management practices on job performance in selected IT industry in Chennai City.

STATEMENT OF THE PROBLEM

Nothing is more important in the IT industry than placing the right individual in the appropriate position. When people do jobs that do not suit their preferences, inclinations or temperamentwill be catastrophically apparent, rather than pointing the factors that are lacking. According tothe literature study, talent management programmes aim to develop and retain high-potentialindividuals, providing businesses with a talent management source and a competitive humanresource advantage, both of which influence organisational performance. In the IT industry ofChennai, it has become vital to identify and define critical roles and Talent Management in managerial roles, and the researcher performed a study to examine their talent management procedures. In the industry, there has been recent attrition, low productivity, unhappiness, andother undesirable conduct. This research helps to uncover the aspects that can help to eradicatethese negative behaviours and improve the performance of the organization, both financially and non-financially.

OBJECTIVES OF THE STUDY

• To know the extent of importance of Talent Management Practices in IT Industries
• To understandthe level of impact of Talent Management Practices in employee job performance
• To know the Attraction and Development Practices in Talent Management
• To study the Performance Management Practices and Employee Engagement Practices

REVIEW OF RELATED LITERATURE

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.

Dhanabhakyam and Kokilambal(2014) revealedthatattraction 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.

.**Sangeetha and Raja karthikeyan(2016)** indicatedthat 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) foundthat 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)concludedthat talent attraction, talent selection, learning, career development talent retention and talent succession were talent management practices in IT companies and theywere affecting their performance significantly.

Awasthi and Kumar(2021) indicatedthat 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.

Research Gap
The researcher seeks to fill the gaps in the studies of talent management practices by usingadditional performance metrics other than talent attraction, such asworkforce planning, leadership development and motivation, to determine the relationship between talent management practices and employees job performance. Previous studies went into great detail about the talent management practices that different IT firms thought were crucial, however, they did not go into detail about how these practices improved organisational performance. Also, the majority of studies analyzing the link between talent management approaches and business performance have been undertaken in other countries and other industries. Hence the researcher seeks to fill these gaps by doing the study on selected IT industry in Chennai.

RESEARCH METHODOLOGY

Sampling design
The universe for the study comprises of the IT employees in Chennai District. Random sampling method has been used. The required data were collected totally from 200 employees.

Area of the Study
The location selected is at Chennai District in Tamil Nadu.

Period of the Study
The study has been conducted from 2020 to 2023 for analysis of secondary data relating to various aspects of trends in IT, Job Opportunity in IT, different talent development practices in ITand comparison of salary and benefit among IT industry employee at Chennai. The primary data relating to the opinion of employees about the talent management practices and their satisfaction level in IT sectors at Chennai have been collected.

Research design
Descriptive Research Design is used in the study to know the employee Talent Management practices in IT industry and its impact, employee satisfaction level, attraction and development practices and its key dimensions in IT sector. The questionnaire has four sections. In the first part,Socio-economic and demographic criteria like Gender, age, marital status, Designation, Experience, Income, etc were collected. In the second part, respondents were asked to evaluate parameters on talent attraction practices relating to Employer branding. The third part deals with Talent Development practices like Learning and development, Mentoring, Leadership development, Performance management system, performance appraisal about IT sector industry on a 5 point scale ("Strongly Agree" to "Strongly Disagree") and finally in the fourth part, Talent retention practices of IT industry like present job, compensation, Rewards & Benefits and employee engagement of IT sector industry on a 5 point scale (Highly satisfied" to "Highly Dissatisfied")

Data Collection
A pre-tested questionnaire was prepared and used to collect the Primary data. Journals, Magazines, Publications and Various websites including the official websites of IT industries have been referred to

collect the secondary data. The published research reports and market studies also helped the researcher to probe into the problem.

Statistical tools used

The collected data have been consolidated, tabulated and analyzed by using relevant statistical tools like, Frequency Statistics, Descriptive statistics, Standard Deviation, Independent sample t-test, ANOVA test, Mann-Whitney U test, Kruskal Wallis Test, Multiple regression analysis, Correlation, Perceptual Mapping and Henry Garret Ranking Method. The SPSS 16 package was utilized for analyzing the data. The interpretation of the study is done by using tables, graphs and charts to give meaningful results.

DATA ANALYSIS

Multiple Regression Analysis

Multiple regression analysis is used to fit a model for the dependent variable Employee Engagement through the Talent Management Practices. The independent variables include the factors taken for study through Talent Development Practices and Talent Retention Practices. These two factors are studied through Training and Development, Mentoring, Leadership Development, Performance Appraisal, Satisfaction level on present job, Compensation and Rewards & Benefits. Multiple regression analysis was carried out with the following hypothesis to develop model for Employee engagement on the independent variables mentioned above.

Table No.1.1: Descriptive Statistics

Factors	Mean	Standard Deviation
Training& Development	4.09	0.484
Mentoring	4.05	0.547
Leadership Development	4.10	0.484
Performance Appraisal	3.94	0.488
Present Job	4.06	0.426
Compensation	4.09	0.505
Rewards & Benefits	4.08	0.403
Employee Engagement	4.19	0.445

The above table no.1.1 gives the summary statistics of all the variables taken for study. The mean and standard deviation for each variable is given in the table. It is seen from the table that the mean level of agreement of respondents on the variable Employee Engagement is 4.19 with standard deviation 0.445, which means that the respondents agree to the fact that they are engaged in their work. Similarly, the mean level of agreement on other independent factors taken for study is depicted in the above table.

Table 1.2 respondent opinion about the Job Satisfaction.

Job Satisfaction	Mean	Std. Deviation
My company creates opportunity to advancement	3.69	0.925
I am satisfied with my job	4.09	1.349
I have good relationships with co-workers	3.73	1.132
My job is interesting	3.78	1.317
I get regular feedback about my job	3.59	1.224
There is opportunity to increase social status	3.97	1.173
Management praise the employee for good work	3.94	1.046
I have learnt a lot at this job	3.50	1.429
This company allows me to sharpen my professional skills	3.67	1.138
Need based benefit plans	3.99	0.961
My company allows me to realise my full potential	4.05	1.414
I am realizing my potential as an expert in my line of work	3.56	1.027

Source: Primary data computed.

Table 1.2 shows that the respondent's opinion and importance towards job satisfaction for job performance in the IT industry in Chennai. Here, the identifying the talents maintenance is analyzed with seven factors in the five-point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean

values are ranged from 3.59 to 4.09. The calculated standard deviation values lies between 0.92 and 1.41. From the mean value, it is inferred that, employees are satisfied with their job (4.09) followed by, company allows employee to realize their full potential (4.05), Need based benefit plans (3.99), There is opportunity to increase social status (3.97), Management praise the employee for good work (3.94),My job is interesting (3.78), employee have good relationships with co-workers(3.73), My company creates opportunity to advancement(3.69), This company allows me to sharpen my professional skills (3.67), I get regular feedback about my job (3.59) and realizing my potential as an expert in my line of work (3.56). From the standard deviation values, it is observed that the employee's perception towards the job satisfaction is not varied as much.

It is inferred that the employees are highly rated that, the employees are satisfied with their job.

Table No.1.3 gives the model summary of the model fitted through SPSS software. It can be observed from the table that the model has an adjusted R-Square of 0.494 which means about 50 per cent of the variation in the dependent variable satisfaction level of respondents was explained by the independent variable.

Table 1.3 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.514	0.264	0.262	0.382		
Model		Sum of Squares	Df	Mean Square	F-value	P-Value.
1	Regression	26.043	1	26.043	178.349	0.001
	Residual	72.720	498	0.146		
	Total	98.763	499			

And gives the significance of the model fitted by SPSS. The high value of $F_{(3,836)} = 178.349$ with low p-value 0.001 verify that the first model is the best one with all the three independent variable.

DISCUSSIONS AND IMPLICATIONS

The findings from the study are discussed below. When it comes to Employer Branding, Employees give first preference to whether the Organization values and makes use of Creativity while financial performance of the Organization is given the last preference. The respondents have been asked to rank the various factors of Employer Branding. The response was analyzed using and the result is that the Female on Employer Branding is same. In Performance, the highest preference is given to Critical Judgement of the Employees by the Organization.

Multiple Regression Analysis was done to know the relationship between Employee Engagement and Talent Development and Retention Practices. The mean level of agreement of respondents on the variable Employee Engagement is 4.19, which means that the respondents agree to the fact that they are engaged in their work. A Model was fitted through SPSS software. The model has an adjusted R – Square of 0.494 which means about 50 percent of the variation in the dependent variable satisfaction level of respondents was explained by the Independent Variable. Structural Equation Modeling was done and it was found that a high degree of positive correlation exists between Employee Engagement and Rewards and Benefits. Also, Talent Management Practices have no direct or indirect Impact on Employee Engagement and job performance while Talent Management Practices have a significant positive impact on Employee Engagement and job performance.

CONCLUSION

Developing and talent management practices is important, but it is never enough. Skills and capabilities required to play key roles may not exist internally, and opportunities to upgrade talent always exist; new blood brings fresh ideas and perspectives into a technology organization. As such, sourcing talent externally is also critical. Naturally, great recruiting capabilities are a must, but there are also specific actions that IT organizations have found particularly useful. The IT industry in Chennai is no exception to talent management practices.

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