



The Relationship between Talent Management Activities and Organisational Performance: An Empirical Study in IT sector, Hyderabad, Telangana.

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Abstract: Altering characteristics of the workforce market, shortage of abilities, worker's needs for equilibrium in work and also individual life and growth opportunities are creating a burning obsession to the companies to determine, create, deploy, handle, maintain and change the useful assets. Assets in any company can be split into two huge parts viz. its human resources as well as everything else. In this progressively intricate global age, there is a decrease in the value of tough possessions in contrast to abstract possessions specifically call acknowledgment, reputation, understanding, knowhow etc. The primary and secondary data was used. My sample size is 631 and I have used convenience sampling to collect data. I have used 7-point scale. Talent as an essential resource is progressively scarce; for that reason, the companies need to manage it with their maximum efforts. Hence, in order to take care of talent for service success, the term talent management is becoming one of the most considerable buzzwords amongst the business world. It is helpful to all academicians, industry experts, researchers and others.

Keywords: Talent Management, Talent Training Activities, Talent Development Activities, Talent Engagement Activities, Talent Retention Activities, Organisational Performance, IT sector etc.

I. INTRODUCTION

The role of employee in the talent management are auspicious because the whole organization works the instructions and orders which has been given by the HR Manager. Irrespective of any type of organization success is depending upon the how the employee and HR Managers work together in the organization which

leads financial performance or profit. Probably, Managers are giving guidance to the organization. Every organization has to have a proper plan for implementing the talent management activities using the manpower fully which leads to organization growth and development at present and future. Right talent management activities are being brought



good results to the organization which stand the organization first among all organizations in the market. Hence, how good the employee and HR Managers are executing and implementing the practices in the premises of working environment. Thus, the talent management activities are taken a high important to any type of organization.

Managers must make strategies with regard to Talent Practices that reveals how to be talent in the organization and how to execute talent and how to follow talent especially how to bring and get good financial growth which are discussing in the strategy. A good strategy brings better results as well as a bad strategy makes worse results so that HR Manager is be careful about Talent Management even, we design the strategies for talent.

II. LITERATURE REVIEW AND HYPOTHESIS BUILDING

Satyanarayana S. Hema Harsha, Ms. Lekha v (2019) conducted a study to comprehend the major drivers of the talent management activities in Indian manufacturing sector. Based on the exhaustive study, the researchers have identified eight major determinants that influence the intention to stay in the current organization namely; supervision, compensation management, job engagement, innovation, open climate, career development path, organization environment, quality of working environment. In order to realize the stated objective, a structured questionnaire was administered on 235 highly talented employee respondents across various companies. The findings revealed that compensation management, job engagement, open climate, career development path, quality of working environment were the major factors that drive the dependent variable intention to stay in the organization. It is

recommended to the organizations to integrate career mapping tool and career planning discussions as they help employees think strategically about their career paths and the ways to meet their career goals within the organization. Appropriate arrangement of talent management policies with administrative goals and making a value where personnel work is valued will be supportive to endure in the rivalry atmosphere for a long period of time. Finally, the results have been compared with the possible evidence [1]. According to Zeyad Faisal Al-Azzam, Atif Badri Al-Qura'an (2019), talent management is becoming one of the most modern rappers used and most powerful missile for businesses to use them efficiently in order to expansion rivalry benefit and get worthy. Consequently, this study is designed at discovering the outcome of using talent management approaches found in the healthcare sector of Jordan [2]. Ms. Rachana C Prasad & Dr Pradip Manjrekar (2018) examined the talent management approach and procedure in businesses in over-all and isolated area banks and to comprehend the influence it has on the performance of its workers particularly at the executive level [3]. Tamanna Agarwal (2018) study inspected the role of talent management activities and organizational performance on worker retaining in the Indian it segment. Based on works review, 3 important theories were designed. Primary data was composed from 33 companies, foremost to a total of 68 responses. Based on numerical examination using SPSS 22, associations between the factors were considered. Moreover, regression was also executed between the DV and IV i.e., factors. The outcomes discovered that important connection was originate between talent management and worker retaining. On



the other hand, organizational performance, on its own, didn't appear as a powerful issue for worker retaining. Though, along with talent management activities, organization performance was originated to have important outcome on worker retaining. Keywords – talent management, organizational performance, worker retaining, worker engagement, output [4]. Anthony McDonnell, David g. Collings, Kamel Mellahi and Randall s. Schuler (2017) in their study tells a methodical and inclusive evaluation to hint the development of talent management practices and suggest a explore plan to change the arena itself [5]. Hossam Korany Ahmed (2016) this research purposes to regulate the influence of information management issues on talent presentation. This paper deliberates the opportunity of a rising tautness between talent development and competence growth which arises as a outcome of information management and talent management approaches. It is contended that the inter-association between the growing tendency to grow information management approaches takes to emerging talent management in the business. Amalgamation of the 2 ideas, KM&TM, has so far been measured only by anthropological resource who have inclined to inspect how learning from the arena of km can attain tm targets. Talent management includes the repetition of unceasingly learning, emerging, by means of and retentive those persons in a group who are particularly valued in rappers of having a countless possible for the upcoming of the business [6]. Mohamed Wahba (2016) the examining research that purposes to examine the influence of management flairs on talent management procedures by comparability between communal and secluded area in Egypt.

The research plotted works evaluation of the talent management thought and Hersey & Blanchard management concept. The study findings made it clear that leadership styles influence talent management procedures in private sector than public sector [7]. The purpose of the study made by Dr. Puja Sareen, Dr. Shikha Mishra (2016) was to discover the influence of talent management on organizational performance for certain businesses in the NCR (National Capital Region) zone. The conclusions demonstrate that there is partial influence of talent management on the performance. If this talent is aptly accomplished and prepared at the correct places, then, the business can make their captive practice in order to grow their development and effectiveness. Keywords: talent management, capabilities, administrative performance [8]. Rizwana Khurshid, Dr. Mushtaq a Darzi (2016) emphasized in their study that talent management has the huge possible of retentive and emerging the most appreciated properties of an association like business to increase key good benefit. It is talent that donates meaningfully to the presentation of an business. The worries which are posed to occupational by the instabilities of atmosphere can be distributed efficiently if the business have a competent hr that can accommodate to these variations and confirm existence of a business as it is having a straight influence on general exhibition of the organisation. The current stimulating atmosphere where organisation look problematic tasks and an ever-demand purchaser opportunities, talent management emanates to the rescue of businesses by emerging an ever-malleable organisation workers that can take up any kind of task. Captivating perception of these realisms' talent management has



converted fairly crucial to ensure existence of a business across the world [9]. Mohammad Q. Ahmad Al-Qarioti (2016) investigated talent management approaches, and rivalry returns in Kuwaiti communal management activities. The study was built on a random stratified sample of 328 of hr and other managers in five ministries, five public establishments/organizations, and five national owned businesses. The research outcomes presented those approaches of tm and rivalry benefits were everywhere on Likert's seven-point scale. The insinuations of research outcomes need that administration activities use more exertions in accepting tm approaches and attain rivalry benefits to accomplish nationwide progress aims [10].

OBJECTIVES:

1. To find the relationship between talent management activities on organisational performance.

HYPOTHESIS:

H0: There is no positive relationship between Talent Management Activities and Organisational Performance.

H1: There is a positive correlation between Talent Management Activities and Organisational Performance.

III. DATA COLLECTION AND METHODOLOGY

Data was collected via the management of an organized set of questions with a sample of 631 people who were working as individuals such as employees in Hyderabad, Telangana. Inquiries were employed to see to it that the respondents qualified to be consisted of in the research study. One concern

asked whether the participant was practising more than in a year. If the response to both of the questions declared, then the respondent was offered the questionnaire. The sample consisted of 66.9% male and 33.1% were female. The set of questions was developed to measure talent management activities.

H0: There is no positive relationship between Talent Management Activities and Organisational Performance.

H1: There is a positive correlation between Talent Management Activities and Organisational Performance.

While describing and analyzing the primary data, the chapter makes and have several proportions to test the statistical significances and importance to different types of responses i.e., respondents who involved in the IT companies, Hyderabad in Telangana. In this chapter reveals the respondent information in terms of demographic details which include respondent gender, respondent age and respondent experience, employee opinion on talent management activities as well as opinion of employee on talent management. This study will help to discovery the insights of talent management activities in IT companies in Hyderabad. According to sample size, the statistical measures have done. This chapter can tell a clear-cut understanding of the respondents' opinion with the help of different types of questions to know the opinions through the study. The analysis has been done systematically and to know the talent management activities in the chosen area of Hyderabad in Telangana.



Table:1

Correlations																		
	TTA1	TTA2	TTA3	TTA4	TTA5	TDA1	TDA2	TDA3	TDA4	TDA5	TRA1	TRA2	TRA3	TRA4	TEA1	TEA2	TEA3	TEA4
TTA1	1																	
TTA2	.619**	1																
TTA3	.456**	.473**	1															
TTA4	.454**	.461**	.437**	1														
TTA5	.506**	.471**	.348**	.400**	1													
TDA1	.198**	.195**	.161**	.236**	.280**	1												
TDA2	.169**	.178**	.161**	.234**	.257**	.628**	1											
TDA3	.204**	.199**	.198**	.238**	.282**	.553**	.621**	1										
TDA4	.203**	.224**	.187**	.230**	.272**	.487**	.557**	.614**	1									
TDA5	.258**	.228**	.193**	.278**	.225**	.428**	.485**	.543**	.542**	1								
TRA1	.178**	.224**	.181**	.264**	.206**	.259**	.283**	.286**	.286**	.252**	1							
TRA2	.246**	.198**	.215**	.244**	.276**	.214**	.247**	.237**	.267**	.217**	.628**	1						
TRA3	.268**	.282**	.233**	.336**	.273**	.316**	.275**	.292**	.331**	.286**	.471**	.454**	1					
TRA4	.195**	.199**	.229**	.263**	.253**	.312**	.283**	.313**	.286**	.312**	.502**	.405**	.472**	1				
TEA1	.343**	.253**	.215**	.260**	.208**	.284**	.287**	.312**	.287**	.290**	.224**	.234**	.303**	.317**	1			
TEA2	.327**	.265**	.213**	.281**	.252**	.305**	.328**	.317**	.303**	.323**	.240**	.266**	.311**	.303**	.769**	1		
TEA3	.304**	.221**	.231**	.253**	.223**	.321**	.309**	.303**	.291**	.303**	.242**	.248**	.270**	.297**	.643**	.712**	1	
TEA4	.273**	.192**	.227**	.224**	.228**	.263**	.241**	.269**	.269**	.319**	.271**	.258**	.288**	.335**	.643**	.691**	.771**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data



Table: 2

Factors	TTA	TDA	TRA	TEA	OP
TTA	1				
TDA	.327**	1			
TRA	.381**	.416**	1		
TEA	.379**	.414**	.366**	1	
OP	.386**	.462**	.405**	.519**	1

Source: Primary Data

Note: TT=Talent Training Activities, TD=Talent Developing Activities, TR= Talent Retention Activities, TE=Talent Engagement Activities, OP= Organizational Performance; *Correlation is significant at the 0.05 level (2-tailed). **Correlation is significant at the 0.01 level (2-tailed)

Table 4.12 reveals the Pearson's Correlations among the Talent Training, Talent Developing, Talent Retention, Talent Engagement and Organizational Performance. Generally, there a positive and high correlation between the variables like Talent Training Activities (TTA), Talent Developing Activities (TDA), Talent Retention Activities (TRA), Talent Engagement Activities (TEA) and Organizational Performance (OP) which are treated as constructs in my study. In this table, the items are consisting positive correlation among all variables.

There is a positive correlation between Talent Developing and Talent Training Activities with the correlation value of 0.327 at the 0.01 level of significance. There is a positive correlation between Talent Retention Activities and Talent Training Activities with the correlation value of 0.381 at the 0.01 level of significance. There is a positive correlation between Talent Engagement Activities and Talent Training Activities with the correlation value of 0.379 at the 0.01 level of significance. There is a positive correlation between Organizational Performance and Talent Training Activities with the correlation value of 0.386 at the 0.01 level of significance.

There is a positive correlation between Talent Retention Activities and Talent Developing Activities with the correlation value of 0.416 at the 0.01 level of significance. There is a positive correlation between the variables like Talent Engagement Activities and Talent Developing Activities with the correlation value of 0.414 at the 0.01 level of significance. There is a positive correlation between Organizational Performance and Talent Developing Activities with the correlation value of 0.462 at the 0.01 level of significance.

There is a positive correlation between Talent Engagement Activities and Talent Retention Activities with the correlation value of 0.366 at the 0.01 level of significance. There is a positive correlation between Organizational Performance and Talent Retention Activities with the correlation value of 0.405 at the 0.01 level of significance.

There is a positive correlation between Organizational Performance and Talent Engagement Activities with the correlation value of 0.519 at the 0.01 level of significance.

Yet, there exists a positive and high correlation between the Organizational Performance and Talent Training Activities with the correlation



value of 0.386 at the 0.01 level of significance. Indeed, there is a positive and high correlation between Organizational Performance and Talent Developing Activities with the correlation value of 0.462 at the 0.01 level of significance. Hence, there is a positive and high correlation between Organizational Performance and Talent Retention Activities with the correlation value of 0.405 at the 0.01 level of significance., there should be existed a positive correlation which express high amount of correlation on one to another which means on other variables as high impact.

IV. FINDINGS

We can find the correlation between talent management and its practices of talent among all constructs. The hypothesized connections were examined making use of stepwise relationship evaluation. First of all, correlation amongst the research study variables were analysed to understand the relationships between them. Taking into consideration talent management and also other variables of talent had the greatest the connections with it in particular order. The stepwise outcomes were shown in table 1 as well as table 2 In other words, talent variables as well as variety of practices and applications ware explained in this research study.

V. CONCLUSION

Since this study has many empirical insights of Talent Management Activities of employee in IT company at Hyderabad, this study can be beneficiary for all existing IT companies and IT industries which are very similar in nature. All IT companies which is similar in nature, government, researchers and even common public by finding the path of understanding the critical issues of Talent Management Activities. This study could scope the many issues pertaining to IT

sector for talent management activities. The IT companies need to have a competitive advantage in order to show the difference in terms of quality services uniquely offering to their clients. Hence, the competition in market would not perhaps be the big deal to compete with MNCs in the country. In contrast, many IT companies are limited to rely on traditional and absolute methods in servicing their clients in the market. Consequently, this situation leads to perish the opportunities and employee retention and even loyalty of employees. However, the present study could focus on Talent Management Activities. The dimensions of Talent Management for employees are followed with five important dimensions i.e., Talent Training Activities, Talent Developing Activities, Talent Engagement Activities and Talent Retention Activities. These five dimensions are considered as constructs that are followed with 38 questions besides general information. Altogether, Talent management activities are statistically tested with proper identification of latent issues in each construct. The dimensions of Talent Management for Employees are followed with five important dimensions.

VI. SCOPE FOR FURTHER RESEARCH

This is a preliminary transaction with the relationship of talent management and other variables of talent. Researchers can perform further study to dig more right into the partnership of different types of variables of talent to understanding it. Both experts and academicians may use studies to reveal the possible impacts of talent as well as the true convergence of employee skill for better output of the works.



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