

A STUDY ON EMPLOYEE RELATIONS AND ITS IMPACT ON TALENT MANAGEMENT IN INFORMATION TECHNOLOGY WITH SPECIAL REFERENCE TO COIMBATORE CITY

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ABSTRACT

Talent management is a business strategy that organization believe will enable them to retain their top talented employees to improve the organization performance. It is the process of effectively hiring the right talent, preparing them to take the top position in future. In today global economy, companies must continually invest in human capital in the role of employees, HR leaders work closely with senior management to attract, hire, develop and retain talent. yet the skills shortage presents both socio-economic and cultural challenges as talent as work force and increasing global mobility, forward-looking organization in the form of a significant to improve retention in talent management.

KEYWORDS – Talent management , Retention, Retain, Organization.

INTRODUCTION:

Talent management is an organization ability to recruit, retain, and produce the most talented employees available in the job market. Talent management is also an important and necessary skill for people in the work force to acquire. Finding good and talented people is not a hard thinking to do, if someone has so much talent and they are good at what they do, Businesses will want them to stay and work there forever. However most of those people are either satisfied with the job they have, or they go out and look for better opportunities.

REVIEW OF LITERATURE:

Anita Weyland (2011), in his study, *Talent Management Practices in Select Organizations in India* explained about organizations globally and in India implementing the concept of talent management. Talent management cannot be excluded from business strategy and neither can it be a mere sub-system in the realm of Human Resource management function. Firms will be able to achieve better results by actively engaging senior leaders along with Human Resource professionals in talent management strategies. This article throws light on how talent management practices are being pursued by some of the leading organizations, including multinational corporations in India. This research has made an attempt to probe talent management practices and processes in a sample of 30 organizations chosen on the basis of their international presence, brand identity and long-term presence. A web-based survey of Human Resource professionals (78) and senior professionals (81) in respective organizations under study identified various practices that helped them to attract, nurture and retain talent.

Gichuhi, et al (2014), examined the role of talent management on competitiveness of public universities in Kenya. Survey research design was employed. Stratified sampling was adopted to obtain a representative sample of the study which was made up of both the teaching and non-teaching staff of the Public Universities in Kenya. A questionnaire that employed Likert scale was used to collect data. Factor analysis revealed that all the 16 items used had a loading value above 0.4 as recommended hence they were all included in the analysis. Data analysis revealed a positive relationship $R = 0.498$ ($p\text{-value} < 0.05$) indicating a significant linear relationship between talent management and competitiveness.

R.V.Dhanalakshmi, Dr.K.BalanagaGurunathan (2014), in their study *a study on "talent management as a strategy to influence employee engagement and its affect on the organizational outcome"* clarified what is meant by Talent Management, its importance and how as a strategy influences Employee Engagement and in turn what are the Organizational outcomes. This is a conceptual paper based on a review of the academic and popular literatures on Talent Management and Employee Engagement. The study finds there is a widely shared belief that human resources are the Organization's primary source of Competitive Advantage; an essential asset that is becoming increasingly short supply. An effectively implemented Talent Management strategy enhances Employee Engagement which in turn is associated with improved Organizational performance. When an employee is highly engaged, the more likely he or she will be to say positive things about the Organization, thereby potentially influencing such variables as service quality, customer satisfaction, productivity, sales, profitability, etc.,

STATEMENT OF THE PROBLEM:

According to Wiersma, "The statement of problem is the issue that exists in the literature theory, or practice that leads to a need for the study."

Talent management is becoming one of the most pressing topic in organization. Employees either leave because of salary or compensation related reasons or due to better career growth opportunities. According to Times of India (26 Aug 2010) the attraction and retention of talent is getting very difficult for Indian IT companies due to rising salary and attrition rates. Retention of critical talent is a key challenge. So there is need to identify the reasons behind employees to stay or leave in any organization along with the factors affecting the talent management practices and what are the major problems faced by an organization in the implementation of talent management practices.

RESEARCH OBJECTIVE:

- To study the employee relations and impact on talent management in IT sector
- To know the employees retaining talent in the organization
- To know the problems faced by the employees in IT industries

METHODOLOGY OF THE STUDY:

The research design for the presented study is exploratory. The study was conducted in Coimbatore city. The city is one of the advanced growing IT industries in Tamilnadu and it is also known as Manchester of South India holding the highest GDP among the District in the state. Out of the total 150 samples collected only 120 responses were found to be valid on the basis of consistency of responses and therefore taken fit for analysis area sampling was adopted in Coimbatore district the data collected through the tools was subjected to statistical analysis and results were drawn out.

SCOPE OF THE STUDY:

- To retain the top talented employees.
- To give better hiring
- To impact the better professional development decision

LIMITATION OF THE STUDY

- The study is confined to Coimbatore city only
- The data collected for the research is fully on primary data given by the respondents. So there is a chance for personal bias

DATA ANALYSIS AND DISCUSSIONS:**Table 1****Demographic profile of the respondent**

Particulars	Frequency	%
Gender		
1. Male	66	55%
2. female	54	45%
Total	120	100%
Age		
1.upto25 yrs	54	45%
2.26-30 yrs	48	40%
3.31-35yrs	16	13.3%
4.above 36 yrs	2	1.7%
Total	120	100%
Educational qualification		
1.Diploma	3	2.5%
2.UG degree	64	53.3%
3.PG degree	53	44.2%
4.Others	0	0%
Total	120	100%
Marital status		
1.Married	40	33.3%
2.unmarried	80	66.7%

Total	120	100%
Name of the company		
1.Wipro	20	16.7%
2.Infosys	23	19.2%
3.webtroit technology	45	37.5%
4.solution champ	32	26.7%
Total	120	100%
Type of the company		
1MNC	69	57.5%
2.nonMNC	51	42.5%
Total	120	100%
Designation		
1.Team coordinator	28	23.3%
2.software developer	33	27.5%
3.web developer	17	14.2%
4.technical assistant	42	35%
Total	120	100%
Experience		
1.Below2yrs	41	34.2%
2.3 to 5yrs	51	42.5%
3.5 to 8yrs	17	18.3%
4.above 8yrs	42	5%
Total	120	100%
Monthly income		
1.below 30,000	64	53.3%
2.30,001to40,000	15	12.5%
3.40,001to 50,000	22	10.8%
4.above 50,000	6	23.3%
Total	120	100%
Working days		
1.4 days	10	8.3%
2.5 days	48	40%
3.6 days	62	51.7%
Total	120	100%

INTERPRETATION

SOURCE: PRIMARY DATA

It is evidence from the above table 1 that 55% male and 45% female . in connection with age wise distribution of respondent 45% of them were in upto 25 years, 53.3% of the respondent were under graduation degree, 66.7% respondents were unmarried, in connected 37.5%respondents were working in Webtroit tech, and 57.5% respondents were in MNC company , 27.5% respondents were designed as software developers, and also 42.5%were 3to 5 years as experience and finally found out that 53.3%respondents were below 30,000 monthly income category.

Table 2**Relationship between Educational Qualification and Designation****Chi-square test**

PARTICULARS		Designation				Total
		TEAM CO-ORDINATOR	SOFTWARE DEVELOPER	WEB DEVELOPER	TECHNICAL ASSISTANT	
educational qualification	Diploma	0	0	0	3	3
	UG degree	15	19	9	21	64
	PG degree	13	14	8	18	53
Total		28	33	17	42	120

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.875 ^a	6	.437
Likelihood Ratio	6.600	6	.359
Linear-by-Linear Association	.589	1	.443
N of Valid Cases	120		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .43.

INTERPRETATION:

The table reveals that the calculated value of chi-square (5.875) and degree of freedom is less than 6. The p value is less than (.437). Hence the hypothesis is accepted and statistically this test is significant. It can be concluded there is significant relationship between the educational qualification and designation as Demotivating factor respondent of the sample. Hence there is no significant relationship between the Educational qualification and designation of the respondent and demotivating factor.

Table 3**Table showing Weighted average ranking on benefits provided in the organization**

SI No	Factors	Mean	Rank
1	Medical insurance	4.35	5
2	Company savings plan	5.05	7
3	Retirement plan	7.12	8
4	Holiday entertainment	4.45	6
5	Competitive package	3.95	4
6	Rewards and recognition	3.92	3
7	Educational benefits	3.65	2
8	Promotional benefit	3.47	1

INTERPRETATION:

The above ranking analysis shows that promotion has been ranked first with the mean score of 3.47, educational benefit has been ranked second with a mean score of 3.65, rewards has been ranked third with a mean score of 3.92, competitive package has been ranked fourth with a mean score of 3.95, medical insurance has been ranked fifth with a mean score of 4.35, holiday

entertainment has been ranked sixth with a mean score of 4.45, company savings plan has been ranked seventh with a mean score of 5.05, finally retirement plan has been ranked eighth with a mean score of 7.12.

The major respondent stated that promotion is the most benefit factor by the organization. Retirement plan is the least benefit factor for the respondent by the organization.

Table 4

Table showing employees faced problems towards organization

SI NO	Factors	Mean	Rank
1	Basic pay	4.77	3
2	Job security	7.07	10
3	Career problem	6.34	8
4	Uncompleted projects	4.64	2
5	Financial difficulties	6.36	9
6	Challenging role	4.80	4
7	Loss of career opportunities	4.95	5
8	Timing	4.38	1
9	Accommodation	5.88	7
10	Medical leave	5.83	6

INTERPRETATION:

The above ranking analysis shows that Timing has been ranked first with a mean score of 4.38, uncompleted projects has been ranked with a mean score of 4.64, Basic pay has been ranked third with a mean score of 4.47, Challenging role has been ranked fourth with a mean score of 4.80, Loss of career opportunities has been ranked fifth with a mean score of 4.95, Medical leave has been ranked sixth with a mean score of 5.83, Accommodation has been ranked seventh with a mean score of 5.88, Career problem has been ranked eighth with a mean score of 6.34, Financial difficulties has been ranked ninth with a mean score of 6.36, finally Job security has been ranked tenth with a mean score of 7.07.

The major of respondent stated that Timing is the most problematic factor in the organization. Job security is the least problem factor for the respondent by the organization.

SUGGESTIONS:

Based on this study, The researcher is of the strong opinion that these suggestions and recommendations would help organization at the time of employee relation policies and also would bring further improvement in retaining the talent for better organizational performance.

The present study has revealed that Work flexibility, Timing, uncompleted projects, all are important variable that is crucial for managing the talent. Hence the organization should be more focused on it.

CONCLUSION:

The conclusions have been drawn to employee relations and impact promote the talent management .The service sector's contribution to the country's GDP has been steadily increasing. The service sector and the information technology sector is heavily people driven and hence require proper management of its employees. Organization need to build strong bond and interpersonal relationship among its talent so that they would work with their full potential.

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