

A Study on Talent Management as A Key for Proactive Personality Predictor of Employee Job Satisfaction with Special Reference to It Professionals in Chennai

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Abstract: The modern organisation often accepts that employees of current generation behave proactively in general. To manage such proactive employee behaviour in an organisation, IT sector employers mainly focus on hiring a talented individuals and train them and converting them from semi-skilled to skilled employee status and would like to retain them in an organisation for a long period. The major objective of this research work is to find out the reasons which affects the employee turnover and retention. The present study has been mainly based on survey method. Primary data have been collected by issuing questionnaires directly to the respondents who are working in IT Sector. For collecting primary data questionnaire have been prepared and administered –for the IT Sector employees at all levels.

Key words: Modern organisation, proactive, Talent, IT and Data

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I. Introduction

The modern organisation often accepts that employees of current generation behave proactively in general. To manage such proactive employee behaviour in an organisation, IT sector employers mainly focus on hiring a talented individuals and train them and converting them from semi-skilled to skilled employee status and would like to retain them in an organisation for a long period. Because IT industry is in need of talented pool of employees but Attrition rate in this Industry is very high. Hence talent Management is considered as one of the major successful strategy to predict these employees life and career satisfaction which supports their work behaviour and will yield a greater productivity to the organisation.

In today's dynamic business world, Talent Management has become one of the most important issue. Any organization to attain its core competency requires talent people who are the key factor of organization success. Organizations all over the world have realized that the relevance of Talent Management have considered to be the key challenges in today's global competition. It is been observed that Talent Management is considered to be a contemporary problem which has a positive relation between business strategy to obtain the success in organizations.

Objective of the Study

The major objective of this research work is to find out the reasons which affects the employee turnover and retention.

II. Review Of Literature

Deloitte Research Report,(2006) states that among the various service sectors, Financial Services Industries are also facing acute shortage of talent pool to meet the demand of today's technological advancement. It is observed that especially the Financial Services sector fear an impending shortage of talented resources in the emerging economic situation with aging workforce in one hand and on the other side limited supply of younger talents. It is found that financial sectors are finding it very critical in managing their talents effectively. It is highlighted in the report that in the various researches existing in this area has emphasised on formulating strategies to attract and retain all workforce populations, and less attention has been paid to specifically developing, deploying and connecting to the industry's younger workforce. The report suggests that to remain competitive, companies must change their perceptions about the younger generation and concentrate on building their brand to attract newest workforce consumer. ArpornPuvitayaphan (2008) in his study has examined that the organizations employed three strategies to motivate their talented people- Designing Careers Paths for the Employers with Talents, Designing Succession Plans and Recognition of the Performance of the

talented people. It suggests that the key participants of Talent Management success are Top Executives, Line Managers and HR Executives. Baum (2008), in his article argues that talent, in the context of hospitality, is not the same as it is understood in other sectors of the economy. He further elaborates this as the skills of talent required by this sector is different when compared to other sectors. Accordingly, it is found that more than the technical skills, the workforce of this sector has to incorporate other aspects of human behaviours such as emotional, aesthetic and informational processing and analysis dimensions. The workforce in this sector should have a strong focus on the delivery of service to diverse consumers and satisfy them.

Krithika.j(2018) Women play variety of significant roles in our society from their birth till the end of life. The life of a woman is multifaceted. Unlike men, women have to handle different aspects of life. There are women issues that they need to attend to such as their spouse, family, career, business, education, health and fitness and also raising the kids. The study is to find out the issues faced by the women working in healthcare sector and IT sector in balancing her domestic and profession life and find solution to create a balanced approach. Primary data was collected from 120 respondents of healthcare sector and IT sector. The data were subject to descriptive statistic and found that the problem faced by the working women varies from one sector to another sector with respect to their marital status. Julia Christensen Hughes, et al., (2008), are of the view that the most essential asset, that is the Human resources who are the main contributors in attaining competitive advantage in organisations are found to be in short supply in the market. The study also reveals that there are many Internal and External factors that hinder the effective talent management practices.

Margaret Deery, (2008) in her study focused on strategies adopted by organisations to alleviate high attrition. It was observed that organisations emphasised on job attitudes that leads to job satisfaction and organizational commitment. The study also reveals that work life balance in employee also play an important role in reducing turnover rates. Rajesh K. Singh, et al. (2009) says in the article that various challenges confronted by small and medium enterprises are similar in India and China. But, the rate of growth in these countries is found to be different. Indian SMEs give more emphasis to productive maintenance, supplier development and the organization's culture. On the other hand, Chinese SMEs focus on maintaining relationship and cost reduction activities. It was analysed that there was high correlation between competitiveness and Human resource development and quality improvement. According to their study SMEs should focus on improving quality of the product through the development of their human resources. Such efforts will ensure high demand for their products and retention of human capital in SMEs as well.

Deborah R. Phillips, et al. (2009), in the paper deduces that organisations must attract younger generation of workforce through innovative techniques of recruiting. Organisations focus should be on enhancing employee engagement particularly for younger Generation. At the same time pay attention to share knowledge and mentoring activities amongst experienced and low experienced employees.

Stephen Sweet and Marcie Catsuphes (2009) in their report highlight the Talent Management Problems faced by manufacturing sector by comparing it to other sectors. It is observed that the demographic profile of manufacturing sectors comprise of aged workers and men. The study also reveals that manufacturers hardly have any knowledge of their workforce. Hence it is recommended that manufacturing sector has to adopt talent management strategies that benefits both employee and organisation. It is essential to consider various factors- that could attract the talented people, reducing turnover and establish good relationship between senior and junior employees so as to ensure and facilitate knowledge transfer.

III. Research Methodology

The validity of any research depends on the systematic method of collecting the data and analyzing the same in a logical and sequential order. In the present study, an extensive use of both primary and secondary data was made. Chennai was chosen purportedly for this study, because this metropolitan city is one of the major regions of software in India. The present study has been mainly based on survey method. Primary data have been collected by issuing questionnaires directly to the respondents who are working in IT Sector. For collecting primary data questionnaire have been prepared and administered –for the IT Sector employees at all levels. Secondary data required for studying the profile of all the companies which were operating during the study period from Chennai district have been collected from the various related websites, journals, news papers and reference books. Simple Random Sampling method was employed to select the sample respondents from the selected 20 IT companies and selecting of 25 employees from each and totally 500 employees were chosen. Means of percentages and One way ANOVA was utilised to analyse the data..

IV. Analysis And Interpretation

The various reasons which affect the employee turnover and retention of talent management practices are measured by the selected variables like quality commitment, results orientation. The responses were scored by Likert five point scaling technique.

Designation and quality commitment

The distribution of sample respondents according to the Designation and quality commitment like appropriate measures to protect the environment during work, ensure employee safety, continuously work to improve working conditions, employees learn from once own mistakes, recognize efforts to improve quality which always helps the IT sector employees to retain in their job for long term were it increases the employee efficiency and organizational productivity are shown below

In order to find out the relationship between designation and quality commitment a hypothesis was framed and analyzed with the help of ANOVA analysis. The results of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between the factors influencing the quality commitment with independent variable designation.

Table: 1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.011 ^a	.000	-.002	.657	.000	.056	1	498	.813

a. Predictors: (Constant), Designation

Table: 2
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.024	1	.024	.056	.813 ^b
	Residual	214.814	498	.431		
	Total	214.838	499			

a. Dependent Variable: Quality Commitment

b. Predictors: (Constant), Designation

It is observed from the above analysis that there is no significant difference between the independent variable like designation and dependent variable quality commitment. Therefore all the predictor variables like appropriate measures to protect the environment during work, ensure employee safety, continuously work to improve working conditions, employees learn from once own mistakes, recognize efforts to improve quality is strongly related with independent variable designation. Here when the designation of the IT sector employees varies between S/W Engineer, Sr.S/W Engineer, Team Leader and Project Manager the employees quality commitment to job also varies according to their designation and kind the kind of project they work with. When the IT sector employees shows quality commitment at workplace, the chance of leaving the organization is very less and they get attracted in the present job role and retain for long term. Therefore when the employee get highly commitment their present job, automatically their individual efficiency and organizational productivity get increases. Hence, the null hypothesis, designation and quality commitment is accepted[?].

Professional Status And Quality Commitment

The distribution of sample respondents according to the professional status and quality commitment like appropriate measures to protect the environment during work, ensure employee safety, continuously work to improve working conditions, employees learn from once own mistakes, recognize efforts to improve quality which always helps the IT sector employees to retain in their job for long term were it increases the employee efficiency and organizational productivity are shown below

In order to find out the relationship between professional status and quality commitment a hypothesis was framed and analyzed with the help of ANOVA analysis. The results of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between the factors influencing the quality commitment with independent variable professional status

Table: 3
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.009 ^a	.000	-.002	.657	.000	.040	1	498	.841

a. Predictors: (Constant), Professional Status of Emp

Table: 4
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.017	1	.017	.040	.841 ^b
	Residual	214.821	498	.431		
	Total	214.838	499			

a. Dependent Variable: Quality Commitment

b. Predictors: (Constant), Professional Status of Emp

It is observed from the above analysis that there is no significant difference between the independent variable like professional status and dependent variable quality commitment. Therefore all the predictor variables like appropriate measures to protect the environment during work, ensure employee safety, continuously work to improve working conditions, employees learn from once own mistakes, recognize efforts to improve quality is strongly related with independent variable professional status. Here when the professional status of the IT sector employees varies between top level, middle level and low level managers the employees' quality commitment to job also varies accordingly based on their kind of project they work with. When the IT sector employees shows quality commitment at workplace, the chance of leaving the organization is very less and they get attracted in the present job role and retain for long term. Therefore when the employee get highly committed to their present job, their individual efficiency and organizational productivity also get increases. Hence, the null hypothesis, professional status and quality commitment is accepted'.

Designation And Results Orientation

The distribution of sample respondents according to the Designation and results orientation like understand the goals of the department, understand how the personal objectives support the departments goals, department produces results that meet/exceed expectations, department acts with great urgency were change is required which always helps the IT sector employees to retain in their job for long term were it increases the employee efficiency and organizational productivity are shown below

In order to find out the relationship between designation and results orientation a hypothesis was framed and analyzed with the help of ANOVA analysis. The results of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between the factors influencing the results orientation with independent variable designatio

Table: 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.036 ^a	.001	-.001	.750	.001	.661	1	498	.416

a. Predictors: (Constant), Designation

Table: 6
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.372	1	.372	.661	.416 ^b
	Residual	280.210	498	.563		
	Total	280.582	499			

a. Dependent Variable: Results Orientation

b. Predictors: (Constant), Designation

It is observed from the above analysis that there is no significant difference between the independent variable like designation and dependent variable results orientation. Therefore all the predictor variables like understand the goals of the department, understand how the personal objectives support the departments goals, department produces results that meet/exceed expectations, department acts with great urgency were change is required is strongly related with independent variable designation. Here when the designation of the IT sector employees varies between S/W Engineer, Sr.S/W Engineer, Team Leader and Project Manager the employees job performance also varies according to their designation and kind the kind of project they work with. When the IT sector employees shows good performance at workplace, the chance of leaving the organization is very less and they get attracted in the present job role and retain for long term. Therefore when the employee shows good results in their present job, automatically their individual efficiency and organizational productivity get increases. Hence, the null hypothesis, designation and results orientation is accepted’.

Professional Status And Results Orientation

The distribution of sample respondents according to the professional status and results orientation like understand the goals of the department, understand how the personal objectives support the departments goals, department produces results that meet/exceed expectations, department acts with great urgency were change is required which always helps the IT sector employees to retain in their job for long term were it increases the employee efficiency and organizational productivity are shown below

In order to find out the relationship between professional status and results orientation a hypothesis was framed and analyzed with the help of ANOVA analysis. The results of the ANOVA test is shown in the following table.

Null Hypothesis: There is no significant difference between the factors influencing the results orientation with independent variable professional status

Table: 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.032 ^a	.001	-.001	.750	.001	.515	1	498	.473

a. Predictors: (Constant), Professional Status of Emp

Table: 8
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.290	1	.290	.515	.473 ^b
	Residual	280.292	498	.563		
	Total	280.582	499			

a. Dependent Variable: Results Orientation

b. Predictors: (Constant), Professional Status of Emp

It is observed from the above analysis that there is no significant difference between the independent variable like professional status and dependent variable results orientation. Therefore all the predictor variables like understand the goals of the department, understand how the personal objectives support the departments goals, department produces results that meet/exceed expectations, department acts with great urgency were change is required is strongly related with independent variable professional status. Here when the professional status of the IT sector employees varies between top level, middle level and low level managers the employees’ job performance also varies according to their age and the kind of project they work with. When the IT sector employees shows good performance at workplace, the chance of leaving the organization is very less and they get attracted in the present job role and retain for long term. Therefore when the employee shows good results in their present job, automatically their individual efficiency and organizational productivity get increases. Hence, the null hypothesis, professional status and results orientation is accepted’.

V. Major Findings

1. When the employee get highly commitment with their present job, automatically their individual efficiency and organizational productivity get increases. Hence there is no significant difference between the factors influencing the Quality commitment with the respondents’ designation.

2. Therefore when the employee get highly committed to their present job, their individual efficiency and organizational productivity also get increases. Hence there is no significant difference between the factors influencing the Quality commitment with the variable professional status.
3. When the employee shows good results in their present job, automatically their individual efficiency and organizational productivity get increases. Hence there is no significant difference between the factors influencing the Result orientation with the respondents' designation.
4. When the employee shows good results in their present job, automatically their individual efficiency and organizational productivity get increases. Hence there is no significant difference between the factors influencing the Result orientation with the variable professional status.

VI. Suggestions

No relationship was a found between the designation and professional status of the employees working in IT sector with their quality commitment and result orientation attitude about their job. Hence some valuable general recommendations were made and mentioned below.

1. Every organization today is concerned with attracting and retaining the most competent and committed people. Retention of talented people is the major component of Talent Management Strategies. By retaining talents organizations can prevent the loss of competent and committed employees, otherwise which could have an adverse effect on growth and success of business. As such, organizations must take holistic approach to Talent Management and strive to perform high and improve results.
2. Organizations should conduct a skills audit to find out what skills are in shortage that affects employee efficiency and organizations productivity. It is found that employees at lower level lack necessary skills when compared to employees at higher level employees. Especially the service sectors have experienced lack of leadership skills amongst their younger employees. Hence it is suggested to maintain good relationship between senior employees and junior employees so that the higher level employees can train and monitor the younger officers who occupy the higher positions in future.
3. Talented people look reduced work schedule as comprehensive employee benefit packages. The various research has confirmed that by reducing working hours, benefits employees' health and general stress levels and consequently leads to productive work, lower staff turnover, attracts talents and helps organizations to retain their talents. Hence it is suggested to organizations to ensure that there is no work pressure on employees by reducing working hours to employees if there is a need

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