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Research on Employees' Perception on Talent Management Practices in IT/ITES Organization's in Coimbatore

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Abstract

Talent Management in an organization's transformation integrates all talent management functions, which are: talent attraction and sourcing, talent development, career development, total rewards system, compensation plan, talent retention and succession planning. In today's business environment it is incumbent to integrate Business Transformations with Talent Management to achieve organizational goals.

Keywords: Talent Management, Sourcing, Compensation Plan, Coaching and Rewards and Recognition

Introduction

Organisational transformational leaders constantly promote and inspire their corporate vision, mission and values to their employees; transforming the idea of innovation to their employees, encourage them with empowerment, coaching and mentoring them in solving their problems with the responsibility ownership. They influence talents by setting an example by engaging with their employees. This builds confidence and to take over with proper monitoring influences in place to achieve corporate goals. In this style of leadership, the employees are rewarded for their creativity and innovative performances. The Integrated Talent Management Strategy helps aligning business goals, and assists business leaders make better decisions and efficient in businesses transformations.

Highly refined sourcing and recruiting, performance-based coaching, and identification of key competencies have been identified as the top three drivers of business results. Organizations which integrate and optimize these three functions can create a high-performance culture and a deep understanding of critical talent needs and future shortages. In organizational transformation, integrated talent management system plays a major role by rewarding talents in line with achievements from the overall organizational success. The Compensation Plan is to strategize "Total Rewards" (Bersin and Associates, 2010), where the talents' drive and behaviour would be channeled towards organizational goals. However the Integrated Talent Management system alone cannot upgrade talent capability in achieving corporate transformation towards its success, the leaders influence.

Problem Statement and Need for the Study:

Today most of companies do not focus on all the components of talent management, huge amount of investments of money, energy and time have been spent today by big multinational IT and ITES companies in order to attract top talents. But the issues of development of the personnel within the company as well as retention are put aside, leading to higher employee turnover and less effective performance.

Talent Management leaders should re-evaluate their ideas for achieving the corporate vision, mission and values in order to attain their organisational goals within a time period. The following are the possible key areas organisations to focus in Talent planning. Organisations should determine the present and future need of talents. Organisations should also determine

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their current human capital needs and be aware of the outside employment market. It has also to study the talent management flaws in the current system which includes talent training and development, performance management, compensation and rewards plan, employee's future career plan and how to overcome these flaws in the future.

Study Objective

To find out the employees perception on Talent Management Practices in the IT/ITES organizations in Coimbatore.

Research Design and Sampling Design

A descriptive research was carried out among the IT/ITES companies in Coimbatore. There were 363 respondents responded to this research. A structured questionnaire was developed based on the research objectives. The talent management variables, such as, talent sourcing, compensation plan, work life balance, rewards and recognition, performance appraisal and training and development were established and studies. The following are the study results presented and interpreted based on the survey results.

Table 1.1: Talent Sourcing and On-boarding

Talent Sourcing	Mean	Standard Dev
Organisation ensures that the right people are recruited for the job	4.64	0.78
Considers what should be in an employment offer	4.17	0.69
Provides orientation to the job and socialization activities for best employee fit	4.13	0.74
Provides clear job scope and specification	4.16	0.79
Hires the best people	4.29	0.78
Overall mean score	4.28	

Interpretation

Table 1.1 shows that the organisation's talent sourcing overall mean score of 4.28. It shows that the IT companies concentrating on talent sourcing are satisfactory. Among these, the recruitment and 'getting right people' is the most important component of talent sourcing (4.64) which leads for higher retention. However, the difficulty is to attract the

right talent or new talents. The second important factor 'hires the best people' (4.29) is the reason for retention of employees in IT organisations. Recruiting and right and best people is a major factor towards retention with the support of 'orientation, socialisation and other job related specifications and scope'.

Table 1.2: Talent Maintenance – Compensation Plan

Talent Maintenance – Compensation Plan	Mean	Standard Dev
Salary Structure is Reviewed Periodically	4.37	0.85
The organization has Job Evaluation Methods	4.14	0.82
The organization practices competency based pay	4.15	0.88
There is a system to link performance and pay	4.18	0.82
There is a performance based incentive plan in practice.	4.24	0.88
The organisation follows pay equity [internal and external]	4.17	0.89
Provides Fringe benefits (Insurance, Medical claims and etc)	4.34	0.71
Overall mean score	4.21	

Interpretation

Table 1.2 shows that the Talent Maintenance with reference to Compensation Plan, the overall mean score is 4.21 from the descriptive analysis of the employees of IT/ITES companies in Coimbatore. The companies review the employees' salary structure and provide fringe benefits and the mean scores of which are 4.37 and 4.34 respectively. The mean score for the different factors are as follows: performance based incentive plan is 4.24, the system to link performance and pay is 4.18, the organisations follow pay equity is 4.17, the organisations practices competency based pay is 4.15 and the organisations have job evaluation methods is 4.14 respectively.

With reference to specific to periodical salary review mean score of 4.37, it reveals the perception of employees in equity in their pay and they could get better pay should they switch over to other organisations to take up similar positions. As indicated the equity pay mean score 4.17 is lower than the average mean score 4.21. These findings of the respondent's perception of the salary they receive point to the fact that pay is one of the major issues behind the problem of the low employee retention (Msengeti & Owogi, 2015) in the ITES companies in Coimbatore. These findings are also consistent with earlier study by Kuia. & Ondigi (2012).

Table 1.3: Talent Maintenance – Performance Appraisal

Talent Maintenance – Performance Appraisal	Mean	Standard Dev
Best performers at the company are known	4.50	0.82
Employees are given opportunities to do what they do best	4.15	0.86
My organization has a scheme for incentivizing exceptional performers	4.16	0.80
Assessed based on critical incidents	4.14	0.82
Assessed based on performance dimensions	4.17	0.84
The organization has set clear standards to measure through appraisals	4.19	0.90
The organization has standard tools for performance appraisal	4.13	0.91
Performance appraisal is done to plan increments, rewards and promotional activities	4.23	0.83
Feedback is provided after performance appraisal for self-improvement.	4.21	0.88
Overall mean score	4.19	

Interpretation

Table 1.3 shows that the talent Maintenance with reference to performance appraisal. A descriptive analysis of the employees of IT/ITES companies in Coimbatore demonstrates that: the factors that the companies' employees felt that their company best performers are known (mean=4.50), performance appraisal is done to plan increments, rewards and promotional activities with a (mean=4.23), feedback is provided after performance

appraisal for self-improvement (mean = 4.21), the organisation has set clear standards to measure through appraisals (mean = 4.19) assessed based on performance dimensions (mean = 4.17), the organisation has a scheme for incentivizing exceptional performers (mean = 4.16), employees are given opportunities to do what they do best (mean = 4.15), Assessed based on critical incidents (mean = 4.14) and the organisation has standard tools for performance appraisal (mean = 4.13).

Table 1.4: Learning and Development

Learning and Development	Mean	Standard Dev
Managers are held accountable for developing talent	4.46	0.79
Individual development plans are in place for everyone in the organization	4.15	0.80
Managers provide honest and thorough feedback to employees on an ongoing basis	4.08	0.87
After being hired, people get up the learning curve quickly	4.18	0.81
There are opportunities to further develop employees' skills and knowledge through development programmes	4.23	0.81
Innovative practice is the major emphasis in the company	4.19	0.83
The organization has a clear career development plan	4.11	0.88
Employees are up to date with general skills and leadership a continuous development training programmes	4.15	0.94
Competency based training and development is provided	4.20	0.85
Overall mean score	4.18	

Interpretation

Table 1.4 shows that the talent development with reference to learning and development practices of the IT/ITES organisations in Coimbatore represents overall mean score of 4.18, Managers are held responsible (4.46) has the highest mean score. This reveals that the line managers and functional managers are the responsible people to identify and train the employees on their expected needs. TNA (Training Needs Analysis) helps them to plan and train their employees to excel their work efficiency. The companies as well provide opportunities to further develop employees through different training programmes (mean = 4.23). The other factors such as: competency based training

and development provided with the mean score of 4.20, Innovative practice is the major emphasis in the company with the mean score of 4.19, After being hired, people get up the learning curve quickly with a mean score of 4.18 have close to the mean score (4.18). Employees are up to date with general skills and leadership a continuous development training programmes and Individual development plans are in place for everyone in the organisation with the mean score of 4.15, the organisation has a clear career development plan with the mean score of 4.11 And Managers provide honest and thorough feedback to employees on an ongoing basis with the lowest mean score among all other constructs (mean =4.08).

Table 1.5: Recognition and Rewards

Recognition and Rewards	Mean	Standard Dev
Best performers at the company are known	4.51	0.87
Employees are given opportunities to do what they do best	4.22	0.81
The Organization practices Verbal and Written Recognitions (Eg. Job well done)	4.20	0.75
The Organization practices :Work-Related Rewards and Recognition (Eg: Special Training and etc)	4.12	0.80
The Organization practices Non-Financial Rewards and Recognitions (Eg. Social Recognitions and etc)	4.15	0.86
The Organization practices Financial Recognitions (Eg. Incentives, Commission and etc..)	4.14	0.87
The Organization practices Symbolic Recognitions(Eg: Awards)	4.20	0.82
The Organization practices Tangible Recognitions (Eg: Tokens, Trips and etc..)	4.26	0.89
Overall mean score	4.18	

Interpretation:

Table 1.5 shows the rewards and recognitions to the employees by the organisations. From the findings it is revealed that the best performers at the company are known (mean = 4.51) has the highest mean score followed by the organisation practices tangible recognitions like tokens, trips and etc., (mean score 4.26), employees are given opportunities to do what they do best (mean score = 4.22), the organisation practices verbal and written recognitions (mean score =4.20), the organisation practices symbolic recognitions (mean score =4.20), the organisation practices non – financial rewards and recognitions (mean score =4.15), the organisation practices financial recognition (mean score =4.14) and the organisation practices work related rewards and recognitions like special trainings (mean score =4.12). Therefore, appropriate performance

appraisal leads to fair rewards and recognition, which determines the employee's intention to stay or leave the organisation (Mehta, Kurbetti, & Dhankhar, 2014).

Conclusion and Suggestion:

The study results show that the employees are committed with their current jobs from their perception on talent sourcing, compensation plan, career development, rewards and recognition and performance appraisal. A healthy employee relationship leads to an increased level of employees' satisfaction which in turn yields an increased productivity. Workplace becomes a happier place and employees tend to concentrate more on their work.

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