

A Study on Impact of Talent management on the performance management of an organization with special reference to IT Industries

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Abstract

Talent management is not only a specialism but also an additional one. Moreover, it is entirely a novel concept in human resource management. Talent management is one of the responsibilities of an HR manager in many organizations. Methods for managing talent show us how to find highly skilled people, help them succeed, and place them in your organization where current and future requirements of HR lie. Enterprise talent forecasting, talent sourcing, and strategic talent assessment and development are examples of modern talent management practices. In order to better understand the effectiveness of talent management, in this article, the practices of three firms have been considered: Microsoft, Oracle, and TCS.

Keywords: Talent Management, HRM

1.Introduction

To understand talent management, one needs to be aware of the concept of “talent.” By this term, we imply the skills, abilities, and proficiency of a person in a certain field. Moreover, a talent comprises competent people who possess

great potential and are capable of bringing about positive changes to the organization. Talents are always in high demand because they help make substantial contributions to the development of the firm.

Talent management can be regarded as a subdivision of Human Resource Management, implying specific approaches aimed at attracting, developing, and retaining qualified personnel. The selection of appropriate methods should be based on modern innovations rather than traditional approaches. Talent management is also supposed to pay attention to future organizational needs.

The operations of an organization are handled by humans and are determined by their decision-making abilities. Although technology, financial capital, and procedures are vital for successful operation of the business, only human capital is responsible for creating real value. Humans use the available resources to create products and provide services; hence, the quality of these products and services affects organizational development. Therefore, talent management becomes an essential tool for helping organizations attract, retain, and develop the right talents in order to have excellent business outcomes.

The world of businesses is currently very dynamic and effective management of human capital becomes vital. Most organizations currently emphasize talent management, but there is still some room for improvement. There is even some confusion within organizations concerning what talent management actually entails.

For this study, talent management will mean a strategic process aimed at enhancing the performance of employees through management of human resource processes. The process includes creation of positive organizational culture, increasing employee involvement, skills development, and harmonization of various talent management processes like recruiting, training, and placement of talent within the organization.

2.Literature Review

In the modern, highly dynamical environment for conducting businesses, Berger & Berger (2003) suggests an easy and efficient approach to the recognition, assessment, and management of talents. Researchers are intrigued by the processes and decisions involved in crafting talent management policies. The authors offer a thorough guide on how to initiate a Talent Management program from scratch or improve the existing one. In the area of recruitment and HR management, and even more so the Internet has brought more confusion than solutions to uncertainties. It is clear that things have become quite more complicated.

HR managers and even CEOs crave for some clarity regarding the future of HR management. The book by H.C. Kazanas and William J. Roth (2003) aligns with the visualization of the future, increases its probability, and provides feasible solutions that any company can use to successfully develop, acquire, and retain talents for the future of the organization. As per KARTHIKEYAN J (2007), organizations need to set up their vision and a proper plan for recruitment.

It is open to discussion whether we have enough talent inside our organization to recruit and retain a good team of employees. As regards creating a sustainable competitive advantage, talent management is essential for a company in the future, according to Heinen & O'Neill (2004). The question for the future in terms of long-term thinking is whether or not the company will be able to sustain its competitive advantage and sources of knowledge that cannot be replicated by others.

3.Objectives of the study

1. To have an idea about the importance of talent management.
2. To have an idea about the importance of leadership to retain, manage, and attract talent.
3. To analyze the application of talent management in different areas of human resources.
4. To be aware of the future challenges with respect to talent management.

4. Research Methodology

PRIMARY DATA :

A questionnaire was designed to gather primary data. The questionnaire was developed specifically for HR practitioners and employees involved with talent management within the organization.

SECONDARY DATA :

The secondary data would include both internal and external data related to the corporation, like HRD-related documents and articles, along with journals and internet sources.

Sources of Secondary Data are:

- ❖ Journals
- ❖ News Papers
- ❖ Websources
- ❖ Magazines
- ❖ Books

SAMPLE SIZE: 250

Comparative analysis has been performed on talent management in the IT industry in Delhi NCR. Respondents in this analysis were Executive-level managers and also the middle-level managers. Top-level managers included the HR managers, while middle-level managers included the executive managers and other workers in general. The method adopted here is convenience sampling, and the data is collected through questionnaire.

Statistical Methods:

Microsoft Excel as the analysis tool.

Analysis & Discussion

Microsoft, Oracle, and Tata Consultancy Services took part in the survey. All together 250 persons were surveyed. Both males and females have taken part in it. The respondents include both senior and middle-level supervisors. Human resource managers belong to the senior category, and executives belong to the middle category. A survey was performed to examine the efficiency of the talent development program of the organization. A comparative study was carried out for Microsoft, Oracle, and TCS.

1. Length of service in your company?

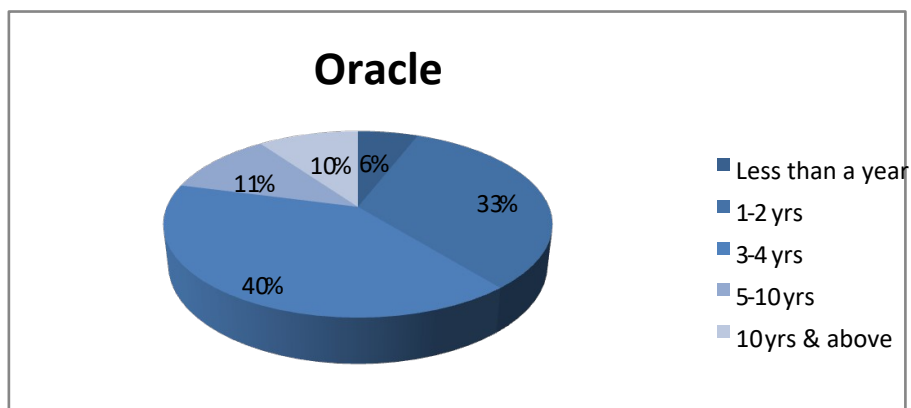
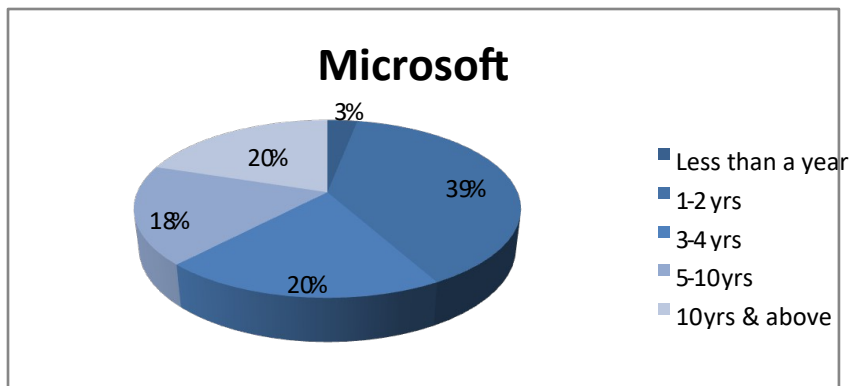
(a) Less than a year

(b) 1-2 yrs

(c) 3-4 yrs

(d) 5-10 yrs

(e) 10yrs & above



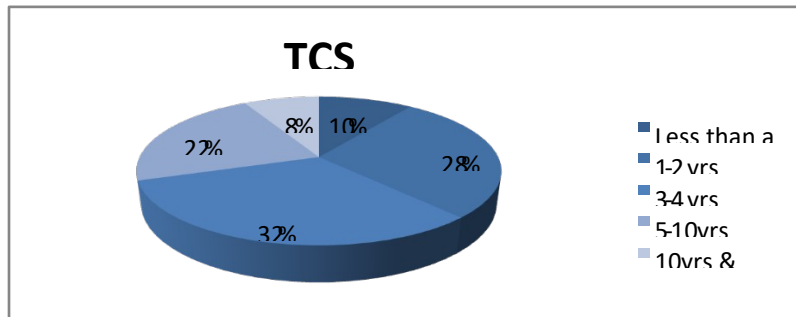


Figure no. 10.1

Parameters	Microsoft	Oracle	TCS
<i>Less than a year</i>	3%	6%	10%
<i>1-2 yrs</i>	39%	33%	28%
<i>3-4 yrs</i>	20%	40%	32%
<i>5-10 yrs</i>	18%	11%	22%
<i>10 yrs & above</i>	20%	10%	8%

Table no. 10.1

Analysis:

From the above table, one can observe that most of the respondents from all three IT companies have experience with the company ranging between 1 year to 4 years, while the lowest % of respondents have less than 1 year of experience with the company. Those who have experience between 5 years and 10 years have an overall response rate of 18%, 11% and 22% from each respective company. Lastly, those with 10 or more years experience at work mostly belong to either Microsoft, Oracle or TCS.

2. Overall how much are you satisfied with your companies personnel policies?

(a) Satisfied

(b) Dissatisfied

(c) Neither Satisfied or Dissatisfied.

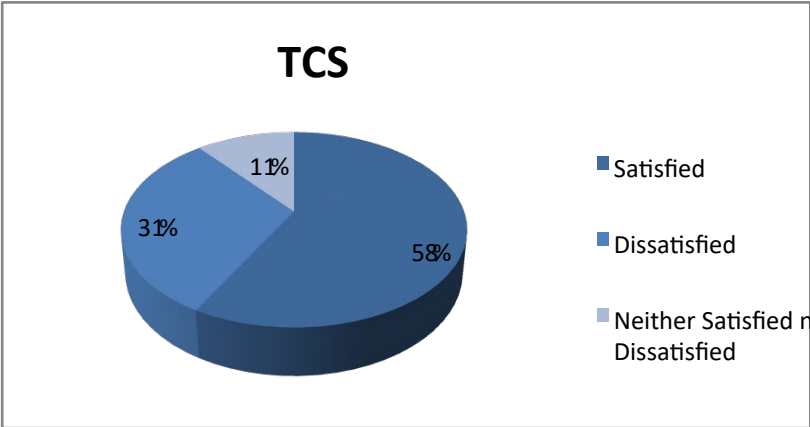
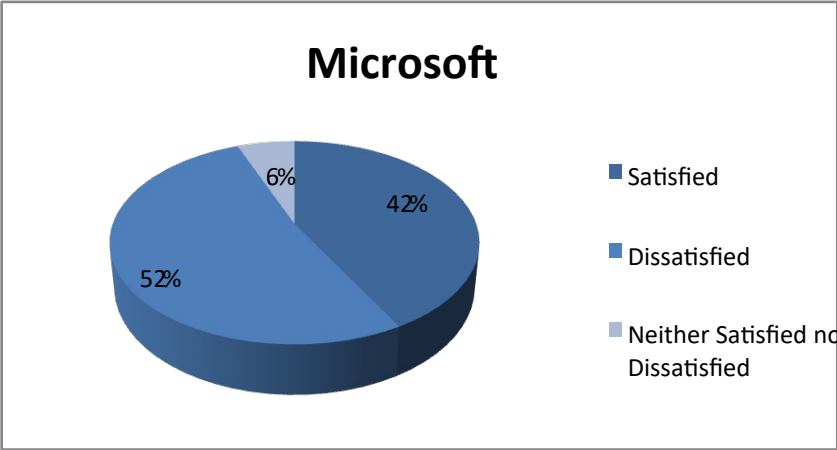


Figure no. 10.2

Parameters	Microsoft	Oracle	TCS
<i>Satisfied</i>	42%	40%	58%
<i>Dissatisfied</i>	52%	46%	31%
<i>Neither Satisfied nor Dissatisfied</i>	6%	14%	11%

Table no. 10.2

Analysis:

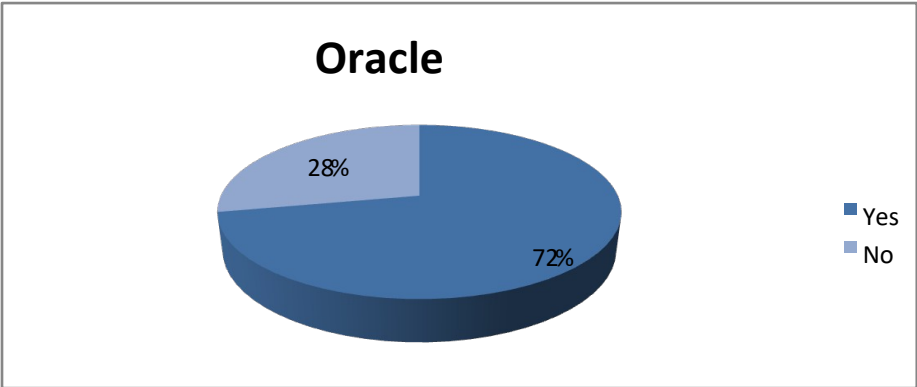
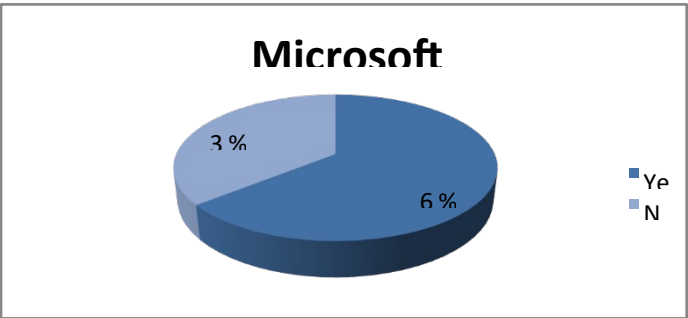
The respondents from Microsoft (52%) & Oacle(46%) are extremely dissatisfied with company’s personnel policies whereas 58% of respondents from TCS are satisfied.

3. Does your company use talent management practices for identifying key performers?

YES

☐

NO

☐

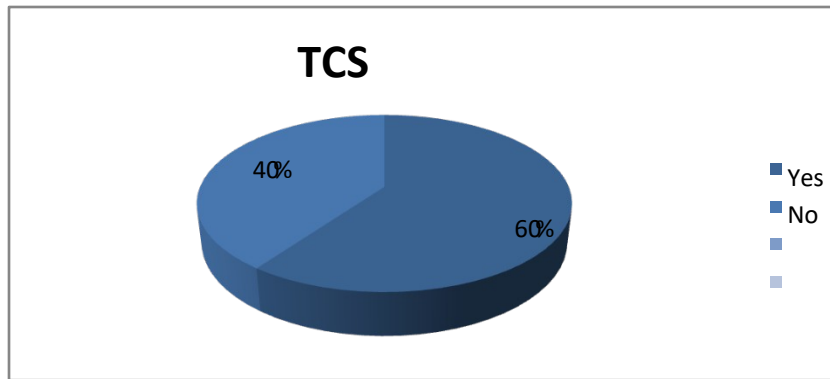


Figure no. 10.3

Parameters	Microsoft	Oracle	TCS
Yes	64%	72%	60%
No	36%	28%	40%

Table no. 10.3

Analysis:

In all three firms, the practise of talent management is used to identify high performers. Microsoft, Oracle, and TCS all use it extensively.

4. Within your organization, what kinds of talent development activities are carried out?

- (a) Skill building classroom workshop
- (b) Developmental experience term assignments
- (c) Coaching
- (d) Mentoring
- (e) Education
- (f) Others.

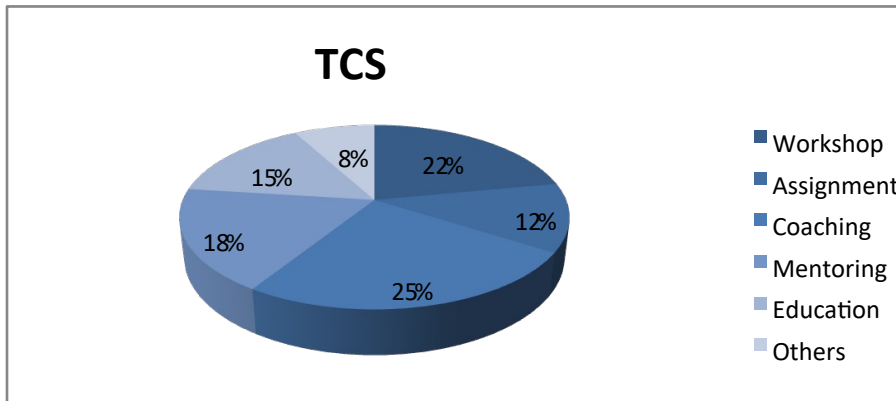
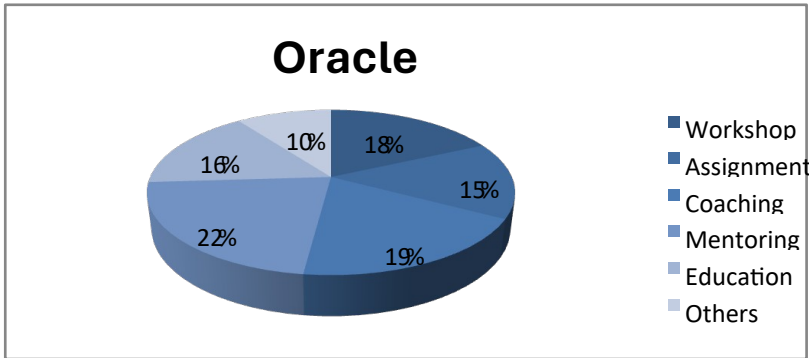
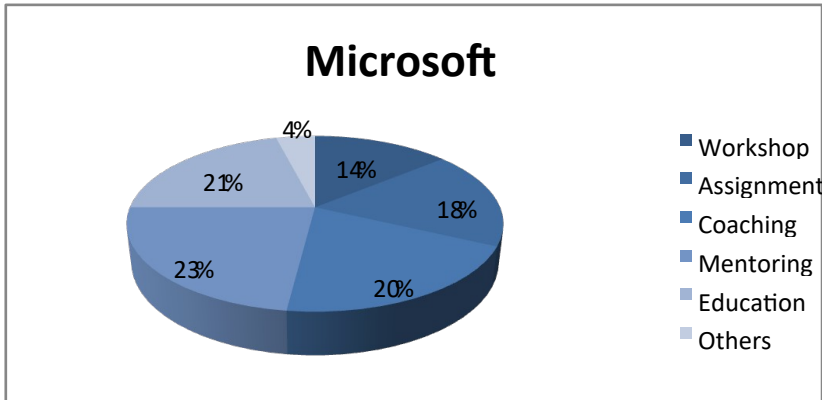


Figure no. 10.4

Parameters	Microsoft	Oracle	TCS
<i>Workshop</i>	14%	18%	22%

<i>Assignment</i>	18%	15%	12%
<i>Coaching</i>	20%	19%	25%
<i>Mentoring</i>	23%	22%	18%
<i>Education</i>	21%	16%	15%
<i>Others</i>	4%	10%	8%

Table no. 10.4

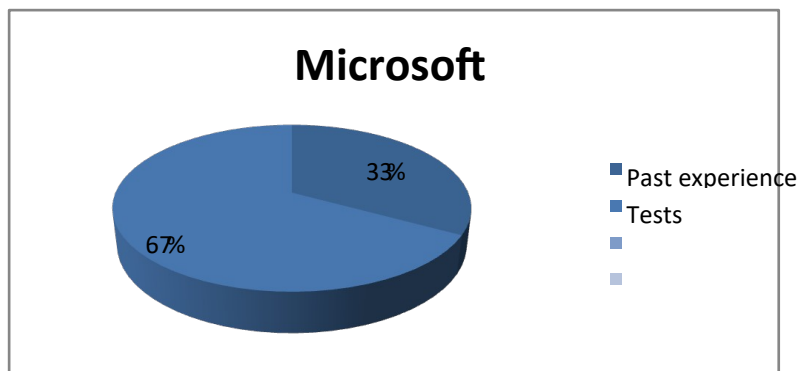
Analysis :

Integrated initiatives for talent development are being carried out in all three IT organisations. Most companies use company-wide talent management programmes for high-potentials coaching and mentoring to assist employees advance into critical roles and develop their skills.

5. At the time of Talent Management exercise, is the individual assessed on.

(a) Past Performance

(b) Fresh battery of tests



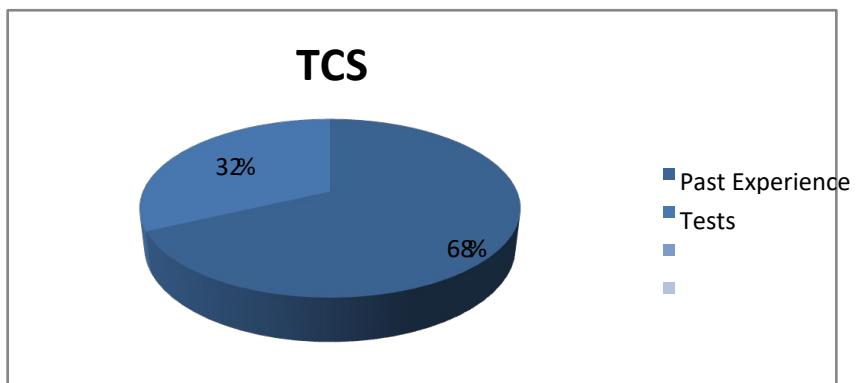
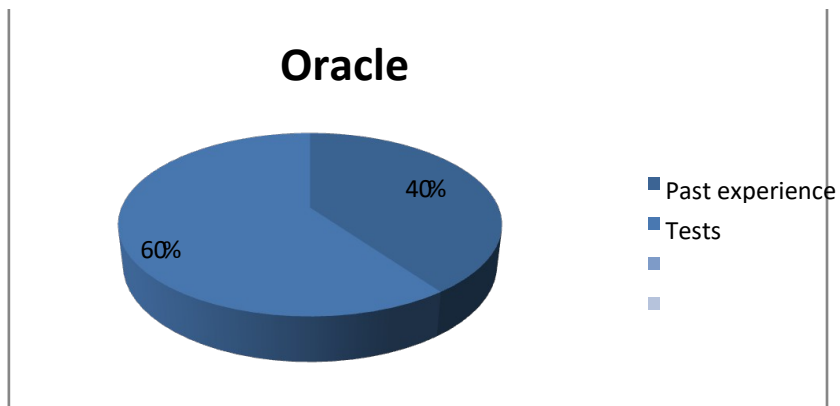


Figure no. 10.5

Parameters	Microsoft	Oracle	TCS
<i>Past Experience</i>	33%	40%	32%
<i>Tests</i>	67%	60%	68%

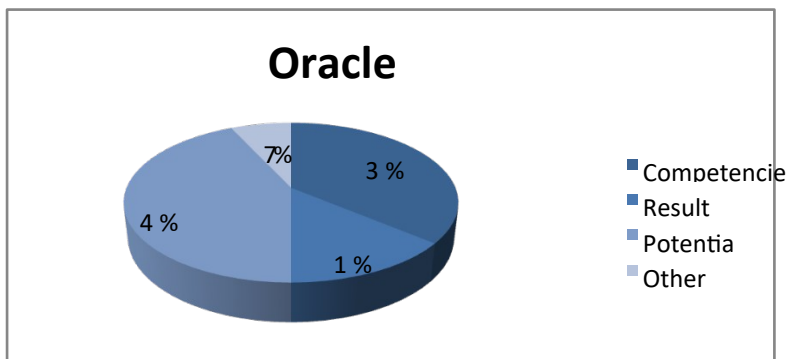
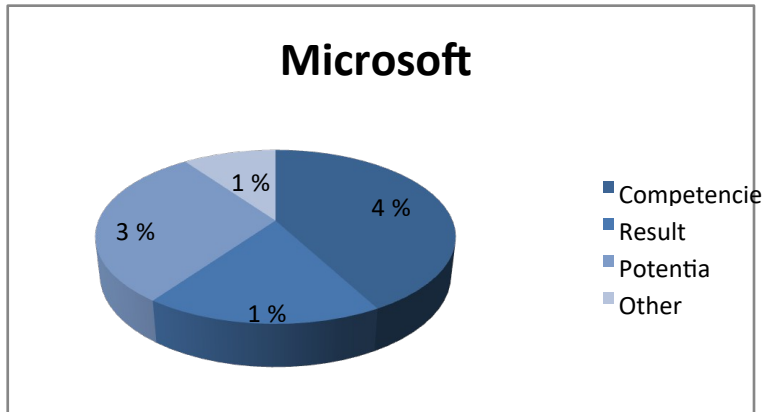
Table no. 10.5

Analysis:

Employees of all the 3 IT companies said that the individual was assessed on Present performance using tests rather on past performance.

6. How do you indentify the talent?

- a) BY COMPETENCIES
- b) BY RESULT
- c) BY POTENTIAL
- d) OTHERS



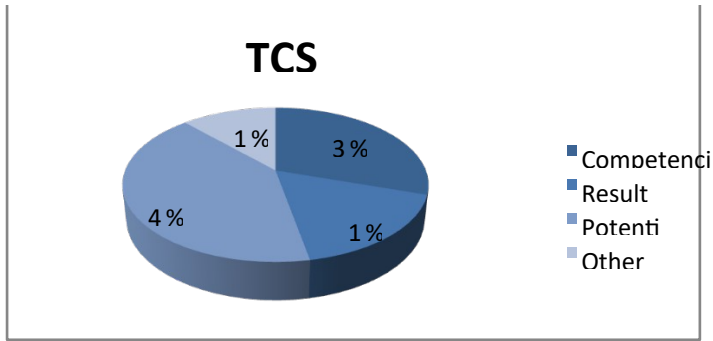


Figure no. 10.6

Parameters	Microsoft	Oracle	TCS
<i>Competencies</i>	42%	36%	30%
<i>Results</i>	18%	14%	17%
<i>Potential</i>	30%	43%	41%
<i>Others</i>	10%	7%	12%

Table no. 10.6

Analysis:

Microsoft identifies talent based on competencies, whereas Oracle and TCS retain talent based on the potential of their people.

7. In your current organization, what methods are most commonly used to communicate with employees?

- (a) In – Person
- (b) Employee meetings
- (c) Letters from Senior Executives
- (d) (d) E – Mail.

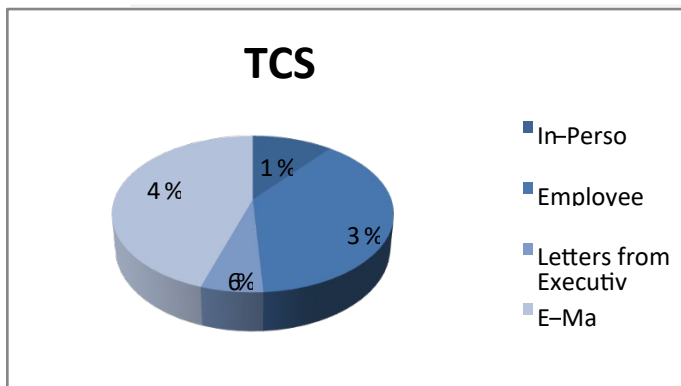
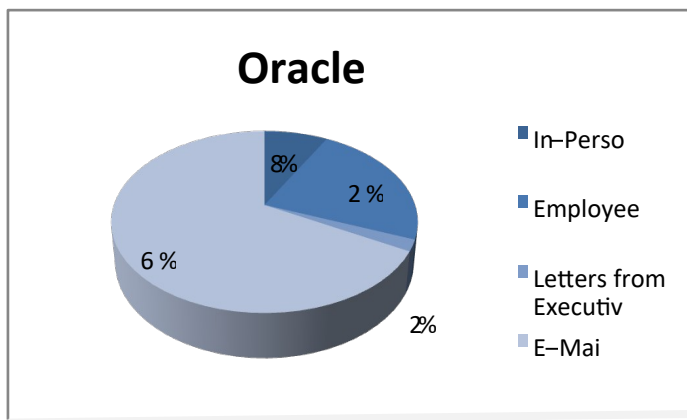
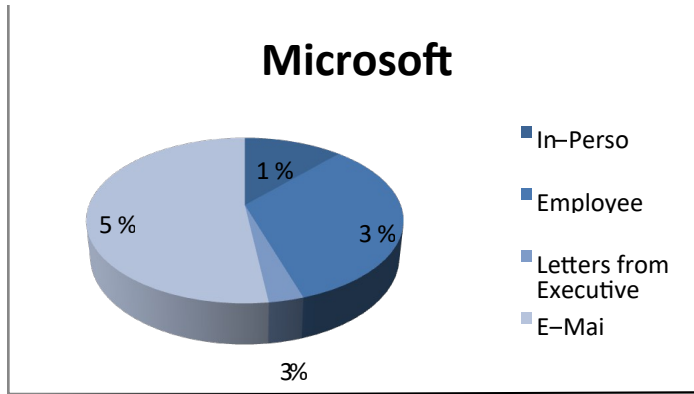


Figure no. 10.7

Parameters	Microsoft	Oracle	TCS
In – Person	12%	8%	11%

Employee meetings	33%	23%	38%
Letters from Senior Executives	3%	2%	6%
E – Mail	52%	67%	45%

Table no. 10.7

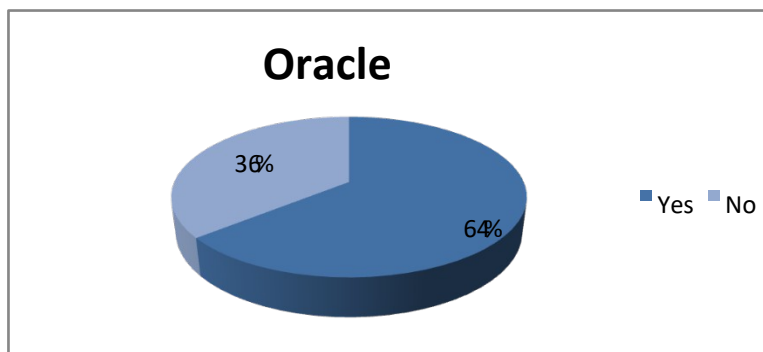
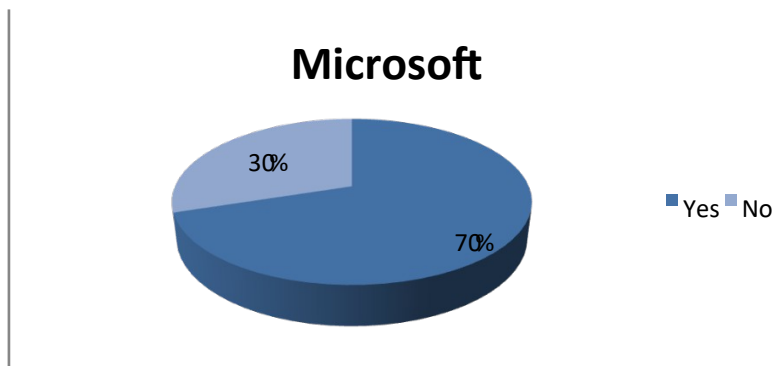
Analysis:

The survey indicates , all three IT companies communicate with their staff mostly through e-mail and meetings. Written communication is impossible to avoid in the workplace; it is everywhere. Emails, memos, reports, and other written papers can be seen common in the workplace.

8. The process to attract, retain, motivate, and develop the talented individuals it needs is known as talent management. Do you have a similar procedure in place at your company?

YES ☐

NO ☐



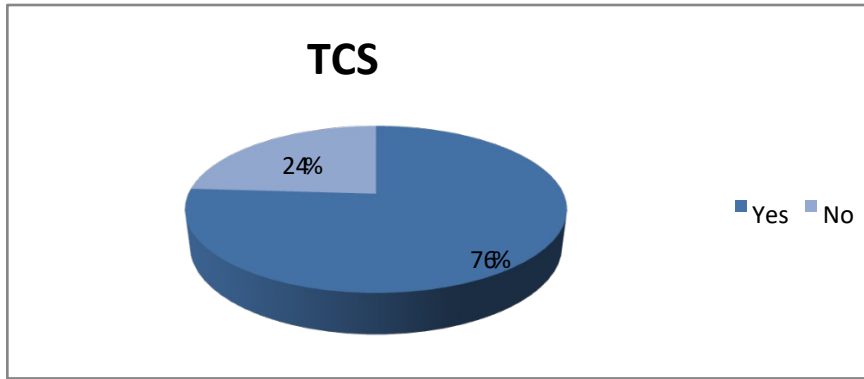


Figure no. 10.8

Parameters	Microsoft	Oracle	TCS
Yes	70%	64%	76%
No	30%	36%	24%

Table no. 10.8

Analysis:

The talent management process is carried out in all three IT companies. Finding talented people with the correct mindset and abilities is becoming more difficult and competitive.

9. Designing jobs and developing roles which give people opportunities to apply and grow their skills and provide them with autonomy, interest and challenge. Does your HR undertake such assignments?

YES

☐

NO

☐

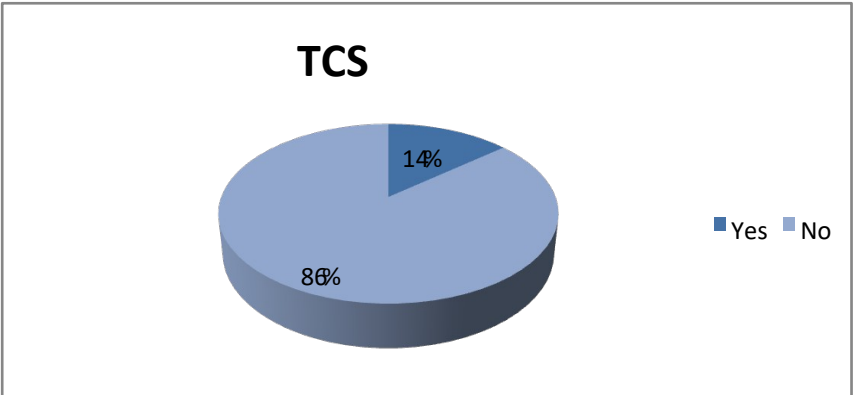
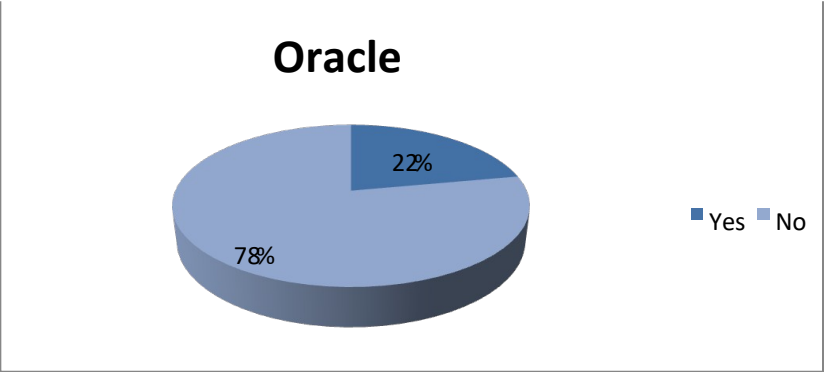
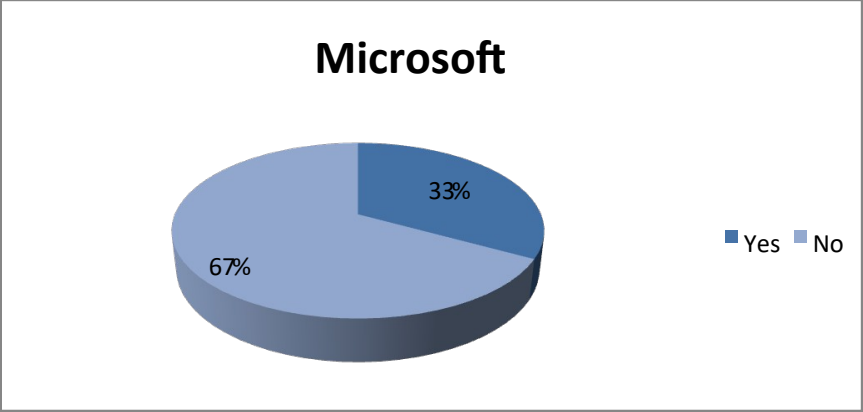


Figure no. 10.9

Parameters	Microsoft	Oracle	TCS
Yes	33%	22%	14%

No	67%	78%	86%

Table no. 10.9

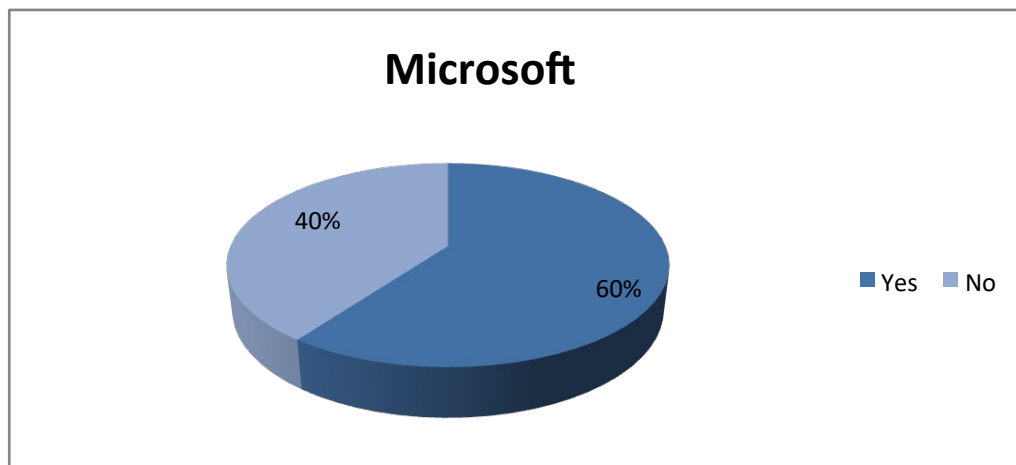
Analysis:

The response from all the 3 IT companies said that no such assignment is conducted by HR professionals.

10. Is there a process for career growth and development in your organization?

YES [

NO



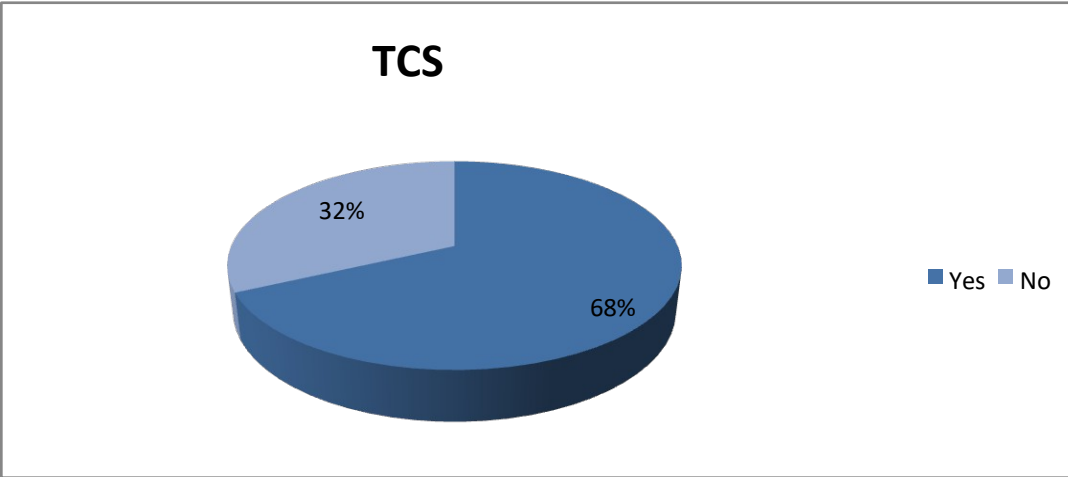
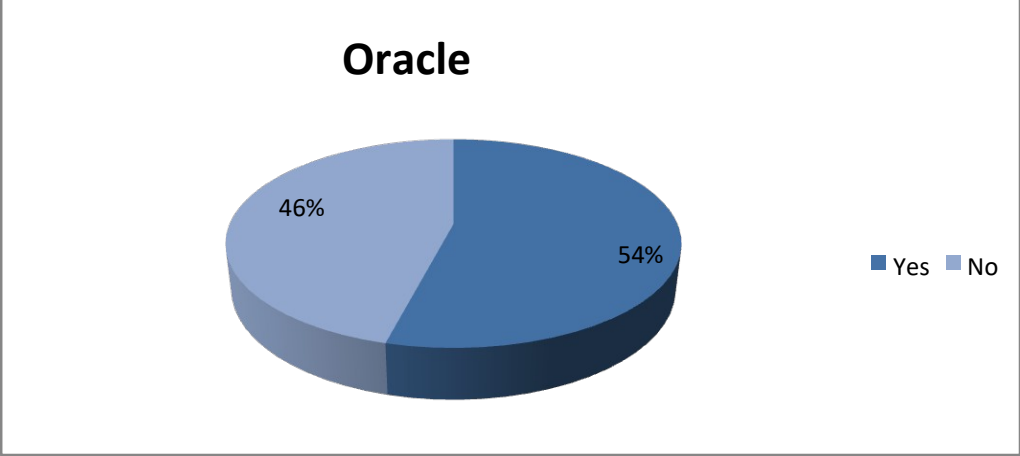


Figure no. 10.10

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Parameters	Microsoft	Oracle	TCS
Yes	60%	54%	68%
No	40%	46%	32%

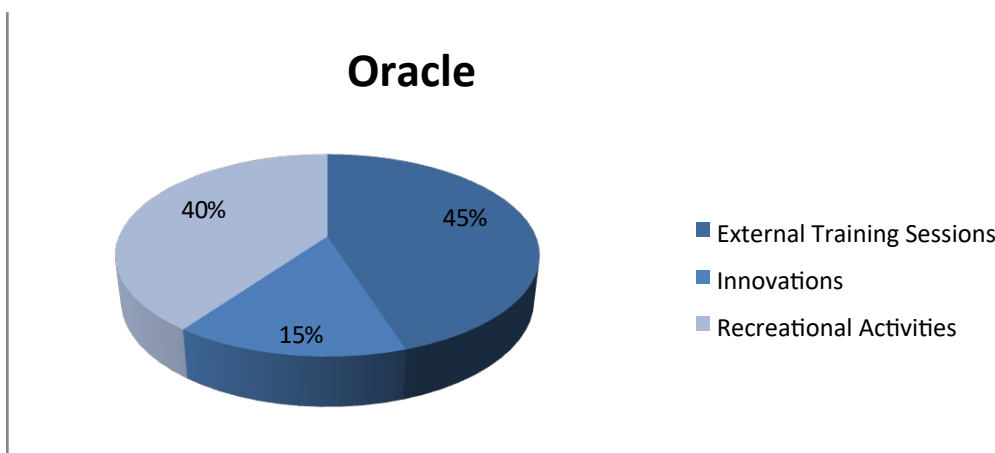
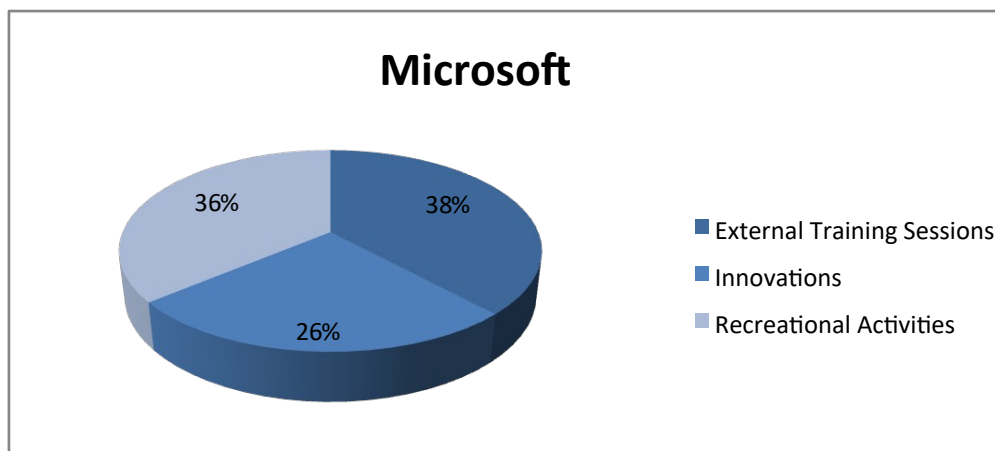
Table no. 10.10

Analysis:

Career growth and development program is favoured by employees in all the three IT companies. The career and development program in TCS is much better as compared to Microsoft & Oracle.

11. Which of the following, excluding monetary remuneration, do you believe is your organization's most effective method of rewarding, motivating, and retaining talent?

- a) External Training Sessions
- b) Innovations
- c) Recreational Activities.



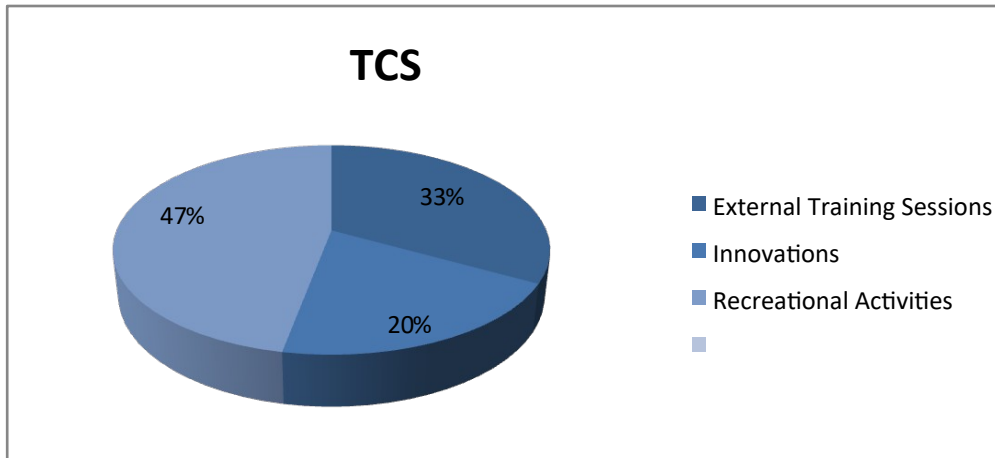


Figure no. 10.11

Parameters	Microsoft	Oracle	TCS
<i>External Training Sessions</i>	38%	45%	33%
<i>Innovations</i>	26%	15%	20%
<i>Recreational Activities</i>	36%	40%	47%

Table no.10.11

Analysis:

For retaining its staff members, Microsoft and Oracle focus on external training sessions, while on the other hand, TCS focuses on other ways of refreshment such as outbound programs, well-equipped gyms, and culture-based programs. External training can be used by an organization to think of innovative ideas. The recreation committee arranges various events for the benefit of its staff members so that good relations can be formed among them. These events include sports for leading a healthy life, artistic and cultural activities for intimacy, and family-based events for friendship.

CONCLUSION/FINDINGS AND RECOMMENDATIONS / SUGGESTIONS

According to the results of the poll, talent management is the specialized area of HR which takes into account that an organization's talented employees are attracted, retained, motivated, and developed. An overall approach of organizations is taking into talent management as they continuously want to attain exceptional levels of targeted goals and efficient results through TM practices—from strategic recruiting and selection to nurturing

and developing leaders and deploying personnel in the most effective positions. In each of the three companies people will be able to be their best selves with a technology driven , putting people-first talent management strategy which will continuously motivate employees towards better career growth by creating an environment of continuous and sustained learning and development efforts , and empowering organisations better to focus on the talent and abilities they need to continuously work upon both issues and challenges in the context of Talent Management, according to Microsoft, Oracle and TCS. In today's competitive global economy, talent management is becoming increasingly important.

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