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INFLUENCE OF TALENT MANAGEMENT PRACTICES ON COMMITMENT OF CRITICAL EMPLOYEES IN IT COMPANIES.

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Abstract
The talent management is the sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. The results show that there is significant difference between socio-economic features of critical employees and preference of talent management practices in IT companies. The regression analysis implies that succession planning, high potential development schemes, graduate development programmes, 360-degree feedback, job rotation and shadowing, development centers and external secondments are positively and significantly influencing the commitment of critical employees in IT companies. Therefore, the IT companies should improve the talent management practices of in house development programmes, coaching, mentoring and buddying, cross functional project assignments, courses at external institutions, internal secondments, assessment centres and action learning sets for enhancing the commitment of critical employees.

Key Words: Commitment, Critical Employees, Talent Management.

1. Introduction

In today's challenging business environment of going global and competition becoming intense, organizations have mounting pressure to perform better than before. Over the years, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes (Bryan, 2004), wherein employees' skills and personalities are appropriately deployed to optimize performance, is a critical and difficult task. Furthermore, identifying and developing employees who have leadership potential, like every other vital strategic function, is a demanding process that is equal parts of arts and science.

To carry out this mission, organizations should develop and deploy talented people who can articulate the passion and vision of their organizations. Though operating excellence, technical competence, marketing savvy, energy and drive are always important, talent-intensive organizations also require soft skills that facilitate execution across departments.

The concept of talent management is used to describe sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the success of organizations. Hence, talent management is main priority of management (Michaels, et. al., 2002).

Employee commitment is important because high levels of commitment lead to several favourable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. The commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors (Dordevic, 2004). Therefore, the present research is attempted to study the influence of talent management practices on commitment of critical employees in IT companies in Chennai.

2. Methodology

Among different IT hubs in India, Chennai city is selected for the present study. The 250 critical employees of IT companies are selected for the present study by using random sampling method and the data are collected from them through structured questionnaire. To study the socio-economic features of critical employees of IT companies and their preference of talent management practices, the frequency and percentage analysis are carried out. To examine the difference between socio-economic features of critical employees and their preference of talent management practices, the ANOVA (Analysis of Variance) test is applied. To analyze the influence of talent management practices on commitment of critical employees in IT companies, the multiple linear regression is used.

3. Results and Discussion

3.1. Socio-Economic Features of Critical Employees of IT Companies

The socio-economic features of critical employees of IT companies were analyzed and the results are presented in Table-1. The results show that 61.20 per cent of critical employees are males, while, the rest of 38.80 per cent of critical employees

are females. The results indicate that 32.40 per cent of critical employees have educational qualification of B.E. followed by M.C.A.(16.80 per cent), B.TECH(15.20 per cent), B.Sc.(IT)(9.20 per cent), M.TECH(7.60 per cent), M.Sc.(IT) (7.20 per cent), B.C.A. and Others(4.40 per cent) and M.E.(2.80 per cent).

The results reveal that 39.60 per cent of critical employees belong to the age group of 26-30 years followed by21-25 years (26.00 per cent), 31-35 years (15.60 per cent), 36-40 years (12.00 per cent) and above 40 years (6.80 per cent). The results imply that 47.20 per cent of critical employees are working in the functional area of operation followed by marketing (27.60 per cent), human resource (10.40 per cent), finance (9.20 per cent) and others (5.60 per cent).

The results indicate that 42.00 per cent of critical employees have the work experience of 4-6 years followed by 1-3 years (22.80 per cent), 7-9 years (17.20 per cent), 10-12 years (9.20 per cent) and more than 12 years (8.80 per cent). The results show that 43.20 per cent of critical employees belong to the monthly income group of Rs. 21000 – Rs.30000 followed by Rs. 31000 – Rs.40000 (16.40 per cent), more than Rs. 50000(14.80 per cent), Rs. 41000 – Rs. 50000(13.60 per cent) and less than Rs. 20000(12.00 per cent). The results reveal that 64.80 per cent of critical employees are in the carrier stage of intermediate followed by entry stage (19.20 per cent) and senior stage (16.00 per cent).

Table-1. Socio-Economic Features of Critical Employees of IT Companies

Socio-Economic Features	Number of Critical Employees	Percentage
Gender		
Male	153	61.20
Female	97	38.80
Educational Qualification		
B.E.	81	32.40
B.TECH	38	15.20
M.E.	7	2.80
M.TECH	19	7.60
B.C.A.	11	4.40
M.C.A.	42	16.80
B.Sc.(IT)	23	9.20
M.Sc.(IT)	18	7.20
Others	11	4.40
Age Group		
21-25 Years	65	26.00
26-30 Years	99	39.60
31-35 Years	39	15.60
36-40 Years	30	12.00
Above 40 Years	17	6.80
Functional Area		
Operation	118	47.20
Marketing	69	27.60
Human Resource	26	10.40
Finance	23	9.20
Others	14	5.60
Working Experience		
1-3 Years	57	22.80
4-6 Years	105	42.00
7-9 Years	43	17.20
10-12 Years	23	9.20
More than 12 Years	22	8.80
Monthly Income		
Less than Rs. 20000	30	12.00
Rs. 21000 – Rs.30000	108	43.20
Rs. 31000 – Rs.40000	41	16.40
Rs. 41000 – Rs. 50000	34	13.60

More than Rs. 50000	37	14.80
Career Stage		
Entry	48	19.20
Intermediate	162	64.80
Senior	40	16.00

3.2. Preference of talent management practices by critical employees of it companies

The preference of talent management practices by critical employees of IT companies was analysed and the results are presented in Table-2.

Table-2. Preference of Talent Management Practices by Critical Employees of IT Companies

Talent Management Practices	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
In house development programmes	59 (23.60)	91 (36.40)	60 (24.00)	22 (8.80)	18 (7.20)	**250 (100.00)**
Coaching	89 (35.60)	106 (42.40)	26 (10.40)	18 (7.20)	11 (4.40)	**250 (100.00)**
Succession planning	67 (26.80)	88 (35.20)	59 (23.60)	28 (11.20)	8 (3.20)	**250 (100.00)**
Mentoring and buddying	62 (24.80)	99 (39.60)	51 (20.40)	22 (8.80)	16 (6.40)	**250 (100.00)**
Cross functional project assignments	88 (35.20)	54 (21.60)	56 (22.40)	34 (13.60)	18 (7.20)	**250 (100.00)**
High potential development schemes	38 (15.20)	135 (54.00)	39 (15.60)	25 (10.00)	13 (5.20)	**250 (100.00)**
Graduate development programmes	60 (24.00)	71 (28.40)	32 (12.80)	69 (27.60)	18 (7.20)	**250 (100.00)**
Courses at external institutions	69 (27.60)	68 (27.20)	58 (23.20)	40 (16.00)	15 (6.00)	**250 (100.00)**
Internal secondments	62 (24.80)	42 (16.80)	74 (29.60)	56 (22.40)	16 (6.40)	**250 (100.00)**
Assessment centres	71 (28.40)	67 (26.80)	67 (26.80)	32 (12.80)	13 (5.20)	**250 (100.00)**
360-degree feedback	82 (32.80)	74 (29.60)	67 (26.80)	15 (6.00)	12 (4.80)	**250 (100.00)**
Job rotation and shadowing	69 (27.60)	62 (24.80)	69 (27.60)	31 (12.40)	19 (7.60)	**250 (100.00)**
Development centers	50 (20.00)	128 (51.20)	32 (12.80)	24 (9.60)	16 (6.40)	**250 (100.00)**
Action learning sets	54 (21.60)	123 (49.20)	30 (12.00)	29 (11.60)	14 (5.60)	**250 (100.00)**
External secondments	43 (17.20)	61 (24.40)	82 (32.80)	43 (17.20)	21 (8.40)	**250 (100.00)**

The Figures in the parentheses are per cent to total

The results show that 36.40 per cent of critical employees are agreed with they prefer in house development programmes followed by neutral (24.00 per cent), strongly agree (23.60 per cent), disagree (8.80 per cent) and strongly disagree (7.20 per cent). The results indicate that 42.40 per cent of critical employees are agreed with they prefer coaching followed by strongly agree (35.60 per cent), neutral (10.40 per cent), disagree (7.20 per cent) and strongly disagree (4.40 per cent).

The results reveal that 35.20 per cent of critical employees are agreed with they prefer succession planning followed by strongly agree (26.80 per cent), neutral (23.60 per cent), disagree (11.20 per cent) and strongly disagree (3.20 per cent). The results imply that 39.60 per cent of critical employees are agreed with they prefer mentoring and buddying followed by strongly agree (24.80 per cent), neutral (20.40 per cent), disagree (8.80 per cent) and strongly disagree (6.40 per cent).

The results show that 35.20 per cent of critical employees are strongly agreed with they prefer cross functional project assignments followed by neutral (22.40 per cent),agree (21.60 per cent), disagree (13.60 per cent) and strongly disagree(7.20 per cent). The results indicate that 54.00 per cent of critical employees are agreed with they prefer high potential development schemes followed by neutral (15.60 per cent), strongly agree (15.20 per cent), disagree (10.00 per cent) and strongly disagree (5.20 per cent).

The results reveal that 28.40 per cent of critical employees are agreed with they prefer graduate development programmes followed by disagree (27.60 per cent), strongly agree (24.00 per cent), neutral (12.80 per cent) and strongly disagree (7.20 per cent). The results imply that 27.60 per cent of critical employees are strongly agreed with they prefer courses at external institutions followed by agree (27.20 per cent), neutral (23.20 per cent), disagree (16.00 per cent) and strongly disagree (6.00 per cent).

The result show that 29.60 per cent of critical employees are neutral with they prefer internal secondments followed by strongly agree (24.80 per cent), disagree (22.40 per cent), agree (16.80 per cent) and strongly disagree (6.40 per cent). The results indicate that 28.40 per cent of critical employees are strongly agreed with they prefer assessment centres followed by agree and neutral (26.80 per cent), disagree (12.80 per cent) and strongly disagree (5.20 per cent).

The results reveal that 32.80 per cent of critical employees are strongly agreed with they prefer 360-degree feedback followed by agree (29.60 per cent), neutral (26.80 per cent), disagree (6.00 per cent) and strongly disagree (4.80 per cent). The results imply that 27.60 per cent of critical employees are strongly agreed and neutral with they prefer job rotation and shadowing followed by agree (24.80 per cent), disagree (12.40 per cent) and strongly disagree(7.60 per cent).

The results show that 51.20 per cent of critical employees are agreed with they prefer development centers followed by strongly agree (20.00 per cent), neutral (12.80 per cent), disagree (9.60 per cent) and strongly disagree (6.40 per cent). The results indicate that about 49.20 per cent of critical employees are agreed with they prefer action learning sets followed by strongly agree (21.60 per cent), neutral (12.00 per cent), disagree (11.60 per cent) and strongly disagree (5.60 per cent). The results reveal that 32.80 per cent of critical employees are neutral with they prefer external secondments followed by agree (24.40 per cent), strongly agree and disagree (17.20 per cent) and strongly disagree (8.40 per cent).

3.3. Socio-economic features of critical employees and their preference of talent management practices

To examine the difference between socio-economic features of critical employees and their preference of talent management practices, the ANOVA (Analysis of Variance) test is applied and the results are presented inTable-3.

Table-3. Difference between Socio-Economic Features of Critical Employees and Their Preference of Talent Management Practices

Particulars	F-Value	Sig
Gender and Preference of Talent Management Practices	104.210**	.000
Educational Qualification and Preference of Talent Management Practices	11.867**	.000
Age Group and Preference of Talent Management Practices	8.052**	.000
Functional Area and Preference of Talent Management Practices	7.346**	.000
Working Experience and Preference of Talent Management Practices	10.259**	.000
Monthly Income and Preference of Talent Management Practices	8.321**	.000
Career Stage and Preference of Talent Management Practices	6.606**	.000

** *Significant at one per cent level*

The results indicate that the F-values are significant at one per cent level indicating that there is a significant difference between socio-economic features of critical employees and their preference of talent management practices. So, the null hypothesis of there is no significant difference between socio-economic features of critical employees and their preference of talent management practices is rejected.

3.4. Influence of talent management practices on commitment of critical employees in IT companies

To analyse the influence of talent management practices on commitment of critical employees in IT companies, the multiple linear regression is used and the results are presented in Table-4.

Table-4. Influence of Talent Management Practices on Commitment of Critical Employees in IT Companies

Talent Management Practices	Regression Coefficients	t-value	Sig
Intercept	46.997**	17.727	.000
In house development programmes	-.395	1.267	.206
Coaching	.586	1.801	.073
Succession planning	.819**	2.193	.003
Mentoring and buddying	.438	.999	.319
Cross functional project assignments	.117	.333	.739
High potential development schemes	1.209**	2.695	.008
Graduate development programmes	1.529**	4.470	.000
Courses at external institutions	-.077	.257	.797
Internal secondments	-.382	1.334	.183
Assessment centres	.582	1.654	.099
360-degree feedback	.659**	3.619	.003
Job rotation and shadowing	2.070**	5.147	.000
Development centers	.907**	2.738	.007
Action learning sets	.298	.876	.382
External secondments	.795**	2.732	.007
R^2	0.63		
Adjusted R^2	0.61		
F	10.689		.000

*: ** Significance at one per cent level*

The coefficient of multiple determination (R^2) is 0.63 and adjusted R^2 is 0.61 indicating the regression model is good fit. It shows that 61.00 per cent of the variation in dependent variable (Commitment) is explained by the independent variables (Talent Management Practices). The F-value of 10.689 is statistically significant at one per cent level indicating that the model is significant.

The results reveal that succession planning, high potential development schemes, graduate development programmes, 360-degree feedback, job rotation and shadowing, development centers and external secondments are positively and significantly influencing the commitment of critical employees in IT companies at one per cent level. Thus, the null hypothesis of there is no significant influence of talent management practices on commitment of critical employees in IT companies is rejected.

4. Conclusion

The findings show that majority of critical employees are males and most of them are B.E. graduates. Majority of critical employees belong to the age group of 26-30 years and most of them are working in the functional area of operation. Majority of critical employees have the work experience of 4-6 years and most of them belong to the monthly income group of Rs. 21000 – Rs.30000. Majority of critical employees are in the carrier stage of intermediate.

The results indicate that there is significant difference between socio-economic features of critical employees and preference of talent management practices in IT companies. The regression analysis reveals that succession planning, high potential development schemes, graduate development programmes, 360-degree feedback, job rotation and shadowing, development centers and external secondments are positively and significantly influencing the commitment of critical employees in IT companies.

Therefore, the IT companies should improve the talent management practices of in house development programmes, coaching, mentoring and buddying, cross functional project assignments, courses at external institutions, internal secondments, assessment centres and action learning sets for enhancing the commitment of critical employees.

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