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TALENT MANAGEMENT: A CASE STUDY OF IT ORGANIZATIONS

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ABSTRACT

The term talent management can be defined as the entire gamut of functions that an organization undertakes for the creation, integration and application of talent. Effective talent management practices have contributed to engagement of employees in the organizations for a longer period. Due to effective talent management practices in organizations, an employee feels a sense of belonging and strongly engaged when his/her talent is recognized and rewarded by the management of the organization.

This study is an attempt to explore the effects of talent management practices on the employee's mindset and also explores the most appreciated talent areas by management as well as the employee's expectation about talent management.

Keywords: *Talent Management, Employee's Expectation from Management, Appreciated Talent Areas*

INTRODUCTION

Talent management is a function by which members of HR department utilize imbibes and develop the relevant skills of employees. It is a process which creates and utilizes the potential of an employee's talent to achieve organizational goals.

Talent management is the proven practice of using interconnected human resource process to provide a simple fundamental benefit to any business firm or organization. Developing strong organizations for the future business is achievable just through people's view towards talent management as a critical business enabler and it is applied to connect the volatile business climate with changes in demographics global workforce. Talent management refers to the process of developing and integrating new employees, developing and retaining the present employees and attracting highly skilled employees to work for diverse organizations.

Talent was known as the most critical factor of production in the past industrial economy. Nowadays new talent oriented economy for successful organizations are considered those which can assimilate new ideas and put those ideas into action faster than their competitors. This has led organizations to turn to talent management activities in order to improve business performance as well as to engage their employees in the organization for a longer period.

Review of Literature

1) In the article titled "Trust Employees' Talent to Succeed", by Jacob Walner (2000), the author has stated that, having trust on employees' talent means, you have confidence in their abilities by giving them responsibility in the most important organizational functions. Author has further opined that, the talented people find this to be motivating and it increases their feeling that they are valued.

2) An article titled, "The Strategic Asset of Workplace Diversity" by David A. Garvin, (2001). In this article author has stated that with the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in today's global era which must be one of the significant organizational goals to be attained.

3) A study paper titled, "Strategy of Talent Retention", by J. B. Quinn (2000). In this study the author has stated that, talented employees in the organizations are naturally motivated to achieve career advancement, opportunity to contribute, learning and sharing opportunities and independent work assignments.

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Author has further stated that, HR professionals are associated with identifying the hidden talents of the employees, creating opportunities for them, enabling them to be partners in change, and creating forums for knowledge and talent sharing with fast track peers.

4) A study article titled, “Multiplier Effect of Talent Management System” by Rivenbark Leigh, (2004). Author has opined that, the performance is product of ability and motivation, which can be enhanced through talent management. The author has further stated that, organizations having a talent management system in operation, view the growing of talent as an engine for their growth.

5) A study paper titled, “Talent Retention Strategy in High Performing Work Organizations”, by C. Tobias (2007). This study paper is based on a survey conducted in corporate sector organizations. Through the survey, it is observed that the major cause of job dissatisfaction is the underutilization of employee’s talent.

According to the author, talent has egoistic needs, which must be met if they are to be fulfilled. This forms the key content of talent management in high performing work organizations.

Significance of the Study

There are many survey studies that are related to the IT employee’s perceptions regarding the condition of work, motivation, attrition rate, retention strategies etc. But not much structured survey studies have been conducted in the domain of talent management practices in IT organizations, employee’s expectations regarding talent management and appreciated talent areas. Therefore, the present study would be significant to identify the talent areas of employees which are mostly appreciated by the management and its effects on employee’s mindset. This study is also significant with a view to explore the employee’s expectations from management regarding talent management.

Objectives of the Study

- i) To understand the employees expectations from talent management practices.
- ii) To identify the talent areas mostly appreciated by the management.
- iii) To understand the impacts of talent appreciation by Management on employees.

MATERIALS AND METHODS

Research Methodology

This short study is an exploratory survey study in nature. Questionnaire for employees is a major instrument for collection of required primary data. 10 IT Organizations which are located in Pune City have been selected. In total, 186 employees have been selected from these IT Organizations.

The questionnaire for employees was divided into two parts. The first part of questions is related to demography of employees. The second part of questionnaire contents the questions related to employees expectations from management about talent management, impacts of the talent management practices on employee’s mindset and talent areas, which are mostly appreciated by management. The IT organizations for the survey were elected based on NASSCOM rank 2013. Simple random sampling method has been used to select the respondents (employees) for the study. The primary data was analyzed by using simple percentile method.

Regional Scope of the Study

The regional scope set for the study was Pune city, which is known as IT hub. Several IT organizations are located in the various suburbs of the Pune city.

Selection of Sample

Considering the nature of study, the unit of population has been selected which is beneficial for the requirements of the study. The sample selection was on the following parameters

- i) Nature of study
- ii) Possibilities of accessing the data.
- iii) Willingness of the respondents (i.e. employees)

The following table indicates that designation wise (total sample size of the respondents).

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Designation Wise Distribution of Respondents

Sr. No.	Designation	No. of Employees	Percentage
1	Sr. System Analyst/Associate Manager	50	27
2	System Analyst/Team Lead	52	28
3	Senior Software / System Engineer/ Associate	3	23
4	Software/System Engineer / Associate	42	2
	Total	186	100

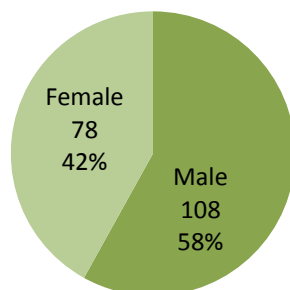
Data Analysis

Demographic Information of Respondents

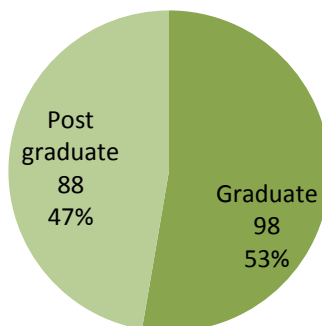
Table 1(A): Age Wise Distribution of Respondents

Sr. No.	Age groups (Years)	No. of Employees	Percentage
1	21 – 25	22	12
2	26 – 30	60	32
3	31 – 35	56	30
4	Above 35	108	26
	Total	186	100

Following Pie Chart Indicates the Gender Wise Distribution of Respondents



Following Pie Chart Indicates the Educational Qualification of Respondents



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Table 1(B): Working Experience of Respondents (in years)

Sr. No.	Working Experience	No. of Employees	Percentage
1	1 – 3	22	12
2	4 – 6	54	29
3	7 – 10	68	36
4	Above 10 years	42	23
	Total	186	100

The total sample size of IT organizations of the selected IT organizations was 186 of which 108 were male respondents and 78 were female respondents.

Out of 186 respondents that are evaluated 12% belonged to 21 to 25 years of age group. 32% respondents were belonged to the age group of 26 to 30 years. 26% respondents were in the age group of above 35 years, and 30% respondents were in the age group of 31 to 35 years.

53% respondents have taken their education up to graduation level and 47% respondents have taken their education up to post-graduation level.

Majority respondents (i.e.36%) were having 7 to 10 years of working experience, 29% were having from 1 to 6 years of working experience, 23% respondents were having more than 10 years of experience and only 12% respondents were having 1 to 3 years of experience.

Information Related to Most Appreciated Talent Ideas and Expectations of Employees from Management Members

The following table indicates opinion of employees regarding utilization of their talent by Management.

Table 2(A): Utilization of Employee Talent by Management (Employee's Opinion)

Sr. No.	Opinions	No. of Employees	Percentage
1	Always	130	70
2	Seldom	46	25
3	Never	10	5
	Total	186	100

Majority of the employees that is evaluated 70% employees have opined that their talent is always utilized by Management. 25% employees opined that their talent is utilized by Management very rarely and only 5% employees opined that management has never utilized their talent.

Table 2(B): Talent Areas Appreciated by Management (Employee's Opinion)

Sr. No.	Talent Areas	No. of Employees	Percentage
1	Innovativeness	37	20
2	Management	52	28
3	Creativity	40	22
4	Leadership	12	6
5	Technology	35	19
6	None of the above	10	5
	Total	186	100

According to 20% employees, innovative talent is mostly appreciated by management, 28% employees opine that they are appreciated by the management member for their management skills. Creativity talent is the most appreciated talent area of management, opined by 22% employees. Technological skills or talent is mainly appreciated by management, opined by 19% employees. According to 6% employees,

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skills of leadership or talent in leadership is the main talent area which is appreciated by their management. It is observed that, 5% employees have stated negatively in this regard. In their opinion, management is not interested in the proper utilization of hidden talents of the employees. The following table indicates the effect of talent appreciation by management on employee's mindset.

Table 2(C): Effects of Talent Appreciation

Sr. No.	Effects	No. of Employees	Percentage
1	Motivated	176	95
2	Wi willingness to stay in organization for a longer period	122	66
3	Sense of belonging is towards organization has increased	158	85
4	Job satisfaction	186	100
5	None of above	10	5

The above table indicates the multiple statements of respondents stop due to frequent appreciation by management employees become more motivated, opined 95% as respondents. In the opinion of 66% respondents, willingness of employees to stay in the same organization is increased. 85% respondents have opined that, due to talent and appreciation by management sense of belonging is of employees towards organization has increased, and 100% respondents have stated that job satisfaction of employee has increased, but on the contrary, 5% employees have stated negatively regarding the effects of talent managed appreciation by management

The following table indicates the expectations of employees from the management in the context of talent management practices.

Table 2(D): Employee's Expectations in the Context of Total Talent Management

Sr. No.	Expectations	No. of Employees	Percentage
1	Appointment of right person to right job	96	52
2	Promises must be keep kept by management	122	66
3	Stimulating working environment	186	100
4	Recognition to talent	180	97
5	Optimum utilization of talent	148	80

52% respondents expect that, there should be appointment of right person to right job. 66% respondents opined that, promises given by management must be kept. Stimulating working environment is the organization expected by hundred percent respondents. 97% respondents expected continuous recognition for their talent by management and 80% respondents expected optimum utilization of employee's talent.

Observations

i) It is observed that majority of organizations are utilizing employee's talent to achieve organizational goals. Very few IT organizations' management are not aware about the employee's talents and some organizations rarely utilized the employee's talent.

ii) It is observed that, innovativeness, management, creativity and talent in using new technology are the talent areas mostly appreciated by the management.

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iii) Due to strategic talent management practices implemented in the organizations, there is a positive effect on the mindset of the employees. It is found that many of them are now more motivated and having desire to stay in the same organization for a longer period. The sense of belongingness towards organizations has also increased and 100% employees are satisfied with their current job.

iv) It is observed that majority of IT organizations' management members are interested in utilizing the employees' talent because they are now realized and aware about the utilization of talent and hidden talent of employees for achieving organizational goals.

v) It is also observed that, 100% employees expected stimulating working environment in their organizations which positively affected on the results of talent management practices.

Suggestions

i) The management should find out the employees' talent at the time of joining organization and those employees who are working in the organization. In this connection management should make the database regarding employee's performance and his talent area. Management of organization should frequently update this information as a part of their talent management practice.

ii) Management should make arrangement for payment of compensation for utilization of talent of employees.

iii) There should be arrangement of training programmes to enhance the hidden talent areas of the employees.

iv) Major aspects of talent management practiced within an organization must include a) performance management, b) leadership development, c) workforce planning / identifying talent gaps.

v) Talent management practices must be taken into the business strategy and implemented in daily process throughout the organization as a whole. It should be left solely to the HR department to attract and retain employees, but preferably must be practiced at all levels of the organization.

Conclusion

Every employee has some talent. Many times management is never aware about his talent and how to utilize the employee's talent for the development and achieving the objectives of organization. It is the responsibility of management to identify the talented areas of employees as every employee has the hidden talent. If the management recognize and become aware about the talents of their employees and accordingly make a record of that and impart training for enhancing and utilizing the talent for the organization which will not only save the money but also the employees feel how important they are in the organization.

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