

Talent Management and Organizational Commitment among the IT Professionals

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Abstract

At the moment, the Indian IT business is centred on offering inexpensive solutions for the service sector. Although Indian firms' participation in the product development sector of the international IT industry is still relatively small, it is on the rise. Although some Indian IT players are competent enough to take on, and successfully complete, these high-level software jobs, US giants that outsource work to India do not allocate the high-end SDLC (Software Development Life Cycle) processes, such as requirement analysis, high-level design, and architectural design. Also noteworthy is the gradual spread of IT jobs, once concentrated in Bangalore, to other cities such as Hyderabad, Hyderabad, and Pune. Slow development is primarily attributable to the government's lack of interest in investing in modernised means of communication. While mobile penetration is higher, both the speed at which data can be transmitted across the backbone infrastructure (network speed) and the coverage it provides are significantly slower than they are in other nations. The purpose of this study is to determine the association between Talent management and Organizational Commitment among IT professionals in Hyderabad. The independent variable is Talent management, and its sub variable is as follows. 'Talent Acquisition', 'Leadership and Talent development' and 'Controlling productivity', 'Reward and recognition', 'Talent retention', 'Succession management / planning'. Organizational Commitment is a dependent variable, and its sub variables include 'Affective Commitment', 'Continuance Commitment' and 'Normative Commitment'. Because of the descriptive nature of this research, a questionnaire will be sent out to 432 IT professionals working in Hyderabad. The analysis in this study will make use of multiple regressions. Based on our findings, we found that Talent Management has a positive link with, and a substantial effect on, Organizational Commitment among IT Professionals in Hyderabad.

Key Words: Talent management, Organizational Commitment, IT professionals

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Introduction:

The IT industry in India is split into two subsets: IT services and BPO (BPO). It has been said that IT is one of the most dynamic and rapidly changing fields of study today. Due to the breadth of the topic, several attempts have been made to define "information technology." All data can be found in the same place or in many locations, at the same time or at other times. Companies are increasingly relying on IT to aid in their global expansion initiatives and sustain competitive edge. The perception of India as a bureaucratic backwater has been replaced with one of a dynamic technological leader thanks in large part to advances in information technology. It's responsible for 2.5 million direct jobs worldwide. India is now home to the world's most important IT companies, cementing the country's position as a leading IT hub.

Finding talent, combining and supporting talent, nurturing talent, engaging and rewarding talent, effectively deploying talent, and ensuring there is a sufficient talent path to sustain the company as it moves toward its considered target are all components of talent management (Litwin, G. H., & Stringer, R. A. (1968)). Human resource management is mostly based on recurring patterns related to strategy creation, talent gap analysis, succession planning, and the many activities necessary to attract, hire, develop, and retain highly skilled workers (Ringo et al., 2010).

Employee commitment was defined by Markos, S., & Sridevi, S. M. (2010) as "an emotional relationship to the aims, values, and mission of the firm." Employee commitment has been described in different ways by different scholars. According to

Porter et al. (1974), an individual's level of commitment to their employer is measured by how strongly they feel connected to and invested in the company. According to O'Reilly and Chatman (1986), an employee's commitment is the "emotional bond" they feel to their company. Employees' good actions, which are reflected in their dedication to the company, create a positive feedback loop that strengthens loyalty (Wang, 2007).

Review of Literature;

Research by Mathew, J., (2011) is required to investigate the role played by talent management at Nation Media Group in attracting and retaining top employees. Findings suggest that Nation Media Group may improve its personnel management efforts by focusing on the company's compensation and benefits programmes, workplace conditions, and overall corporate culture. The most important takeaway is that Nation Media Group should devote more resources to its staff in order to better grasp their wants, needs, and other aspirations.

Misra, R. (2011) analysed how a person's level of dedication to their company affected their ability to have a healthy work-life balance and the success of their company overall. About 120 Nigerian women in the construction industry provided the information. The findings showed a strong connection between employees' dedication to their organisations and their productivity. Maintaining a healthy work-life balance was also associated with greater loyalty and productivity in the workplace. The association between work-life balance and organisational effectiveness is moderated in part by employees' dedication to the company.

Research conducted by Padmavathi, G. (2011) examined the effect of talent management on loyalty to the company among Jordanian telecom workers. Literature-based questionnaire was constructed, and then verified using exploratory and confirmatory factor analyses, before being administered to 375 managers at telecom firms in Jordan (Zain, Orange, Umniah). Most notably, personnel management influences all three types of corporate loyalty (emotional, enduring, and normative). The results also showed that the effect of talent management on organisational commitment was highly mediated by employee work engagement dimensions of anticipate devotion engagement.

Talent management and employee dedication were studied by West (2004). Talent acquisition, talent development, and talent retention were all found to have a beneficial impact on employee engagement. Talent retention ranks highest among the many factors involved in talent

management, so it's important to focus on attracting the right set of abilities and talents from the get-go. Organizations should invest in their people to boost employee dedication. To attain high performance and get an edge over rivals, this would result in a decrease in staff turnover.

RESEARCH METHODOLOGY

Research Design:

The study uses a research strategy based on the objectives and outcomes of the inquiry. The researcher employs a descriptive research strategy to carry out the inquiry. Descriptive research aims to characterise a certain subject or population. The present condition of affairs is clarified by the research strategy. Information technology (IT) professionals in Hyderabad are the primary subject of this research project, which examines the topics of talent management and organisational commitment. This research analyses the present state of Talent Management and Organizational Commitment among IT workers in Hyderabad.

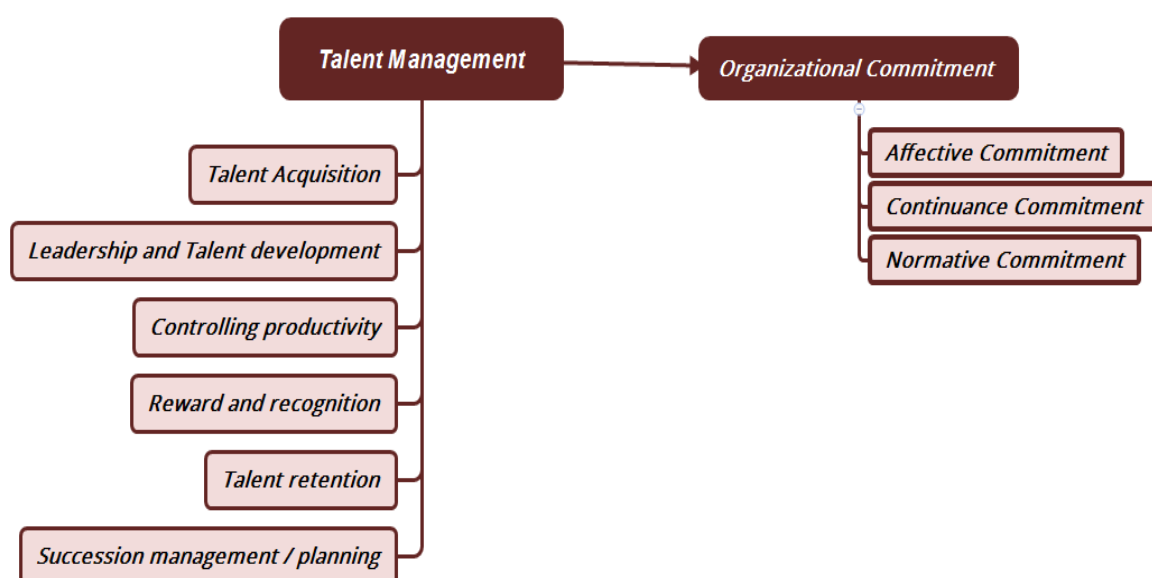


Figure 1: Framework of the research

Objectives of the Study:

- To look into Hyderabad's talent management practices for IT experts.
- To carry out a study on Hyderabad's IT professionals' organizational commitment.
- To identify the differences in opinions among Hyderabad-based IT professionals about organizational commitment and talent management.
- To determine the impact of talent management on organizational commitment.

Hypotheses of the Study:

- Based on demographic profiles, there is no statistically significant difference in the talent management of IT women professionals in Hyderabad.
- In Hyderabad, based on their demographic profile, there is no statistically significant difference in organizational commitment between IT professionals.

- There aren't any notable differences in opinions among Hyderabad-based IT professionals on organizational commitment and talent management.
- Organizational commitment is not much impacted by talent management.

Data Collection:

The researcher used a well-structured questionnaire to obtain primary data from IT experts. The survey consists of three parts, the first of which includes questions on the respondents' demographics. The second part of the paper is devoted to the topic of talent management, while the third part addresses the topic of organisational dedication.

Reliability Analysis:

The above mentioned elements' dependability was also calculated using reliability analysis. To be considered satisfactory, dependability of 0.70 or above is required in the range of 0.82 to 0.87.

Table 1: Reliability Analysis

S.No.	Variable	Item	Cronbach's Alpha
I	Talent management	63	0.87
II	Organizational Commitment	17	0.82

Sampling Technique:

The sample process probability model was used in the analysis. The recipient of the questionnaire was selected by a random sampling process. The method of collecting this information is simple and cheap. The method relied on fair treatment to find highly skilled computer programmers. Because the participation of IT experts is crucial to the success of this study, a special inspection protocol was designed for it.

Sample Size:

Totally 451 surveys were issued. 439 questionnaires were received. We were missing 12 questionnaires. The majority of the 439 surveys we got were valid (432), however seven had significant problems. Consequently, there were 432 total samples

Data Analysis:

The goal of a route analysis is to identify the potential contributors to a given outcome. In this study, talent management was treated as

a separate factor. The level of dedication within an Organizational Commitment is

dependent on a number of different factors.

REGRESSION ANALYSIS

Table 2: Impact of dimensions of Talent Management on Continuance Commitment of Organizational Commitment

Independent Variable	Dependent Variable	R	R ²	Adj. R ²	F	p
'Talent Acquisition', 'Leadership and Talent development' and 'Controlling productivity', 'Reward and recognition', 'Talent retention', 'Succession management / planning'	Continuance Commitment of Organizational Commitment	0.577	0.333	0.324	35.4	0.001

Source: primary data

Among IT experts, Table 4.34 displays the effect of Talent Management variables on Continuance Commitment of Organizational Commitment. Talent Acquisition, Leadership and Talent Development, Controlling productivity, Reward and Recognition, Employee Retention, and Succession Planning are only some of the six critical elements of Talent Management predicted and listed in the following table. Two of the six talent management aspects for IT professionals—"Talent Acquisition" and "Reward and recognition"—are very effective, but the other four—"Leadership and Talent development," "Controlling productivity," "Talent retention," and "Succession management / planning"—are not as effective. Leadership and talent development, Controlling productivity, talent retention, and succession planning

have no effect on organisational commitment continuation.

R² is the coefficient of determination, and it is equal to the square root of the product moment interactions. As R increases, so does R². Regardless of the situation, R² will always be larger than what is reported after adjustment. In general, a model is considered to be adequate if the difference between the modified R² and R² is negligible. The following hypothesis was therefore developed to test this theory.

H₀: Talent Management considerations have no bearing on IT workers' commitment to staying with the company.

The Continuance Commitment of Organizational Commitment can be

predicted with a R value of 0.577 and an R² value of 0.333 when the factors of "Talent Acquisition," "Leadership and Talent development," and "Controlling productivity," "Reward and recognition," "Talent retention," and "Succession management / planning" are taken into account. The 0.009 discrepancy between the

raw and adjusted R² values indicates that the sample size is statistically significant in estimating the population mean. At the 0.001 level of significance, the F-value of 35.4% is noteworthy. This led to the development of the subsequent regression equation

Table 4.34.1 Co-efficient table

S.No	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	1.39056	0.151		9.1950	0.001
1	Talent Acquisition	-0.55625	0.278	-0.57024	-2.0004	0.046
2	Leadership and Talent development	0.42536	0.371	0.39377	1.1467	0.252
3	Controlling productivity	-0.00594	0.387	-0.00551	-0.0154	0.988
4	Reward and recognition	0.60346	0.336	0.60177	1.7957	0.053
5	Talent retention	0.22840	0.307	0.21414	0.7443	0.457
6	Succession management / planning	-0.06632	0.146	-0.07160	-0.4548	0.649

Source: primary data.

Organizational Dedication to Itself Over Time = (1,39056) minus (0.55625) Talent Acquisition plus (0.39056) Leadership and Talent Development (0.42536) (Talent retention) + (Reward and recognition) + (Controlling productivity) = (0.60346) (0.22840) Management of successors; succession planning (0.06632).

Talent Acquisition of Talent Management has a 'beta' value of -0.57024, which places it on the slope of the regression line and indicates a 57.024

percent influence on Continuance Commitment of Organizational Commitment. The standardised regression coefficient is statistically significant at the 0.046 level ($t=-2.0004$). Consequently, the effect of Talent Management's Talent Acquisition on IT workers' Continuance Commitment and Organizational Commitment is confirmed.

The Leadership and Talent development of Talent Management 'beta' value of 0.39377 lies on the slope of the

regression line, representing a 39.377 percent impact on the Continuance Commitment of Organizational Commitment. The standardised regression coefficient is not statistically significant at the p-value of 0.252, which corresponds to a t-value of 1.1467. As a result, the Leadership and Talent development of Talent Management validates that there is no effect on IT professionals' employees' Continuance Commitment of Organizational Commitment.

The 'beta' value of -0.00551 for Controlling productivity of Talent Management is on the slope of the regression line, representing a -0.551 percent influence on the Controlling productivity of Talent Management on the Continuance Commitment of Organizational Commitment. Standardized regression coefficient is not statistically significant at the p-value of 0.988, as indicated by the t-value of (-0.0154). Therefore, among IT experts, the Controlling productivity of Talent Management verifies there is no effect on the Continuance Commitment of Organizational Commitment.

The slope of the regression line coincides with the 'beta' value of 0.60177 for Reward and recognition of Talent Management, representing a 60.177 percent impact on the Continuance Commitment of Organizational Commitment. The significance of the standard error of the regression coefficient is indicated by the t-value of 1.7957 at a p-value of 0.053. Therefore, the impact of Organizational Commitment on IT experts' Continuance Commitment has been confirmed through the Reward and recognition of Talent Management.

Talent retention of Talent Management has a 'beta' value of 0.21414, indicating a 21.414 percent impact on the Continuance Commitment of Organizational Commitment. This value lies on the slope of the regression line. At the p-value of 0.457, the t-value of 0.7443 for the conventional regression coefficient indicates that the result is not statistically significant. Therefore, Talent Management's ability to retain IT experts demonstrates that the practise has no effect on the longevity of employees' dedication to the company.

When plotted on the slope of the regression line, the 'beta' value of Succession management / planning of Talent Management of -0.07160 indicates a -7.160 percent influence on the Continuance Commitment of Organizational Commitment. Standardized regression coefficient is not statistically significant at the p=0.649 level, as indicated by the t value of (-0.4548). Accordingly, the Talent Management process of succession planning and management has been shown to have no effect on IT workers' commitment to the company's continued success.

'Talent Acquisition' and 'Reward and recognition' were found to have a favourable effect on 'Continuance Commitment of Organizational Commitment,' according to the study's analysis. Research by Silzer and Dowell (2010) found that school administrators were less likely to demonstrate "Leadership and Talent development," "Controlling productivity," "Talent retention," and "Succession management / planning." They found that cooperative and compromising approaches were the most common, followed by forcing and smoothing. Only "Talent Acquisition," "Reward and recognition," and "Continuance Commitment of

Organizational Commitment," as determined by Suki, N.M. & Suki, N. (2011), mediate the connection between "distributive and procedural fairness" and "continuance commitment." The research also found that the Talent Management aspects of "Leadership and Talent development," "Controlling productivity," "Talent retention," and "Succession management / planning" have no effect on organisational members' propensity to stay with the company. It has been found that there is a relationship between Talent Management and Organizational Commitment by Silzer, R., and Dowell, R.E. (2010), Vaiman, V., Scullion, H., and Collings, D. (2012), Frank, F.D., and Taylor, C.R. (2004). However, the 'Talent Acquisition' component of Talent Management confirms the negative impact on Continuance Commitment of Organizational Commitment among IT professionals' employees.

FINDINGS

➤ 'Talent Acquisition' and 'Reward and recognition' were shown to have a favourable effect on 'Continuance Commitment of Organizational Commitment,' according to the study. Research by Silzer and Dowell (2010) found that school administrators were less likely to demonstrate "Leadership and Talent development," "Controlling productivity," "Talent retention," and "Succession management / planning." They found that cooperative and compromising approaches were the most common, followed by pushing and smoothing. Only "Talent Acquisition," "Reward and recognition," and "Continuance Commitment of Organizational Commitment," as determined by Suki, N.M. & Suki, N. (2011), mediate the connection between

"distributive and procedural fairness" and "continuance commitment." The research also found that the Talent Management aspects of "Leadership and Talent development," "Controlling productivity," "Talent retention," and "Succession management / planning" have no effect on organisational members' propensity to stay with the company. Talent Management's 'Talent Acquisition' indicates, however, that it has a deleterious effect on IT workers in Hyderabad's Continuance Commitment and Organizational Commitment. Talent Management and Employee Engagement have been found to go hand in hand by several researchers like Silzer and Dowell (2010), Vaiman, Scullion, and Collings (2012), Frank and Taylor (2004)

SUGGESTIONS:

- The research shows that effective Talent Management Practices are used by IT firms in Hyderabad, which in turn boosts the performance of such businesses. As a result, it's crucial that IT firms' upper echelons create a fertile environment for employees to grow professionally and personally, as well as for the company as a whole.
- Whether formally defined or not, every company has its own set of practises it uses to manage its employees' talents. If they want to improve organisational performance, they need to identify the most significant contributing component. That's why it's crucial for businesses to have effective Talent Management strategies for attracting and retaining staff..

CONCLUSION:

This study's results are interesting because they explore the connection between Talent Management and Organizational Commitment among IT workers in Hyderabad, which is both clear and underexplored. Talent management, as shown by Luthans, F., and Peterson, S.J. (2002), begins with finding and hiring the best people for the job, then continues with giving them the tools they need to succeed and keeping them actively involved in the company's future. Organizational commitment and effectiveness are powerful instruments for keeping talented employees around. Putting in good work is only part of what it means to be engaged. Volunteerism occurs when an individual develops a strong emotional connection to an organisation, prompting them to go above and beyond in their work for the greater good of the group. There are several factors that contribute to employee engagement, such as feeling emotionally connected to the firm, showing perseverance, and going above and beyond to achieve goals. The work environment, the leadership, the management style of a manager or leader, the incentives and recognition, and so on are all factors. An employee's level of dedication to their job can be greatly affected by their salary and benefits.

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