



TALENT MANAGEMENT OF EMPLOYEES IN ICT COMPANIES

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ABSTRACT

The corporate culture that supports the development of human resources is essential and important to effective talent management also corporate cultures where managers are involved at all levels in the enhancement of talent have a massive effect on the overall talent management process in the organization. Organizational culture affects talent management at three levels starting from recruitment, the development until retention recruitment and selection is the first meeting for a candidate with the organization so it should leave a positive impression on the candidate. This way organizational culture influences the recruitment process. Development is a significant process in talent management, where organizations should be committed to developing talented members within the organization from day one for the employee and throughout his work with the organization.

Key Words: Talent, Management, ICT, Organization, Culture.

INTRODUCTION

The key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. When an organization has a strong culture, three things will happen: Employees know how top management wants them to respond to any situation, employees believe that the expected response is the proper one, and employees know that they will be rewarded for demonstrating the organization's values.

Employers have a vital role in perpetuating a strong culture, starting with recruiting and selecting applicants who will share the organization's beliefs and thrive in that culture, developing orientation, training and performance management programs that outline and reinforce the organization's core values and ensuring that appropriate rewards and recognition go to employees who truly embody the values.

In this context, the art of managing talent has always another challenge. Bringing a diversity of people together in one company and working together to achieve the same goals has always triggered a number of questions. Further numerous other questions come to mind when debating such a topic and this is what triggered an interest in this area.

TALENT MANAGEMENT

Talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for your company. The process of attracting and retaining profitable employees, as it is increasingly more competitive between firms and of strategic importance, has come to be known as "the war for talent".

The present scenario with abundant opportunities has triggered a wave of employees, perpetually —on the move, forever seeking better opportunities whenever, wherever and however they can. What is behind the restlessness of these hard to keep employees? By focusing on productivity, organizations are realising that it is imperative to hire employees who can do the job and be successful at it. The organization no longer wants to just hire to hire, in fact they are striving



to find the right people, bring them into the organization and retain their services. One of the critical functions of HR is a sound Human Resource Planning through which they are able to project the demand for human resource and thereafter formulate strategies for acquiring them.

OBJECTIVES OF THE STUDY

- To determine the overview about Talent Management of employees in ICT Companies.
- To delve into the Organizational Performance of the Employees.

STATEMENT OF PROBLEMS

People need to start thinking ‘talent’ in order to manage talent and organisations need to develop talent scouts, in order to be able to spot talent and further develop it. This is all dependent on the culture of every organisation and the commitment - starting from top management in order to seriously address this issue. The biggest challenge is to look at the number of variables that determine such changes, particularly people themselves who are the bearers of such talent.

The organizational culture has a highly essential effect on managing talents, it is not enough to identify, retain, develop talented employees but also it is important to establish organizational culture that supports the development of talented employees. Talent management provides a way to focus and facilitate its' tools, which has started to install a talent mindset in the culture of an organization, with focusing on employee's engagement connected different functions with organizational cultures such as control, motivation and competitive advantage and conflict resolution, while Greenberg and Baron (2003)³ have a different opinion about functions of organizational culture. They pointed out that culture gives an identity, which generates organizational commitment that goes with the mission of the organization. They also highlight that culture affects employees' behaviours in the organization which results in higher performance.

METHODOLOGY

Primary and Secondary data were used for the study. Primary data was collected through questionnaire and Secondary data were collected from secondary sources like, Journals, Reports and Websites.

REVIEW OF LITERATURE

Stephen Muigai Kimani and Simon Maina Waithaka (2013) targeted to examine how rewarded system, organization culture, career development and workplace environment affected the implementation of talent management in the Kenya Broadcasting Corporation. The findings concluded that the Organization culture was employee growth oriented and the organization culture was towards enhancing talent management and that the Organizational Culture had positive impact on their talent. It also indicated that reward system, organizational culture, career development and work place environment affected implementation of TM in the State Corporations.¹

Wurim and Ben Pam (2012) investigated the relationship between talent management and health service quality from the employee perspective in teaching hospitals in Egypt. The study used the dimensions to talent management given by Heiner O'Neil. The dimensions included planning, recruiting, compensation and reward, performance management, employee empowerment, employee engagement and organizational culture. Different employee categories showed different evaluative attitudes towards talent management. The dimensions were positively related to health service quality.² The results supported the view that talent management significantly and positively influences health service quality.

ANALYSIS OF DATA

In research study Talent Management of employees in ICT Companies. The researcher must find out the demographic profile of customers and Cronbach Alpha Statistics method.

Table No – 1. Gender of the Interviewers

Sl. No	Gender	No. of respondents	Percentage
1.	Male	72	90
2.	Female	08	10
	Total	80	100

Source: Primary Data

Seventy two (90%) of the sample respondents were male and only eight (10%) of them were female as only one category of the personnel in the category of HR were found to be female. A majority of them were male.

Table No – 2. Educational Qualification of the Interviewer respondents

Sl. No	Education	No. of Respondents	Percentage
1.	SSLC	-	-
2.	HSC	3	4
3.	Degree	20	25
4.	Professionals	57	71
	Total	80	100

Source: Primary Data

None of the interviewers had a qualification of SSLC or below. Only three of the senior interviewers were having higher secondary as their qualification. Twenty of them were degree holders that accounted for twenty five percent. All the others were Professionals who were fifty seven in number and was seventy one percent. A majority of seventy one percent of them were professional and only twenty nine percent of them were below the qualification.

Table No – 3. Monthly Income wise distribution of the Respondents

Sl. No	Monthly Income	No. of Respondents	Percentage
1.	Below Rs.50000	30	15
2.	Rs.50000 - 100000	44	22
3.	Rs,10000 - 150000	60	30
4.	Above Rs.150000	66	33
	Total	200	100

Source: Primary Data

The monthly income of the interviewers who were selected as samples was taken into account for the purpose of analysis of this study. Thirty samples (15%) got the salary below fifty thousand. Forty four of them got the salary between fifty thousand to one lakh, accounting for thirty percent. Sixty interviewers (30%) got a salary of one lakh to one lakh fifty thousand rupees. Sixty six sample respondents (33%) had a salary of one lakh fifty thousand and above.

Table No – 4. Summary of Initial Cronbach Alpha Statistics (N=80) for Management

Instrument

Construct	Initial Cronbach Alpha	Initial Number of Items	Items removed	Final Number of Items	Final Cronbach Alpha
Values, ethics & external factors	0.494	9	V011, V012, V017	6	0.664
Customer focus	0.723	4	None	4	0.723
Talent management & development	0.673	24	V036, V042	21	0.708
Skills, training & development	0.632	11	V045, V048, V055, V056	8	0.721
Communication & decision making	0.581	4	None	4	0.581
Performance management & career progression	0.561	8	V062	6	0.641

Source: Primary Data

The above table indicates that the samples which were adopted with regard to the management aspect or management side were tested for reliability and the resultant figures were above .5 for all variables revealing the fact that it is suitable for further factor reduction.

To simplify the analysis of the different constructs that the instrument was intended to measure, a factor analysis approach was undertaken on the composing items. Guided by a need to explore these constructs, a principal component extraction, followed by Varimax Rotation and Kaiser Normalisation were undertaken on the management data set. The fitness of each construct for factor analysis was measured through Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy as well as a significant Bartlett’s Test of Sphericity ($p < 0.005$). When the KMO measure exceeded 0.5, (with Bartlett’s Test less than 0.005), the construct was interpreted as fit for factor analysis, with emerging factors accounting for a substantial amount of variance.

A summary of this approach is set out in Table 4.8, while the different factors following Varimax rotation.

FINDINGS

- There are various external challenges that impact on the way people work and development of workforce and at present, employees has more opportunity to change jobs more frequently.
- Company advocates a policy by which customer needs take priority and the company manage to deliver the best possible quality in anything employees do in order to withstand in the market and to overcome the competitors.
- The company believes that it is very important to identify and make full use of the talents of its own employees' and it is difficult to replace some talented persons and hence it cannot afford to lose the talents of such persons.
- The Company’s talents are the person's competence (knowledge, skills and attitude) to do a job and there are some critical talents that are missing within the Company’s own team.

SUGGESTIONS



1. At present, employees have more opportunity to change jobs more frequently. Hence the employees should be enriched in their rewards and remuneration in order to prevent them from going away to another company.
2. The company finds it difficult to replace some talented persons and hence it cannot afford to lose the talents of such persons for that purpose it should prevent them from going out by satisfying them for the purpose of the company.
3. There are some critical talents that are missing within the Company's own team hence the company should take efforts to identify such talented persons and recruit them appropriately.
4. Managers should use new and creative ideas to find out the talents of employees and place them.

CONCLUSION

The study conducted by the researcher depicts the importance of the organization culture in relation to the talents of the employees and the development. Information Communication Technology (ICT) field has been developing over the last three decades to a large extent. Managing the talents of the employees is a unique talent and the Management has to develop a proper culture or climate in order to withstand in the market with the help of the appropriate strategies.

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