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# A Study Of Talent Management And Its Effect On Performance Of The It Organization In Uttarakhand

<sup>1</sup>Pooja Kanojia, <sup>2</sup>Rupa Khanna Mlahotra, <sup>3</sup>Amit Kumar Uniyal, <sup>4</sup>DR. Rajesh Kumar Upadhyay

<sup>1</sup>Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, Poojakanojia786@gmail.com.

<sup>2</sup>Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, RUPA\_KHANNAMALHOTRA@geu.ac.in.

<sup>3</sup>Department of Commerce, Graphic Era (Deemed to be University), Uttarakhand, India, amituniyal@geu.ac.in.000-0003-2726-958X.

<sup>4</sup> Professor, Department of Management Studies, Graphic Era Hill University, Dehradun.

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## ABSTRACT

Talent management helps the organization to sustain its talented employees in an organization. It's a planned strategy that is implemented to enhance the performance of the organization. It's an exercise that is arranged in such a way that it helps in hiring and developing himself to take up the future roles within an organization. The achievement of an organization is highly dependent on the talented employees. Unique skills and talent of an employee help the organization to sustain and these competencies cannot be recreated by the competitors. Organizations are focusing on processes and designing systems of talent management. The purpose of the paper is to study the impact of talent management on the performance of the IT organization in Uttarakhand. The sample size was 200 employees of the IT industry. It was revealed that there is a positive relationship between talent management and the performance of the employees.

**Keywords:** Talent management, Organizational performance, proficiency, Succession planning.

## 1. INTRODUCTION

There is demand of talented human resource in today's economic dip. It's not easy to hire, organize, develop and retain the talented pool of employees. Human resource is an amalgamation of earned knowledge, abilities and skills speak for aptitude and talent of employees of an organization. Organizational goals can be achieved if human capital is utilized properly. Productivity of an organization is a result of the quality and quantity of personnel hired by an organization. One of the reasons by researchers is interested in the arena of talent management (Areiqat et. al., 2010).

Today the companies have started to utilize the concept of talent management. It's not easy to hire and get talented pool of employees, knowledgeable employees for the job that they are best suited for, their capacity to work under pressure, maintain relationship, get comfortable with the organizational culture and climate to accomplish and attain the objectives of the organization(Morgan and Jardin, 2010). The concept of talent management is adopted by much organization today. The fundamental reason for the role of talent management becoming so important is because of cut throat competition, business trends, social and economic cultural. There arise many bottlenecks when it comes to the implementation of the strategy talent management.

- Inadequate knowledge about talent management.
- Meaning of talent management
- Omitted mindset of talent management
- Relevant model of talent management
- To point out the specific performance of talent management in achieving the goals and objectives.
- Relationship between human resource management and talent management.

The major concern for any organization before implementing talent management is to identify who should be considered as talented pool (Zhang and Bright, 2012).Managing talent can be successful if there is a consensus on the meaning of talent. Many definitions of talent are available in the literature to quote (Longman Dictionary of Contemporary English, 2006) talent is defined as “a natural ability to do something well”.

## **TOOLS OF TALENT MANAGEMENT**

Successful implementation of talent management looks for process, practices, principles, new tools that should be properly developed. With the help of these tools organization can effectively implement the tools. The following points should be considered whenever the company is planning to implement talent management strategy.

- Top management should be involved in talent management which includes talent mindset.
- HR strategy should be linked with talent management.
- Organizational strategy should be linked with talent management.
- Talent management activities should be well integrated.
- Talent management should be well defined in the context of organization.
- Implementation of talent management practices on:
  - Hiring employees
  - Training and development
  - Employee engagement
  - Rewarding employees
  - Employee retention

- Evaluation of talent management programs

## 2. REVIEW OF LITERATURE

**Sireesha and Ganapavarapu (2014)** explores that talent management is about right man at the right job and on right time. This is possible when the organization will have the ability to see where the employees will be in the future, and are able to get better result. It was also revealed in the study that the biggest drawback is finding right people for the right job.

**Kaur (2013)** investigated that it's difficult to manage talent globally as compared to the national organization. There are many companies who have worked hard to overcome this barrier. Talented employees are the drivers of success and accomplishment if retained in the organization.

**Sheokand and Verma (2015)** explores that the concept of talent management is evolving in today's scenario. Human resource is regarded as the most important resource for any organization. Organizations operating globally have started to realize that employees are the most important resource of any organization. It was revealed in the study that talent management helps in achieving the objectives and enhances the performance of the organization.

**Rana and Abbasi (2013)** investigated the impact of employee turnover and talent management on the efficiency of the organization. The study was conducted in Pakistan. Employees from the telecom sector were considered for the research. It was revealed that all the variables are positively correlated. Success of the organization depends on how the organizations are managing its talented pool.

**Farndale, Scullion and Sparrow (2010)** explores the function of human resource management in managing the talent of the organization at a global level. Managing talent at a global level has become the area of concern for the organization.

**Ashton and Morton (2005)** investigated that if the organization need to achieve the objectives and goals then it must manage talented pool of employees, it should be able to practice the talent management process fairly well; it should be able to incorporate the human resource management practices.

## 3. METHOD

**Purpose** The purpose of the paper is to understand the meaning of talent management and to study the effect of talent management on the performance of the employees of the IT organization in Uttarakhand.

**Data Collection** The study is based on primary and secondary data. Primary data was collected from questionnaire that was mailed to the bank employees. Structured questionnaire was used collecting the data. For Secondary data was collected from published Scopus research paper, books, articles, Google, etc. The responses were recorded on 5 point Likert Scale where 5 means strongly

agree, 4 agree, 3 neutral, 2 disagree and 1 means strongly disagree. Descriptive statistics was used to analyze the data. Descriptive data was used to analyze the mean, Standard Deviation and frequency percentage. To check the reliability of the data Cronbach's alpha was used the value was 0.8543, which is higher than the minimum acceptable level 0.70.

**Sample size** there was 225 questionnaires were mailed out of which 200 responses were received, 25 responses were incomplete hence destroyed. 200 responses were utilized for the data analysis.

**Table 1: Distribution of the respondents by Gender**

Category	Sub - Category	Frequency	Percentage	Cumulative Percentage
<b>Gender</b>	Male	116	58%	58
	Female	84	42%	100
	<b>Total</b>	<b>200</b>	<b>100%</b>	

The frequency distribution and the respondents gender percentage is mentioned in Table 1. Majority of the respondents are males (58%) of the total population and the rest is females in the banking sector i.e. (42%).

**Table 2: Distribution of the respondents by Marital Status**

Category	Sub-Category	Frequency	Percentage	Cumulative Percentage
<b>Marital Status</b>	Married	88	44%	44
	Unmarried	112	56%	100
	<b>Total</b>	<b>200</b>	<b>100%</b>	

The frequency distribution of the respondents by marital status 44% are married and the rest 56% are unmarried.

**Table 3: Distribution of the respondents by Work Experience**

Category	Sub-category	Frequency	Percentage	Cumulative Percentage
<b>Work experience</b>	1-5 years	40	20%	20
	5-10 years	64	32%	52
	10-15 years	30	15%	67
	15-20 years	32	16%	83
	20-25 years	34	17%	100
	<b>Total</b>	<b>200</b>	<b>100%</b>	

As shown in the table 3, 20% of the respondents are having work experience between 1-5 years,

32% are having work experience between 5-10 years, 15% of the respondents are having in between 10-15 years and the least is 16% of the employees having experience in between 15-20 years lastly 17% of the employees have experience in between 20-25 years.

**Table 4: Distribution of the respondents by Age Distribution**

Category	Sub-Category	Frequency	Percentage	Cumulative Percentage
<b>Age Distribution</b>	20-30	64	32%	32
	30-40	48	24%	56
	40-50	38	19%	75
	50-60	28	14%	100
	<b>Total</b>	<b>200</b>	<b>100%</b>	

As shown in the table 4, 32% of the respondents are in between the age group of 20-30 years, 24% of the respondents are in between the age group of 30-40 years, 19% of the respondents are in between the age group of 40-50 years and 14% of the respondents are in between 50-60 years.

**Table 5: Distribution of the respondents by Salary of the Respondents**

Category	Sub- category	Frequency	Percentage	Cumulative Percentage
<b>Salary of the Respondent</b>	30,000-40,000	70	35%	35
	40,000-50,000	28	14%	49
	50,000-60,000	68	34%	83
	60,000-70,000	34	17%	100
	<b>Total</b>	<b>200</b>	<b>100%</b>	

As shown in the table 35% of the respondents are in between 30,000-40,000, 14% of the respondents are earning in between 40,000-50,000, 34% of the respondents are earning in between 50,000-60,000 and lastly 17% of the respondents are earning in between 60,000-70,000.

**Table 7 Reliability Score**

S. No.	Dimensions	No. of Items	Cronbach Alpha
1	Organizational Performance	12	.898
2	Recruitment and Selection	3	.854
3	Training and Development	4	.832
4	Succession Planning	3	.812

5	Reward and Recognition	4	.856
6	Sustaining Talent	4	.885

As shown in Table 7 the reliability of each dimension is above .60, hence we can say that there exists internal consistency of the data.

**Table 8 Mean score of the dimension**

Dimension	N	Mean score	Standard Deviation
Organizational Performance	200	3.58	0.72
Recruitment and Selection	200	3.68	0.77
Training and Development	200	3.53	0.75
Succession Planning	200	3.64	0.73
Reward and Recognition	200	3.88	0.78
Sustaining Talent	200	3.82	0.71

In table 8 it's clear that the mean value is above the average mean value and it ranges in between 3.50 – 3.88 for all the dimensions considered for the study.

#### 4. CONCLUSION AND DISCUSSION

The main objective of this paper was to understand the meaning of talent management and its effect on the IT organizational performance in Uttarakhand. It is evident from the data that talent management is positively related with the performance of the organization. The employees of the IT industry strongly feel that the performance can be enhanced only if they are provided with regular training and development. Training and development will help them enhance their skills and develop their capabilities to perform. The productivity of the organization can be enhanced if the organization is able to monitor the training and development. Employees strongly feel that the organization is able to sustain the talent within them.

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