

## **Talent Management and Organizational Effectiveness among the IT Professionals**

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### **Abstract:**

The software industry in India is rapidly growing and among the most promising in the IT sector. In the beginning, the sector was started by the megacorporation's of Mumbai, who sent its programmers to work for foreign information technology companies. They succeeded because they used initiative to create a promising new entry point into the global market, and the government ensured their safety from competition from multinational companies and fledgling businesses. It wasn't until ten years later that workstation-based programming supplanted mainframe-based programming, and specialised operating systems and languages developed by individual manufacturers were replaced by industry-standard platforms and high-level languages. In a similar vein, governmental changes in India reduced taxes on imported software and encouraged the entry of international companies. Similar to what happened in Ireland and Israel, subsequent foreign business participation is for in-house development of software products. The purpose of this study is to determine the association between Talent management and Organizational Effectiveness among IT professionals in Hyderabad. The independent variable is Talent management, and its sub variable is as follows. 'Talent Acquisition', 'Leadership and Talent development' and 'Controlling productivity', 'Reward and recognition', 'Talent retention', 'Succession management / planning', Organizational Effectiveness is a dependent variable, and its sub variables include 'Personnel Administration' and 'Institutionalized norms and practises', 'Controlling performance'. For this descriptive study, we will survey 432 IT professionals working in Hyderabad with a questionnaire. The analysis in this study will make use of multiple regressions. Based on our findings, we conclude that Talent Management has a positive association with and a substantial influence on organisational effectiveness among IT workers in Hyderabad.

**Key Words: Talent management, Organizational Effectiveness, IT professionals**

### **Introduction:**

Unbeknownst to its citizens, India's culture and society have long fostered a set of traits critical to the rapid adoption of the IT sector. Although it has been discussed at length that Indian elites' distaste for getting their hands dirty is to blame for the country's lacklustre performance in international trade, the Indian value placed on intellect and tidy work has found perfect resonance in the realm of computer science. India's rising status in the digital era has allowed it to forge strong relations with the EU and

the USA. The Indian IT industry, like the rest of the business world, has been hit hard by the recent worldwide financial crises. As a result, recruiting has slowed significantly, and many people are considering opportunities in the rapidly expanding financial services, telecommunications, and manufacturing industries.

The goal of talent management is to place each employee in a position that best utilises their unique set of skills and attributes. Everyone has their place in the workforce, and that place is best filled by someone with their specific set of skills. Some people just don't feel at home in any role other than their own at work. Care should be taken by management to assign qualified individuals to open positions. If they don't, all the effort they put into the selection, development, training procedures, etc. will be for naught. Talent management that works entails a relentless pursuit of peak performance at all times; doing so allows businesses to adapt quickly to new circumstances and remain competitive (Frank, F.D., & Taylor, C.R. (2004)).

Human capital is the most valuable asset a business has, as stated by (SuhaidabteAbdKadir, 2012). Human resources can serve as the bedrock upon which an organisation can build its peak productivity, or organisational effectiveness, and secure its long-term success. It has been hypothesised by some academics that the management leadership style adopted by an organisation has a significant impact on the norms of behaviour that its leaders adhere to. Therefore, the employees at lower levels of hierarchy will be impacted by these chosen conducts and behaviours, which in turn will have significant effects on the efficacy and continuation of the company (Erkutlu, 2008).

### **Review of Literature;**

In her research, Patterson, M. (2004) highlights the value of Talent Management in fostering the growth of future leaders within a company. Case studies of people management at seven global corporations form the basis of this study. The scope of this research is established by the case studies that call for judgements to be made on the strategy, evaluation, and implementation plans for an organization's development. The results of the study indicate that talent management plays a significant role in grooming the company's future leaders.

The research conducted by VinayshilGautam(2009) showed that in order for an organisation to be effective, its attention should be directed toward its human resources and the organisations that help its members develop the knowledge, abilities, and confidence they need to take charge of their new surroundings and feel safe within it. Organizations, labs, and colleges doing scientific research bear the brunt of this inefficiency since they must demonstrate competent management, act more responsibly, and complete tasks with less resource than before. The managers in these companies are

eager to develop, but they still view themselves more as scientists than managers. However, they must address the inefficiencies of the current system and the inefficiency of the existing structure. They need to come up with fresh ideas for their studies, projects, patronage, and organisational structure and administration.

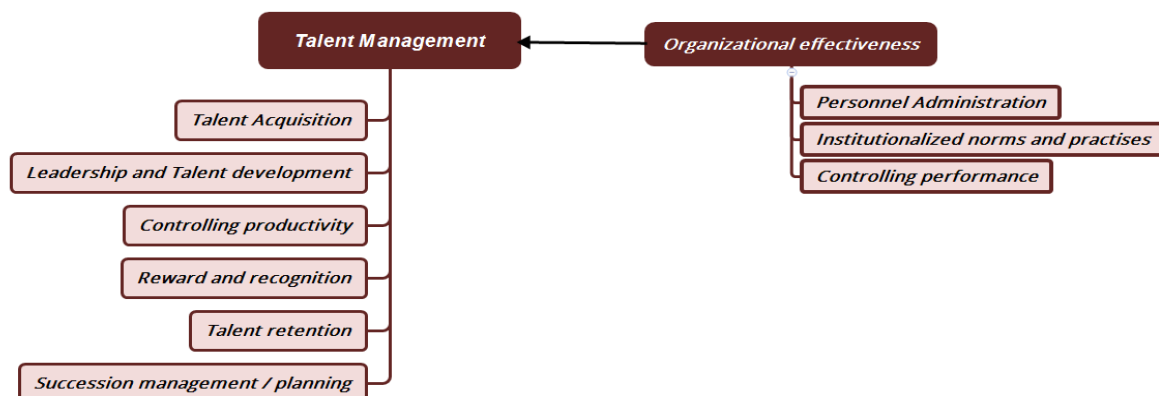
Increased employee retention and satisfaction, improved motivation, commitment, and respect, increased organisational performance, communication, and team effectiveness, and leveraged learning at reduced costs are all possible outcomes of an organization's successful implementation of a mentoring and coaching strategy. Human resource professionals, according to Ahmad, K.Z., and Bakar, R.A. (2003), should get training and education on values, problems, and desired work environment in order to match with talent management strategies.

In their research, Schweyer, A. (2004) look at how Thai human resource practitioners define and comprehend talent management, and they offer critical criteria that impact effective talent management in Thailand and elsewhere. The results of the research confirm that talent management has emerged as one of HR's newest and most pressing challenges. In both public and private organisations, succession planning is recorded and used as the foundation of talent management..

**RESEARCH METHODOLOGY**

**Research Design:**

The study uses a research strategy based on the objectives and outcomes of the inquiry. The researcher employs a descriptive research strategy to carry out the inquiry. Descriptive research aims to characterise a certain subject or population. The present condition of affairs is clarified by the research strategy. Hyderabad is used as a case study to examine Talent Management and Organizational Effectiveness among IT workers. Examining the state of Talent Management and Organizational Effectiveness in Hyderabad's IT workforce at the present time



**Figure 1: Framework of the research**

**Objectives of the Study:**

- To look into Hyderabad's talent management practices for IT experts.
- To carry out a study on Hyderabad's IT professionals' organizational effectiveness.
- To determine the inequalities in attitudes on organizational effectiveness and talent management among Hyderabad-based IT professionals.
- To determine the impact of talent management on organizational effectiveness.

**Hypotheses of the Study:**

- Based on demographic profiles, there is no statistically significant difference in the talent management of IT women professionals in Hyderabad.
- In Hyderabad, based on their demographic profile, there is no statistically significant difference in organizational effectiveness between IT professionals.
- There aren't any notable differences in opinions among Hyderabad-based IT professionals on organizational effectiveness and talent management.
- The effectiveness of the organization is not much impacted by talent management.

**Data Collection:**

The researcher used a well-structured questionnaire to obtain primary data from IT experts. The survey consists of three parts, the first of which includes questions on the respondents' demographics. Management of personnel is covered in Part 2, and the efficiency of an organization's operations in Part 3.

**Reliability Analysis:**

The above mentioned elements' dependability was also calculated using reliability analysis. A score of 0.70 or higher in the reliability interval of 0.84 to 0.87 is considered adequate.

**Table 1: Reliability Analysis**

<b>S.No.</b>	<b>Variable</b>	<b>Item</b>	<b>Cronbach's Alpha</b>
<b>I</b>	<b>Talent management</b>	<b>63</b>	<b>0.87</b>
<b>II</b>	<b>Organizational Effectiveness</b>	<b>37</b>	<b>0.84</b>

**Sampling Technique:**

The sample process probability model was used in the analysis. The recipient of the questionnaire was selected by a random sampling process. The method of collecting this information is simple and

cheap. The method relied on fair treatment to find highly skilled computer programmers. Because the participation of IT experts is crucial to the success of this study, a special inspection protocol was designed for it.

**Sample Size:**

In all, 451 surveys were sent out. We got 439 completed surveys. We were missing 12 questionnaires. The majority of the 439 surveys we got were valid (432), however seven had significant problems. Consequently, there were 432 total samples

**Data Analysis:**

The goal of a route analysis is to identify the potential contributors to a given outcome. In this study, talent management was treated as a separate factor. The efficiency of an organisation is dependent on a number of different factors.

**REGRESSION ANALYSIS**

**Table 2: Impact of dimensions of Organizational Effectiveness on Talent Acquisition of Talent Management**

<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
'Personnel Administration' 'Institutionalized norms and practises' 'Controlling performance'	Talent Acquisition of Talent Management	0.519	0.270	0.264	52.6	0.001

Source: primary data

Organizational Effectiveness elements' effects on IT workers' talent acquisition and management are summarised in Table 4.41. Talent management, organisational culture, and Controlling performance are the three predictors and listed components of organisational effectiveness in this table. Institutionalized norms and practises and Controlling performance are two of the most important organisational effectiveness aspects for IT workers, whereas talent management is one of the least important. In reality, Talent Management's Talent Acquisition is not affected by the variable Talent Management.

R<sup>2</sup> is the coefficient of determination, and it is equal to the square root of the product moment interactions. As R increases, so does R<sup>2</sup>. Regardless of the situation, R<sup>2</sup> will always be larger than what is reported after adjustment. In general, a model is considered to be adequate if the difference between the modified R<sup>2</sup> and R<sup>2</sup> is negligible. The following hypothesis was therefore developed to test this theory.

**H<sub>0</sub>:** There is no impact of factors of Organizational Effectiveness on Talent Acquisition of Talent Management among the IT professionals' employees.

An R value of 0.519 and an R<sup>2</sup> value of 0.270 between the factors of "Personnel Administration" "Institutionalized norms and practises," and "Controlling performance" indicate a 27 percent prediction of the Talent Acquisition of Talent Management. The 0.006 discrepancy between the raw R<sup>2</sup> value and the adjusted R<sup>2</sup> value indicates that the sample size is statistically significant in proximating the true population size. To put it another way, an F-value of 52.6 is statistically significant at the 0.001-level of significance. This led to the development of the subsequent regression equation

**Table 4.41.1 Co-efficient table**

S.No.	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	1.4795	0.159		9.3005	0.001
1	Personnel Administration	0.0134	0.171	0.0142	0.0779	0.938
2	Institutionalized norms and practises	0.1528	0.192	0.1542	2.7939	0.028
3	Controlling performance	0.3689	0.345	0.3574	2.0701	0.005

Source: primary data.

Talent Acquisition of Talent Management = (1.4795) + Personnel Administration (0.0134) + Institutionalized norms and practises (0.1528) + Controlling performance (0.3689).

The slope of the regression line coincides with the 'beta' value of 0.0142 for Personnel Administration of Organizational Effectiveness, which reflects a 1.42 percentage point influence on the Talent Acquisition of Talent Management. Standardized regression coefficient is not statistically significant at the p-value of 0.938, which corresponds to a t-value of 0.0779. Consequently, Personnel Administration within Organizational Effectiveness reveals that Talent Acquisition within the IT sector has no effect on Organizational Effectiveness.

Institutionalized norms and practises and effectiveness have a significant impact on talent acquisition and management; their 'beta' value of 0.1542 is on the slope of the regression line. The t-value of 2.7939 for the standardised regression coefficient indicates statistical significance at the p-value of 0.028. In conclusion, the effect of Talent Acquisition and Talent Management among IT professionals' employees is confirmed by the Institutionalized norms and practises of Organizational Effectiveness.

Talent Acquisition and Talent Management are positively correlated, as seen by the slope of the regression line and the 'beta' value of 0.3574 for Controlling performance of Organizational Effectiveness. The standardised regression coefficient is statistically significant at the 0.005 level, as indicated by the t-value of 2.0701. As a result, Talent Management's effect on the recruitment and retention of IT specialists is verified by the performance metrics used to assess the effectiveness of the organisation.

According to the findings, both "Institutionalized norms and practises" and "Controlling performance" have a beneficial effect on Talent Acquisition and Talent Management. The 'Personnel Administration' aspect was found to be less frequently displayed by school leaders by Rai, S., Sinha, A.K., and Singh, A. (2006). They found that cooperative and compromising approaches were the most common, followed by forcing and smoothing. Mediating the connection between distributive and procedural justice and talent acquisition in talent management is the "organisational culture" and "Controlling performance" aspect, as found by Silzer, R., and Dowell, R.E. (2010). According to the findings, the 'Personnel Administration' component of an organization's efficiency has no bearing on the hiring of IT specialists in Hyderabad. Baker, K.A., and Branch; Vandenberg, R., Richardson, A., and Eastman, L. (1999); Chermack, Thomas, and Wendy Bodwell and Maggie Glick (2010) K. M. (2002), A. L. Balduck, and M. Buelens (2008) found a connection between Organizational Effectiveness and Talent Management.

**FINDINGS**

➤ A favourable relationship between "Institutionalized norms and practises" and "Controlling performance" was discovered throughout the research, which suggests that these two factors play an important role in the Talent Acquisition stage of the Talent Management process. The 'Talent management' aspect was found to be less commonly displayed by school leaders by Rai, S., Sinha, A.K., and Singh, A. (2006). They found that cooperative and compromising approaches were the most common, followed by pushing and smoothing. Mediating the connection between distributive and procedural justice and talent acquisition in talent management is the "organisational culture" and "Controlling performance" aspect, as found by Silzer, R., and Dowell, R.E. (2010). According to the findings, the 'Talent management' component of an organization's efficiency has little impact on the hiring of IT specialists in Hyderabad. Baker, K.A., and Branch; Vandenberg, R., Richardson, A., and Eastman, L. (1999); Chermack, Thomas, and Wendy Bodwell and Maggie Glick (2010. K. M. (2002), A. L. Balduck, and M. Buelens (2008) found a connection between Organizational Effectiveness and Talent Management.

**SUGGESTIONS:**

- Most workers are interested in hearing evaluations of their own work and that of their teams. Therefore, businesses should be cognizant of the significance of routine performance assessment and feedback. It is preferable to evaluate employee performance on a monthly or quarterly basis rather than once a year. Employees will be encouraged to do better with each passing evaluation.
- Employees are more motivated to work toward organizational goals when they are recognized and rewarded. In the event that an employee's efforts are deemed commendable, management should offer both intrinsic and extrinsic rewards and recognition.

**CONCLUSION:**

Among IT professionals in Hyderabad, the results of this study offer a fresh attempt to probe a clear but underexplored connection between Talent Management and Organizational Effectiveness. Understanding how Talent Management methods affect Organizational Commitment and Organizational Effectiveness was a driving force behind this study, as shown by Schweyer, A. (2004). Many businesses now aim to distinguish themselves from the competition not by the quality of the goods and services they provide but by offering prospective employees a more compelling Employee Value Proposition. Successful businesses often make talent management a top priority. Attracting and



retaining talented employees, as well as capitalising on their skills, may make a significant difference in a company's success. Many strategies are used by businesses to keep track of their employees' skills and progress.

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