



Talent Retention and Organisational Commitment among IT Employees

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Abstract

Human resource is the most valuable and indispensable asset for the smooth and effective functioning of organization. The success of any organization depends on the committed, hard working and loyal employees. Talent is the key driver of any successful organization. Thus, it becomes crucial for organizations to manage their talents (workforce) effectively to achieve nourishment in the modern economic climate. This research paper focused on IT employees' opinion on talent retention strategies and Organizational commitment.

1.Introduction

“Mythology, spirituality and religion have numerous subtle and unambiguous lessons for one should lead their lives. Same time we need to understand that they are equally suitable to a Workplace Setting, as organizations are the extension of how people live their lives outside of their homes”.

An employee who joins an organization is bound to leave someday and join some other Organization. Every talented employee that leaves from an organization is an opportunity lost for growth. It is essential to understand whether employee failed to adapt according to the expectation of organization and did not have requires skills, or the organization did not provide him with opportunities to grow and learn?

Today, in the current global Scenario, competition, innovation and creativity are the most important corporate strategies to excel and stand high in knowledge economy. Human resources are the most valuable and indispensable asset for the smooth and effective functioning of an organization. The success of any organization depends on the committed, hard working and loyal employees. Talent Retention is the key driver of any successful Organization and Employees with Organizational Commitments are the assets to the

Organization. Turnover is the most common problem faced by all industries especially in IT companies in the modern business world. Retaining employees for long term is a difficult task for every organization.

2. Materials and Methods

Every organization has started to recognize the importance of practicing talent management. The shortage of talent is now becoming a problem in the organization as the young graduates are not capable enough to take over the place of their senior officials. The success of an organization is well imitated by the way in which the talents of an organization are managed. The broad objectives of the research paper are:-

1. To study the association of demographic factors with that of talent retention and Organizational Commitment among IT employees in Coimbatore District.

2.1 Research Reviews

From the ages of Kuru dynasty and Hastinapur, the importance of Talent retention and Organisational Commitment had been understood. We strive to find some intricate management thoughts that are relevant even today from “Mahabharata”, the largest epic in the world. Choice of talented individuals on either side during the Kurushetra war is an excellent example to understand the importance of talent retention and organizational commitment. The Unique talents of the Pandavas and Kauravas along with the talented, powerful and the Supreme Lord Krishna’s strategic moves had brought winning edge and success to the Pandavas. Similarly, concentrating on the talent retention and Organisational Commitment is most applicable to the present generation Organisations for sustainable Management of their business.

The literature reviews for the study are shown as follows:-

Year	Authors	Findings
2019	Akinremi, et.al	Talent management practices implementation have significant effect on employees’ performance
2018	Milad Haerizadeh	Talent management should be institutionalized as a system in all HR
2018	Abazeed	Talent management has a significant impact on all dimensions of organizational commitment: affective, continuance and normative commitment
2017	Prerana	Employee engagement had a significant correlation with the organizational commitment.

2.2 Research Design

For the research study, individuals those who working in IT companies and have minimum 4 years of experience within the Coimbatore district has been taken. The study included 12 companies from Tidel park, 8 companies from KGISL and 8 from KCT & Chill SEZ. From each company responses are collected from 25 employees, 700 questionnaires were distributed (12 from Tidel park+8 from KGISL+ 8 from KCT&Chill SEZ*25 employees) of which 674 questionnaires were received. Of the 674 questionnaires, received 54

questionnaires were eliminated due to incompleteness. Therefore, the sample size for the study is 620 respondents. Hence stratified sampling is applied in sample selection and the research type is descriptive in nature. The standard questionnaire is employed for collecting data. Statistical tools such as 't' test, ANOVA and Correlation analysis were applied along with percentage analysis to interpret data.

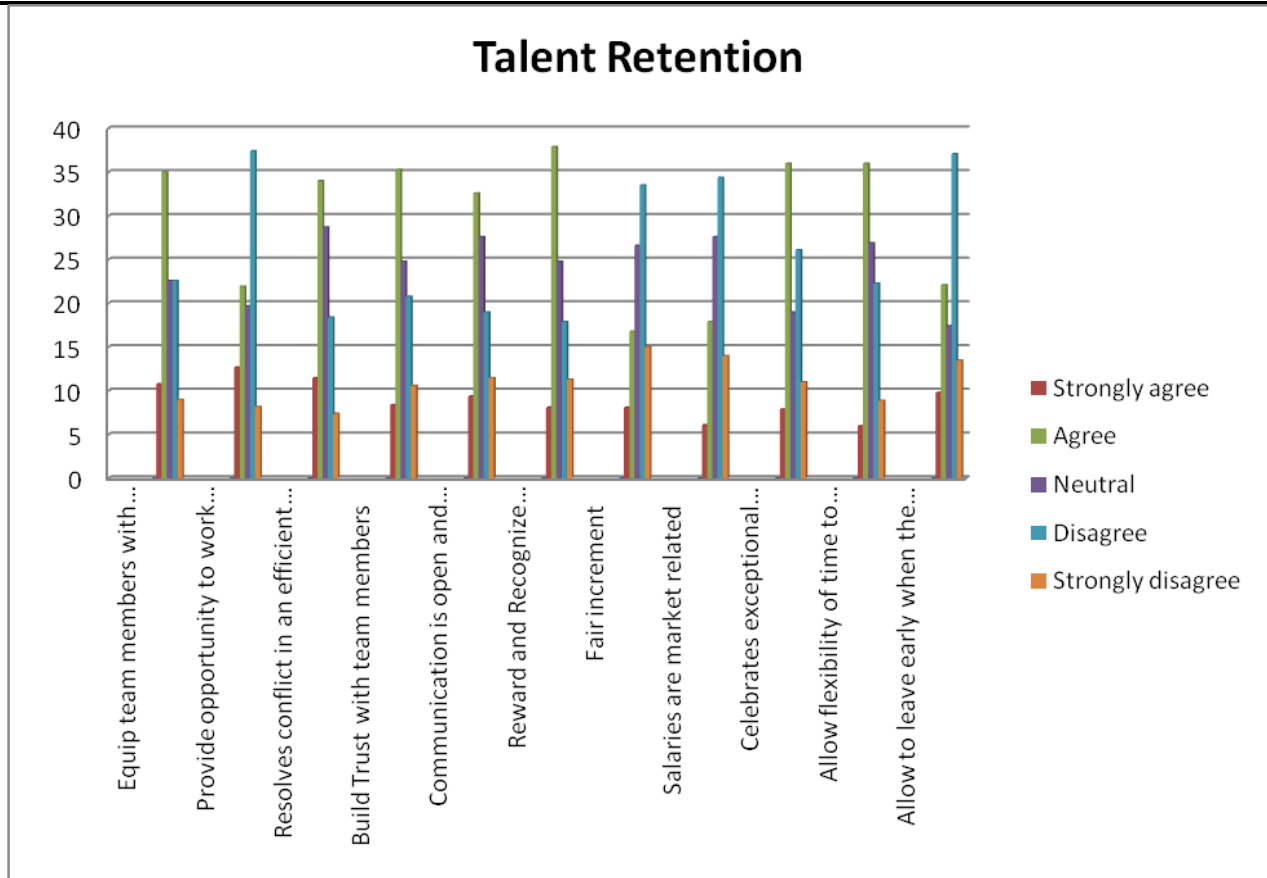
3.Results & Interpretation

The results of the study are shown in form of tabulation and then and there interpreted as follows:-

3.1Percentage Analysis of Respondents Opinion on Talent Retention Factors

S.No	Talent Retention Factors	Agree / Disagree
1	Equip team members with necessary information	Majority Agree
2	Provide opportunity to work from home	Majority Disagree
3	Resolves conflict in an efficient matter	Majority Agree
4	Build Trust with team members	Majority Agree
5	Communication is open and transparent	Majority Agree
6	Reward and Recognize employees	Majority Agree
7	Fair increment	Majority Disagree
8	Salaries are market related	Majority Disagree
9	Celebrates exceptional performance	Majority Agree
10	Allow flexibility of time to attend personal matters	Majority Agree
11	Allow to leave early when the targets are achieved	Majority Disagree

Figure : 3.1 Respondents Opinion on Talent Retention Factors



4.1.5 Percentage Analysis of Respondents Opinion on Organizational Commitment

Table : 4.1.5 Respondents Opinion on Organizational Commitment

Factors		Category				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Easily attached with other organization	No of respondents	78	199	176	121	46
	Percentage	12.6	32.1	28.4	19.5	7.4
Do not feel part of family	No of respondents	46	162	177	184	51
	Percentage	7.4	26.1	28.5	29.7	8.2
Do not feel emotionally attached	No of respondents	34	201	196	147	42
	Percentage	5.5	32.4	31.6	23.7	6.8
Very hard to leave	No of respondents	40	127	182	223	48

organization	Percentage	6.5	20.5	29.4	36	7.7
Staying with same organization is matter of necessity	No of respondents	29	215	191	126	59
	Percentage	4.7	34.7	30.8	20.3	9.5
People move organization to organization too often	No of respondents	44	186	181	152	57
	Percentage	7.1	30	29.2	24.5	9.2
Do not believe person must loyal always	No of respondents	33	223	150	178	36
	Percentage	5.3	36	24.2	28.7	5.8
Things were better when people stay in one organization	No of respondents	18	169	153	210	70
	Percentage	2.9	27.3	24.7	33.9	11.3

Source: Primary Data

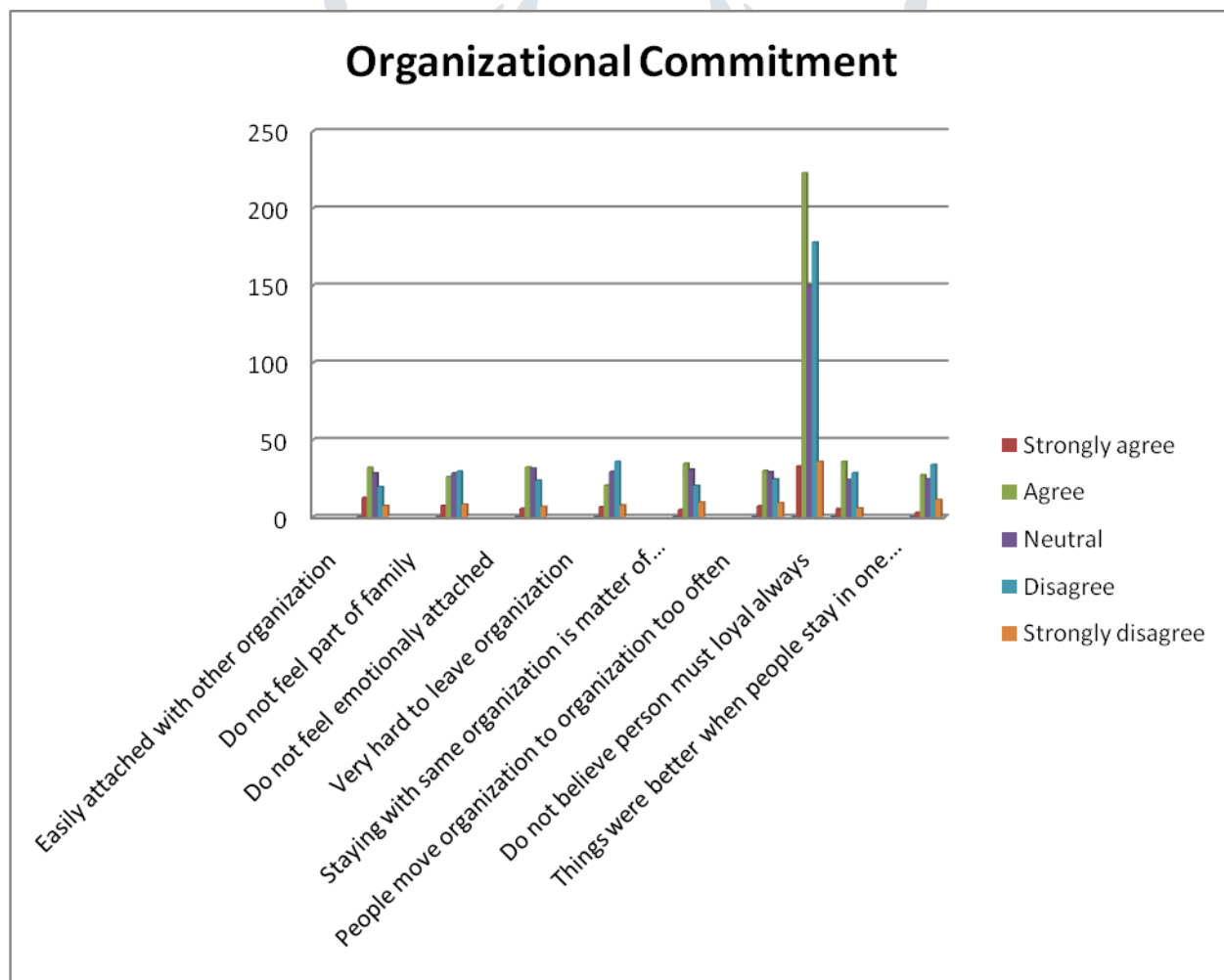


Figure: 4.5 Respondents opinion on Organizational Commitment

Regarding **easily attached with other organization** , 12.6% are strongly agree with the statement that they can easily attach with other organization, 32.1% are Agree, 28.4% are Neutral, 19.5% are Disagree and 7.4% of the respondents are strongly disagree. Hence Majority of the respondents are agree with the statement that they can easily attach with other organization.

Regarding **do not feel part of family** , 7.4% are strongly agree with the statement they do not feel part of family at their organization, 26.1% are Agree, 28.5% are Neutral, 29.7% are Disagree and 8.2% of the respondents are strongly disagree. Hence Majority of the respondents are disagree with the statement they do not feel part of family at their organization.

Regarding **do not feel emotionally attached** , 5.5% are strongly agree with the statement they do not feel emotionally attached at their organization of their organization, 32.4% are Agree, 31.6% are Neutral, 23.7% are Disagree and 6.8% of the respondents are strongly disagree. Hence Majority of the respondents are agree with the statement they do not feel emotionally attached at their organization.

Regarding **very hard to leave organization** , 6.5% are strongly agree with the statement it is very hard to leave their organization right now, 20.5% are Agree, 29.4% are Neutral, 36% are Disagree and 7.7% of the respondents are strongly disagree. Hence Majority of the respondents are disagree with the statement it is very hard to leave their organization right now.

Regarding **staying with same organization is matter of necessity** , 4.7% are strongly agree with the statement staying with same organization is matter of necessity, 34.7% are Agree, 30.8% are Neutral, 20.3% are Disagree and 9.5% of the respondents are strongly disagree. Hence Majority of the respondents are agree with the statement staying with same organization is matter of necessity.

Regarding **people move organization to organization too often** , 7.1% are strongly agree with the statement people move organization to organization too often, 30% are Agree, 29.2% are Neutral, 24.5% are Disagree and 9.2% of the respondents are strongly disagree. Hence Majority of the respondents are agree with the statement people move organization to organization too often.

Regarding **do not believe person must loyal always**, 5.3% are strongly agree with the statement do not believe person must loyal always to one organization, 36% are Agree, 24.2% are Neutral, 28.7% are Disagree and 5.8% of the respondents are strongly disagree. Hence Majority of the respondents are agree with the statement do not believe person must loyal always to one organization.

Regarding **things were better when people stay in one organization** , 2.9% are strongly agree that things were better when people stay in one organization, 27.3% are Agree, 24.7% are Neutral, 33.9% are Disagree and 11.3% of the respondents are strongly disagree. Hence Majority of the respondents are disagreeing that things were better when people stay in one organization.

4.4 T –test Analysis

4.4.1: T-test between Gender of the respondents with Talent Retention strategies and Organizational Commitment.

Ho: There is no significant difference in the respondents' opinion regarding Talent Retention strategies and Organizational Commitment based on the Gender of the respondents.

H₁: There is significant difference in the respondents' opinion regarding Talent Retention strategies and Organizational Commitment based on the Gender of the respondents.

Table No: 4.4.1 Gender of the respondents with Talent Retention strategies and Organizational Commitment.

Variable	Gender	N	Mean	Std. Deviation		Levene's Test for Equality of Variances		t test for equality of means		
						F	Sig	t	df	Sig. (2-tailed)
Talent Retention	Male	341	2.9533	.92978	EVA	11.081	.001	-3.943	618	.000
	female	279	3.2283	.77591	EVNA			-4.014	617.752	.000
Affective Commitment	Male	341	3.0381	.78128	EVA	.662	.416	-2.930	618	.004
	female	279	3.2204	.75799	EVNA			-2.938	600.414	.003
Continuous Commitment	Male	341	2.9395	.74432	EVA	.006	.937	-2.767	618	.006
	female	279	3.1102	.78776	EVNA			-2.751	579.597	.006
Normative Commitment	Male	341	2.9018	.74599	EVA	.004	.952	-3.126	618	.002
	female	279	3.0856	.70624	EVNA			-3.143	604.995	.002

Source: Primary Data

Interpretation

Table reveals that significant difference exists in the perception of male and female respondents for the variable Talent Retention ($p=0.001$). There is no significant difference in the perception of male and female respondents for the variables namely Affective Commitment ($p=0.416$), Continuous Commitment ($p=0.937$), Normative Commitment ($p=0.952$). Hence with regard to the Talent Retention factors, it is noted that the respondents opinion differs among male and female workers in an Organisation whereas the difference is not found in Organisational Commitment.

4.5 Analysis of Variance

Analysis of variance is a powerful and common statistical procedure in the social sciences. Anova is used to test the significant difference in the mean values of more than two groups. It is used to test the significant difference in the perception of respondents on demographic factors across the study variables Talent Retention and Organizational Commitment variables (Affective, Continuous and Normative).

(1) Analysis of Variance (ANOVA) between Age of the respondents with Talent Retention and Organizational Commitment.

H₀: There is no significant difference in Talent Retention and Organizational Commitment with respect to the age of the respondents.

H₁: There is a significant difference in Talent Retention and Organizational Commitment with respect to the age of the respondents.

Table No: 4.5.1 Analysis of Variance (ANOVA) between Age of the respondents with Talent Retention and Organizational Commitment.

Source	Particulars	Sum of Squares	df	Mean Square	F	Sig.
	Talent Retention	6.180	2	3.090	4.085	.017
	Affective Commitment	.478	2	.239	.397	.673
	Continuous Commitment	4.591	2	2.296	3.926	.020
	Normative Commitment	2.728	2	1.364	2.547	.079

Source: Primary Data

Interpretation

The table above reveals that Talent retention ($f=4.085, p=0.017$), Continuous commitment ($f=3.926, p=0.020$), is perceived significantly different by employees of varied age group levels.

Hence to find, employees of which age group level vary in their perception with respect to the others, post hoc analysis (Tukey's - b) is performed.

Table No: 4.4.2 Post Hoc Table of Different Age Group and Talent Attraction

Dependent Variable	Age(I)	Age(J)	Mean Difference (I-J)	Sig.
Talent Attraction	<30	31-40	-.18309*	.040
		41-50	-.48975*	.002
	31-40	<30	.18309*	.040
		41-50	-.30667	.059
	41-50	<30	.48975*	.002
		31-40	.30667	.059

Source: Primary Data

From the post hoc table, it is identified that respondents belonging to Less than 30 years of age significantly differ with 31-40 years of age group and 41-50 years of age group in their opinion towards talent attraction.

Table No: 4.4.4 Post Hoc Table of Different Age Group and Talent Retention

Dependent Variable	Age(I)	Age(J)	Mean Difference (I-J)	Sig.
Talent Retention	<30	31-40	-.00895	.904
		41-50	-.36995*	.005
	31-40	<30	.00895	.904
		41-50	-.36100*	.008
	41-50	<30	.36995*	.005
		31-40	.36100*	.008

Source: Primary Data

From the post hoc table, it is identified that respondents belonging to 41-50 years of age significantly differ with less than 30 years of age group and 31-40 years of age group in their opinion towards talent retention.

Table No: 4.4.5 Post Hoc Table of Different Age Group and Continuous Commitment

Dependent Variable	Age(I)	Age(J)	Mean Difference (I-J)	Sig.
Continuous Commitment	<30	31-40	.10873	.096
		41-50	-.21029	.070
	31-40	<30	-.10873	.096
		41-50	-.31902*	.008
	41-50	<30	.21029	.070
		31-40	.31902*	.008

Source: Primary Data

From the post hoc table, it is identified that respondents belonging to 31-40 years of age significantly differ with 41-50 years of age group in their opinion towards continuous commitment.

(ii) Analysis of Variance (ANOVA) between Experience of the respondents with Talent Retention and Organizational Commitment.

H₀: There is no significant difference in Experience with that of Talent Retention and Organizational Commitment.

H₁: There is significant difference in Experience with that of Talent Retention and Organizational Commitment.

Table No: 4.4.8 Analysis of Variance (ANOVA) between Experience of the respondents with Talent Retention and Organizational Commitment.

Source	Particulars	Sum of Squares	df	Mean Square	F	Sig.
	Talent Retention	7.426	4	1.857	2.453	.045
	Affective Commitment	19.973	4	4.993	8.714	.000
	Continuous Commitment	14.344	4	3.586	6.283	.000
	Normative Commitment	8.609	4	2.152	4.080	.003

Source: Primary Data

The table above reveals that Talent retention ($f=2.453, p=0.045$), Affective Commitment ($f=8.714, p=0.000$), Continuous commitment ($f=6.283, p=0.00$), Normative Commitment ($f=4.080, p=0.003$), is perceived significantly different by employee's experience.

Hence to find, employees of which Experience group level vary in their perception with respect to the others, post hoc analysis (Tukey's - b) is performed.

Table No: 4.4.9 Post Hoc Table of Different Experience Group and Talent Retention

Dependent Variable	Experience(I)	Experience (J)	Mean Difference (I-J)	Sig.
Talent Retention	2-4 yrs	4-6 yrs	-.05957	.428
		6-8 yrs	-.01281	.927
		>8 yrs	1.05231*	.007
	4-6 yrs	2-4 yrs	.05957	.428
		6-8 yrs	.04676	.748
		>8 yrs	1.11188*	.005
	6-8 yrs	2-4 yrs	.01281	.927
		4-6 yrs	-.04676	.748
		>8 yrs	1.06512*	.010
	>8 yrs	2-4 yrs	-1.05231*	.007
		4-6 yrs	-1.11188*	.005
		6-8 yrs	-1.06512*	.010

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to highest experience i.e more than 8 years significantly differs with those who have less experience compare to them i.e 2-4 years, 4-6years and 6-8 years in their opinion towards Talent Retention.

Table No: 4.4.11 Post Hoc Table of Different Experience Group and Affective Commitment

Dependent Variable	Experience(I)	Experience (J)	Mean Difference (I- J)	Sig.
Affective Commitment	2-4 yrs	4-6 yrs	-.03630	.579
		6-8 yrs	.43810*	.000
		>8 yrs	1.50321*	.000
	4-6 yrs	2-4 yrs	.03630	.579
		6-8 yrs	.47440*	.000
		>8 yrs	1.53952*	.000
	6-8 yrs	2-4 yrs	-.43810*	.000
		4-6 yrs	-.47440*	.000
		>8 yrs	1.06512*	.003
	>8 yrs	2-4 yrs	-1.50321*	.000
		4-6 yrs	-1.53952*	.000
		6-8 yrs	-1.06512*	.003

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to highest experience i.e. more than 8 years significantly differs with those who have less experience compare to them i.e. 2-4 years, 4-6years and 6-8 years in their opinion towards Affective Commitment.

Table No: 4.4.12 Post Hoc Table of Different Experience Group and Continuous Commitment

Dependent Variable	Experience(I)	Experience (J)	Mean Difference (I-J)	Sig.
Continuous Commitment	2-4 yrs	4-6 yrs	-.02162	.741
		6-8 yrs	.37308*	.002
		>8 yrs	1.29750*	.000

		2-4 yrs	.02162	.741
	4-6 yrs	6-8 yrs	.39471*	.002
		>8 yrs	1.31912*	.000
		2-4 yrs	-.37308*	.002
	6-8 yrs	4-6 yrs	-.39471*	.002
		>8 yrs	.92442*	.010
		2-4 yrs	-1.29750*	.000
	>8 yrs	4-6 yrs	-1.31912*	.000
		6-8 yrs	-.92442*	.010

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to highest experience i.e. more than 8 years significantly differs with those who have less experience compare to them i.e. 2-4 years, 4-6 years and 6-8 years in their opinion towards Continuous commitment.

Table No: 4.4.13 Post Hoc Table of Different Experience Group and Normative Commitment

Dependent Variable	Experience(I)	Experience (J)	Mean Difference (I-J)	Sig.
Normative Commitment	2-4 yrs	4-6 yrs	-.00712	.910
		6-8 yrs	.17646	.133
		>8 yrs	1.05786*	.001
	4-6 yrs	2-4 yrs	.00712	.910
		6-8 yrs	.18358	.130
		>8 yrs	1.06498*	.001
	6-8 yrs	2-4 yrs	-.17646	.133
		4-6 yrs	-.18358	.130
		>8 yrs	.88140*	.010

		2-4 yrs	-1.05786*	.001
	>8 yrs	4-6 yrs	-1.06498*	.001
		6-8 yrs	-.88140*	.010

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to highest experience i.e more than 8 years significantly differs with those who have less experience compare to them i.e 2-4 years, 4-6years and 6-8 years in their opinion towards Normative commitment.

Hence it is found that the opinion of respondents who have experience for more than 8 years have significant differences in all the above cases.

(iii) Analysis of Variance (ANOVA) between Income of the respondents with Talent Management Practices, Organizational Commitment, Turnover Intention and Employee Engagement

Ho: There is no significant difference in Talent Management Practices, Organizational Commitment and response to Turnover Intention and Employee Engagement with respect to the Income of the respondents.

H1: There is a significant difference in Talent Management Practices, Organizational Commitment and response to Turnover Intention and Employee Engagement with respect to the Income of the respondents.

Table No: 4.4.15 Analysis of Variance (ANOVA) between Income of the respondents with Talent Management Practices, Organizational Commitment, Turnover Intention and Employee Engagement

Source	Particulars	Sum of Squares	df	Mean Square	F	Sig.
Income	Talent Attraction	15.906	4	3.977	3.680	.006
	Talent Development	17.070	4	4.268	4.602	.001
	Talent Retention	8.349	4	2.087	2.763	.027
	Affective Commitment	7.739	4	1.935	3.264	.012
	Continuous Commitment	7.741	4	1.935	3.328	.010
	Normative Commitment	3.165	4	.791	1.475	.208
	Turnover Intention	9.175	4	2.294	3.065	.016
	Employee Engagement	21.687	4	5.422	6.348	.000

Source: Primary Data

The table above reveals that Talent attraction ($f=3.680$, $p=0.006$), Talent Development ($f=4.602$, $p=0.006$), Talent retention ($f=2.763$, $p=0.027$), Affective Commitment ($f=3.264$, $p=0.0012$), Continuous Commitment ($f=3.328$, $p=0.010$), Turnover Intention ($f=3.065$, $P=0.016$), Employee Engagement ($f=6.348$, $p=0.000$) is perceived significantly different by employees of varied Income group levels.

Hence to find, employees of which Income group level vary in their perception with respect to the others, post hoc analysis (Tukey's – b) is performed.

Table No: 4.4.16 Post Hoc Table of Different Income Group and Talent Attraction

Dependent Variable	Income(I)	Income(J)	Mean Difference (I-J)	Sig.
Talent Attraction	Less than 30000 Rs	30001-40000 Rs	-.30511*	.004
		40001-50000 Rs	-.15108	.197
		above 50000 Rs	-.06644	.591
	30001-40000 Rs	Less than 30000 Rs	.30511*	.004
		40001-50000 Rs	.15403	.218
		above 50000 Rs	.23867	.069
	40001-50000 Rs	Less than 30000 Rs	.15108	.197
		30001-40000 Rs	-.15403	.218
		above 50000 Rs	.08464	.546
	above 50000 Rs	Less than 30000 Rs	.06644	.591
		30001-40000 Rs	-.23867	.069
		40001-50000 Rs	-.08464	.546

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to the income category of less than Rs. 30000 significantly differs with those who have Rs. 30001/- to Rs.40000/- income category in their opinion towards Talent attraction.

Table No: 4.4.17 Post Hoc Table of Different Income Group and Talent Development

Dependent Variable	Income(I)	Income(J)	Mean Difference (I-J)	Sig.
Talent Development	Less than 30000 Rs	30001-40000 Rs	-.21625*	.028
		40001-50000 Rs	-.03356	.757
		above 50000 Rs	-.06248	.585
	30001-40000 Rs	Less than 30000 Rs	.21625*	.028
		40001-50000 Rs	.18269	.115
		above 50000 Rs	.15377	.206
	40001-50000 Rs	Less than 30000 Rs	.03356	.757
		30001-40000 Rs	-.18269	.115
		above 50000 Rs	-.02892	.824
	above 50000 Rs	Less than 30000 Rs	.06248	.585
		30001-40000 Rs	-.15377	.206
		40001-50000 Rs	.02892	.824

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to the income category of less than Rs. 30000 significantly differs with those who have Rs. 30001/- to Rs.40000/- income category in their opinion towards Talent development.

Table No: 4.4.18 Post Hoc Table of Different Income Group and Talent Retention

Dependent Variable	Income(I)	Income(J)	Mean Difference (I-J)	Sig.
Talent Retention	Less than 30000 Rs	30001-40000 Rs	-.21594*	.015
		40001-50000 Rs	-.14136	.149

		above 50000 Rs	-.14136	.172
30001-40000 Rs		Less than 30000 Rs	.21594*	.015
		40001-50000 Rs	.07458	.475
		above 50000 Rs	.07458	.496
40001-50000 Rs		Less than 30000 Rs	.14136	.149
		30001-40000 Rs	-.07458	.475
		above 50000 Rs	.00000	1.000
above 50000 Rs		Less than 30000 Rs	.14136	.172
		30001-40000 Rs	-.07458	.496
		40001-50000 Rs	.00000	1.000

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to the income category of less than Rs. 30000 significantly differs with those who have Rs. 30001/- to Rs.40000/- income category in their opinion towards Talent Retention.

Table No: 4.4.19 Post Hoc Table of Different Income Group and Affective Commitment

Dependent Variable	Income(I)	Income(J)	Mean Difference (I-J)	Sig.
Affective Commitment	Less than 30000 Rs	30001-40000 Rs	-.18802*	.017
		40001-50000 Rs	-.18563*	.033
		above 50000 Rs	.08777	.338
	30001-40000 Rs	Less than 30000 Rs	.18802*	.017
		40001-50000 Rs	.00239	.979
		above 50000 Rs	.27580*	.005
	40001-50000 Rs	Less than 30000 Rs	.18563*	.033
		30001-40000 Rs	-.00239	.979

		above 50000 Rs	.27341*	.009
	above 50000 Rs	Less than 30000 Rs	-.08777	.338
		30001-40000 Rs	-.27580*	.005
		40001-50000 Rs	-.27341*	.009

Source: Primary Data

From the post hoc table, it is identified that the Higher income category respondents of above Rs.50000 significantly differs with those who have Rs. 30001/- to Rs.40000/- income category and Rs. 40001/- to Rs. 50001/- in their opinion towards Affective Commitment.

Table No: 4.4.20 Post Hoc Table of Different Income Group and Normative Commitment

Dependent Variable	Income(I)	Income(J)	Mean Difference (I-J)	Sig.
Continuous Commitment	Less than 30000 Rs	30001-40000 Rs	-.26403*	.001
		40001-50000 Rs	-.15295	.075
		above 50000 Rs	-.04351	.631
	30001-40000 Rs	Less than 30000 Rs	.26403*	.001
		40001-50000 Rs	.11108	.226
		above 50000 Rs	.22051*	.022
	40001-50000 Rs	Less than 30000 Rs	.15295	.075
		30001-40000 Rs	-.11108	.226
		above 50000 Rs	.10944	.287
	above 50000 Rs	Less than 30000 Rs	.04351	.631
		30001-40000 Rs	-.22051*	.022
		40001-50000 Rs	-.10944	.287

Source: Primary Data

From the post hoc table, it is identified that the respondents belong to the income category of Rs. 30001/- to Rs. 40000 significantly differs with those who have less than Rs. 30000/- and above Rs.50000/- income category in their opinion towards Continuous Commitment.

Hence it is found that the opinion of respondents who is getting income of less than 30000 Rs have significant differences in all the above cases.

4.3 Correlation Analysis

Correlation Analysis measures the relationship between two items. The resulting values called the “correlation co-efficient” shows the extent to which changes in one item will result in change in the other item. It is used to measure the relationship between the dimensions of Talent Retention and Organizational Commitment.

4.3.3 Correlation between Talent Retention with Organizational Commitment (Affective, Continuous and Normative Commitment)

H₀: There is no significant correlation between Organizational Commitment and Talent Retention.

H₁: There is a significant correlation between Organizational Commitment and Talent Retention.

Table No:4.3.3 Correlation table of Talent Retention and Organizational Commitment

Talent Retention		
Affective Commitment	Pearson Correlation	.753**
	Sig. (2-tailed)	0.00
	N	620
Continuous Commitment	Pearson Correlation	.687**
	Sig. (2-tailed)	0.00
	N	620
Normative Commitment	Pearson Correlation	.763**
	Sig. (2-tailed)	0.00
	N	620

Source: Primary Data

Interpretation

Among the variables considered, highest correlation exists between Talent Retention and Normative Commitment ($r=0.763$, $p<0.000$), followed by association between Talent Retention and Affective Commitment ($r=0.753$, $p<0.000$) and followed by Talent Retention and Continuous Commitment ($t=0.687$, $p<0.000$). **This implies that organization’s Talent Retention process have more influence on**

Normative Commitment of employees . Hence it was found that there exists positive and significant Correlation between Talent Retention and Organizational Commitment.

Table No: 5.1 Findings of Analysis of Variance (ANOVA) between Age, Experience, Income and Talent Management with that of Organizational Commitment, Employee Engagement and Turnover Intention

Factors		Age	Experience	Income
Talent Management	Talent Attraction	Less than 30 years differ with 31-40 years and 41-50 years	>8 years differs with 2-4 years, 4-6years and 6-8 years	less than Rs. 30000 differs with Rs. 30001/- to Rs.40000/-
	Talent Development	41-50 years differ with less than 30 years and 31-40 years	-	less than Rs. 30000 differs with Rs. 30001/- to Rs.40000/-
	Talent Retention	41-50 years differ with less than 30 years and 31-40 years	>8 years differs with 2-4 years, 4-6years and 6-8 years	less than Rs. 30000 differs with Rs. 30001/- to Rs.40000/-
Organizational Commitment	Affective Commitment	-	> 8 years differs with 2-4 years, 4-6years and 6-8	Rs.50000 differs with Rs. 30001/- to Rs.40000/- and Rs. 40001/- to Rs. 50001/
	Continuous Commitment	31-40 years y differ with 41-50 years	> 8 years differs with 2-4 years, 4-6years and 6-8 years	Rs. 30001/- to Rs. 40000 differs with less than Rs. 30000/- and above Rs.50000/-
	Normative Commitment	-	more than 8 years differs with 2-4 years, 4-6years and 6-8 years	-
Mediating Variable	Employee Engagement	Less than 30 years differ	4 - 6 years differs with 2-4 years, 6-	less than Rs.30000/- differs

Based		with 31-40 years and 41-50 years	8years and above 8 years	with all other income group	on
	Turnover Intention	Less than 30 years differ with 31-40 years and 41-50 years	-	Rs. 30001/- to Rs. 40000 differs with less than Rs. 30000/- and Rs.40001/- to Rs.50000/-	

Gender : There is no significant difference in the perception of male and female respondents for the variables namely, Talent Attraction, Talent Development, Affective Commitment, Continuous Commitment, Normative Commitment, Turnover Intention and Employee Engagement.

Based on Age : The study categorized respondents into 4 ages namely, less than 30 years, 31-40 years, 41-50 years and above 50 years. Results reveal that there is difference in their perception for the variable Talent attraction, Talent Development, Talent Retention, Continuous Commitment, Turnover Intention and Employee Engagement. Post hoc analysis results reveals that the opinion of less than 30 years age group of respondents significantly differ with 31-40 years of age group and 41-50 years of age group in their opinion of above variables.

Based on Experience: Talent Attraction, Talent retention, Affective Commitment, Continuous Commitment, Normative Commitment and Employee Engagement is perceived significantly different by employees of varied Experience levels. Post hoc analysis results reveals that the respondents belong to highest experience i.e more than 10 years significantly differs with those who have less experience compare to them i.e 4-6 years, 6-8years and 8-10 years in their opinion towards the above variables.

Based on Income: Talent Attraction, Talent Development, Talent Retention, Affective Commitment, Continuous Commitment, Turnover Intention and Employee Engagement is perceived significantly different by employees of varied Income group levels. Post hoc analysis results reveals that the respondents belong to the income category of less than Rs. 30000 significantly differs with those who have higher income category of above Rs.50000/- in their opinion towards above variables.

5.1.4 Association among the study variables

Correlation analysis is performed to find the relationship between Talent Management and Organizational Commitment dimensions.

Table No: 5.2 Findings of Correlation between Talent Management with that of Organizational Commitment, Employee Engagement and Turnover Intention

Organizational Commitment	Talent Management			Mediating Variable	
	Talent Attraction	Talent Development	Talent Retention	Employee Engagement	Turnover Intention
Affective Commitment	r= .691, sig 0.00	r= .712 , sig 0.00	r= .753, sig 0.00	r= .682 , sig 0.00	r= 0.974, sig -0.001
Continuous Commitment	r= .635, sig 0.00	r= .666, sig 0.00	r= .687, sig 0.00	r= .670, sig 0.00	r= 0.451 , sig 0.030
Normative Commitment	r= .714, sig 0.00	r= .744, sig 0.00	r= .763, sig 0.00	r= .705, sig 0.00	r= 0.092, sig 0.068

- The Talent Management dimensions such as Talent Attraction, Talent Development and Talent Retention have exhibited high positive and significant Correlation with regard to Normative Commitment followed by other variable such as affective and continuous commitment.
- The mediating variable employee engagement has exhibited high correlation with regard to Normative Commitment followed by other variable such as affective and continuous commitment.
- The result also reveals that the associations are statistically not significant except the one between turnover intention and continuous commitment which is statistically significant.

- **Conclusion**

talent management practices and its role on developing the potential candidates and provide opportunity to enhance their skills which will lead the organization in the path of success. In long turn, talent retention will create win-win edge for both the Organisation and the employees.

Talent management, though it is relatively a new concept but also extremely important in today's world. Especially in the IT sector, Talent Management plays an extremely vital role in the attainment of the complete organizational goals, by ensuring that the HR objectives, processes and function which are associated with the overall organization's goal. Since IT organizations are people oriented and dealing with talent of the employees, it must give immense priority to Talent Management Practices to ensure that efficiency levels of their organization maximum output and continue at the high position throughout.

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