

A study on Talent Management Strategies and its Impact on the Information Technology Industry in Chennai

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I. INTRODUCTION

"Talent management" refers to a strategic human resources approach that emphasizes hiring the most talented workers available that fit the culture, needs and goals of an organization. A company that has a talent management program typically views HR as a major factor in the success of the company. The Information Technology Industry in Chennai depend upon the knowledge oriented work force. Therefore Talent is a pre requisite for the success of the Company. The Information Technology industry need talented pool of engineers who can deliver better results and contribute towards the organizational objectives.

II. REVIEW OF LITERATURE

There are various meanings relating to talent concept. For example: Latin *Talentum*, the notion of talent is linked to the ability or intelligence. It is the ability to exert some occupation or to carry out an activity.

Talent is generally associated with innate ability and creation, but it can also be developed with practice and training. It also considers talent brainpower or the ability of a person to learn things easily and skillfully to develop an activity.

In addition, academic talent is defined as a higher average competence in one or more areas of human capacities, which occurs naturally, but requires a learning context suitable to grow and manifest. It can conclude that talent is a higher emotional, intellectual, practical, aesthetic and/or capacity, which characterizes a person who can be identified for standing out above the average as an individual and social value (Careaga & Sepúlveda, 2012).

For those reasons, it is very important to manage talents in all areas of society. The history tells that it was developed at enterprise level for the first time.

Greciano (1995) points out that in the first decade of the century, with the development of talent, an evolution began, an evolution began that had a slightly different direction on the face of it but it was revolutionary underneath. There were talks about developing one of the greatest intangibles of our time. Since then, there have been ideas of developing talent at an enterprise levels.

Alonso (2011) notes that in the world of work we would say that companies need talent. Cappelli (2014) argues that Talent Management is simply a way of anticipating the need for human capital and then establishes a plan to achieve it. Companies need to attract, develop and retain talent, thus ensuring they have the accurate capacity to ensure its effectiveness today and in the future. This is why talent ability should be managed.

Collings and Mellahi (2009) define strategic Talent Management as activities and processes that involve the systematic identification of key positions that differentially contribute to the sustainable competitive advantage of the organization, developing a talent pool of high potential holders and high performance to fill these roles, and the development of differentiated human resources structure to facilitate filling these positions with competent members and ensure their continued commitment to the organization.

In the same line of argument, Jericó (2001) argues that introducing Talent Management means that companies must take several important steps to improve decisions in both productive and administrative processes.

Cappelli (2014) emphasizes that the time to embrace an entirely new approach to Talent Management that takes into account the great uncertainty facing businesses today has arrived. It can be concluded that it is necessary to develop the talents of people to increase business productivity, just as it is necessary in education so that students can develop as people of integrity rather than as productive entities to society. For all the above, a model of Talent Management in education is relevant to organize the development of these.

III. RESEARCH OBJECTIVES

1. To explore the talent management and its impact on the information technology professionals at Chennai.
2. To analyze the how talent management influence the performance of the information technology professionals at Chennai.

IV. RESEARCH METHODOLOGY

The research design of this study is both exploratory and descriptive in nature. This article analyze the talent

management strategies of the information technology industry and how the strategies affect the performance of the information technology professionals at Chennai.

The sample size was 1200 information technology professionals falling at various categories of the organizations. The sampling design adopted was stratified random sampling method as the information technology professionals were segregated into three categories of IT industry and from each category of the IT industry 400 samples were selected for the study through the simple random sampling method.

Table 1 : Frequency Distribution of Socio Economic Profile of IT employees

Socio Economic Profile of IT employees		Total number of respondents	Percentage of respondents
Gender	Male	817	68.1
	Female	383	31.9
Age Group in years	Below 25	830	69.2
	25-30	269	22.4
	Above 30	101	8.4
Designation	Manager/Asst Project Manager	80	6.7
	Junior Engineer	176	14.7
	Senior Engineer	345	28.5
	Supervisor	48	4.0
	Team Lead	75	6.3
	Test Lead	57	4.8
	Design Engineer	45	3.8
	Sr. Design Engineer	07	0.6
	Engineer Software Testing	161	13.4
	Sr. Eng. Software Testing	56	4.7
	Software Analyst	69	5.8
	Lead Analyst	31	2.6
	Consultant / Sr. Consultant	22	1.8
Others	28	2.3	
Place of living	Urban	994	82.8
	Rural	206	17.2
Monthly Income	Below 25000	481	40.1
	25001-50000	516	43.0
	50001-75000	102	8.5
	Above 75000	101	8.4
Marital Status	Unmarried	1017	84.8
	Married	183	15.3
Number of years' experience in	Below 5	1036	86.3
	5-10	123	10.3

present position	Above 10	41	3.4
Number of years' experience in organization	Below 1	188	15.7
	1-2	537	44.8
	3-5	353	29.4
	Above 5	122	10.2
Nature of Employment	Permanent	1075	89.6
	Contract	125	10.4
Core area of expertise in IT Industry	Hardware	203	16.9
	Software	483	40.3
	E-Commerce	142	11.5
	Internet Application	71	5.9
	IT Implementation	39	3.7
	IT Support service	86	7.2
	ERP	154	12.8
	Others	22	1.8
Organization served at present	TCS	242	20.2
	Infosys	335	27.9
	Cognizant	113	9.4
	WIPRO	98	8.2
	HCL Technologies	76	6.3
	Tech Mahindra	80	6.7
	ORACLE	41	3.4
	IBM	37	3.1
	Hexaware	35	2.9
	Accenture	121	10.1
	CSC	22	1.8
Total		1200	100.0

Source: Data generated from the primary data

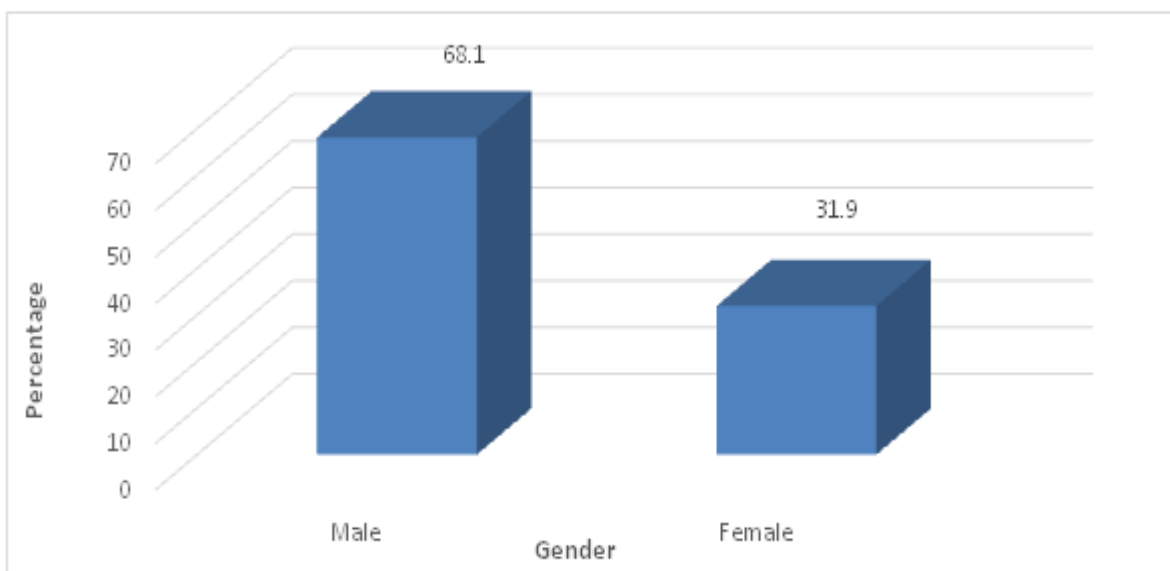


Fig 1 Bar Diagram represents Gender of IT employees

V. FINDINGS

The following findings are made on the basis of study on the talent management strategies and its impact on the employees with reference to information technology industry in Chennai.

1. It is evident that 68.1% of IT employees are male, 31.9% are female employees. Maximum numbers of IT employees are male compared to female because of the employees contribution to IT industry is demanding in nature.
2. It is evident that 69.2% of IT employees are below 25 years of age, 22.4% of IT employees are between 25-30 years of age and remaining 8.4% of IT employees above 30 years of age. Maximum numbers of IT employees are below 25 years of age and minimum numbers of IT employees are above 30 years of age because of IT companies recruit youngsters due to higher man power turnover.
3. It is evident that 69.2% of IT employees are below 25 years of age, 22.4% of IT employees are between 25-30 years of age and remaining 8.4% of IT employees above 30 years of age. Maximum numbers of IT employees are below 25 years of age and minimum numbers of IT employees are above 30 years of age because of IT companies recruit youngsters due to higher man power turnover.
4. It is evident that the place of living of IT employees shows that the highest 82.8% of IT employees have their place of living in urban and 17.2% have their place of living in rural and they migrate to cities in search of IT related jobs as there are larger IT companies present in Chennai.
5. It is evident that the income profile of the IT employees shows that the highest 40.1% of IT employees have monthly income below Rs 25000, 43% of IT employees have monthly income between Rs 25001- Rs 50000; 8.5% of IT employees have monthly income between Rs 50001- Rs 75000; 8.4% of IT employees have monthly income above Rs 75000. Maximum number of employees having monthly income between Rs 25001- Rs 50000 are senior engineers and minimum numbers of employees having monthly income above 75000 are at middle & senior management level in IT industry.
6. It is evident that the marital status of IT employees' shows that the highest 84.8% of IT employees are unmarried, 15.2% are employees are married. Maximum number of employees is unmarried because they are below 25 years of age gaining experience than getting married as the IT industry job requires a considerable amount of time allocated by the individual worker and tough one, the youngsters are unmarried.
7. It is evident that the highest 86.3% of IT employees have number of years' experience in present position below 5; 10.3% of IT employees have 5-10 years' experience in present position; 3.4% of IT employees have above 10 years' experience in present position. Maximum number of employees having experience in present position below 5 years are either fresher's or working with same organization or elsewhere and minimum number of employees having above 10 years' experience in present position are from middle and senior management level.
8. It is evident that the highest 15.7% of IT employees have number of years' experience in organization below 1 year; 44.8% of IT employees have number of years' experience in organization between 1-2 years; 29.4% of IT employees have number of years' experience in organization between 3-5 years and 10.2% of IT employees have number of years' experience in organization above 10 years. Maximum number of employees having number of years' experience in organization between 1-2 years are senior engineers and minimum number of employees having above 10 years' experience in organization are middle & senior level managers.
9. It is evident that 89.6% of IT employees' nature of employment is permanent and 10.4% of employment is contractual basis. Maximum number of employees is on permanent role after completing their adequate level of training while minimum number of employees is employed on contractual basis depending on the projects available.
10. It is evident that 40.3% of IT employees' core area of expertise is software, 16.9% of IT employees' core area of expertise is hardware, 12.8% employees' core area of expertise is ERP, and 11.5% employees' core area of expertise is E-Commerce' 7.2% employees' core area of expertise is IT support service, 5.9% employees' core area of expertise is Internet Application , 3.7% employees' core area of expertise is IT Implementation and 1.8% employees' core area of expertise is 'Others'
11. It is evident that based on mean score, achieve performance objectives is the most important factor of performance, followed by meet performance goals of organization and present level of performance. The performance objectives are to be achieved by each IT employees as they are directly responsible for contributing the revenue growth followed by meeting the performance goals of an organization and present level of performance

VI. SUGGESTIONS

IT industry is knowledge intensive industry and talented people alone take the organization forward. Therefore the IT industry deploy various measures to attract talented people towards the organization. Hence the IT industry should focus more on attracting the best brains available at IITs, NITs, Top Engineering Colleges in TamilNadu .Now a days the students are highly knowledgable , talented, problem solver and team players. Therefore the IT Industry should upgrade the present talent management practices and incorporate the best brains will contribute more to an organization.

VII. CONCLUSION

Developing and retaining existing talent is important, but it is never enough. Skills and capabilities required to play key roles may not exist internally, and opportunities to upgrade talent always exist; new blood brings fresh ideas and perspectives into a technology organization. As such, sourcing talent externally is also critical. Naturally, great recruiting capabilities are a must, but there are also specific actions that IT organizations have found particularly useful. The IT industry in Chennai is no exception to talent management practices.

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