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A STUDY OF TALENT MANAGEMENT AMONG INFORMATION TECHNOLOGY EMPLOYEES: WITH SPECIAL REFERENCES TO PANJAB, INDIA

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ABSTRACT

Information Technology organizations should develop, plans and process to track and manage their talented employees, because most of the employees they are not aware of their talent. All IT employees have talents which should be identified. Talent management is a systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization. This study is endeavour to identify the hidden talent of the Information Technology employees. The primary data has been collected through questionaries'.
Key words: Employees, Information Technology organizations Talent, Talent Management.

INTRODUCTION

The process of talent management is indispensable for survival and sustainable development of any business organization. Neglect of talent management is negatively impacted on the organization, particularly in the current business scenario of high and global competition. (H. Masoo, 2008). Today with growth of Information Technology and hired large number of employees in IT sectors the term of "talent management" have become one of the important concepts in IT sectors.

What is Talent management? And what basis does it have in scientific principles of human resources and management? (R. E. Lewis and R. J. Heckman, 2006). This question will be raised because of importance if talent management among employees and identify their hidden talent.

Review of Literature

James B. Quinn, P. Anderson and S. Finkelstein, (2000), authors have explained the significance of Talent management activities for the organizational development. Authors have stated that, in the past, most of the organizations aimed to enhance returns from investments in physical assets-property, plant and equipment. While discussing on the significance of talent management, authors have stated that, command and control structures made sense when management's primary task was to leverage such physical assets. Authors have explained this with examples in their opinions, the productivity of a manufacturing organization is determined largely by senior managers' decisions regarding capital equipment, adherence to standardized practices, the product line and utilization of capacity. Authors have further opined that, with talented people on the other hand, individual professionals typically provide customized solutions to an endless stream of new problems.

S. C. Verma, (2000), explained about the linkage of talent acquisition management and engagement with business strategy of the organization. In this context author has stated that, historically,

organizations have not treated the recruitment process as one of strategic significance, but latterly many are now waking up to the reality that, world has changed; and no more can the organization pick and choose between several great candidates for one position. Author has observed that, several changes in connected world have tipped the scales in favor of the highly talented individual looking of a new opportunity. In the opinion of author, talent acquisition is part of a broader strategic approach in the quest to gain and sustain a competitive advantage. Other aspects include talent development and retention which are primarily inward facing, whilst the former is outward looking. Author has concluded that, the organizations are taking talent acquisition management and engagement as their significant business strategy and even the employees are satisfied with the policies and measures adopted by the organizations.

Mohammad Amiri, (2015). In the opinions of authors, management should be aware of the talent of employees because management is responsible for identify of hidden talent of employees.

S. V. Deb, author has stated that, organizational performance is determined by the performance of its employees. In this context author has stated that, talented people create good innovative ideas and these good ideas positively affected on quality of products and services rendered by the organizations; and it create new business opportunities. Talent generates knowledge, which is one of the greatest assets in the global economy. In the opinion of author during the period of downturn an organization should employ its talent in a manner such that they address the strategic challenge. Potential development and retention should be geared towards the best performing talent. Author has further opined that, effective managers use tool like return on talent measurements to make their investments in talent more profitable. According to the author, these measurements help monitor performance, forecast opportunity and determine the profitability of their investment in talent. In this context author has opined that, to make this investment more profitable, management must constantly measure return on talent, continuously improve return on talent and nature, develop and refresh talent.

W. Jacob, (2000), Author has stated that, trusting talent to succeed means showing the talented people that, you have a confidence in their capabilities by giving them some responsibilities in the most important business activities. In the opinion of author, talented employees find this to be motivating. It increases their feelings that they are valued; a crucial factor in their desiring a stay with organization. Author has further opined that, when talented people fail, it is essential to turn the failure into a learning experience, not career setback.

Mohammad Amiri and Najmeh Safariolyaei, (2017). Authors have concluded, management could concentrate on the hidden talent of employees because sometimes they are not aware about hidden employee's talent. Identify and explore of employee's talent improved performance of employees.

A. Brooking, (1997), UK. Author has identified the importance of employees talent to the organization and claimed organization will have to take all the necessary steps to protect his interest accounting for his contributions to the organization if not the organizational will lose them and when the human capital leaves the company it will lose all the competencies that it gained due to him.

B. Marr and K. Mounstaghfir, Authors have shown how accounting for intangible stock, i.e. ; intellectual and knowledge resources by the organization acts as very vital resources for achieve organizational objectives, for which they calls every organization to bring in transformation in their attitude towards their intellectual capital base that they carry with them in the organization. Authors have further stated that, the organization will have to appraise their existing talent to realize the efficiency and capabilities that they carry within the organization so as to utilize the same most optimally.

J. Smilansky, (2007). Author has opined that, the real turning point for a business is when, the management realized that if managerial population does not reflect client base and cannot understand consumer and therefore, they cannot provide them good service that client want to. This book is based on the inter views of senior HR professionals in 20 leading organizations of UK. Author

has defined that, talent management as an integrated set of corporate initiatives aimed at improving the caliber, availability and flexibility utilization of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance. Author has concluded that, while most organizations are now seen talent management as a priority, there is still widespread reluctance to conduct objective assessment of senior executive's capability and make sure only the most talented individuals occupy key corporate roles.

R. Shukla, (2009). Highlights that, how organizations can identify and get the most out of high potential people; by developing, improving and promoting them to important positions. Through this book author has highlighted on a system for integrating human resources building blocks and conditions of human resources, which are essential for any organizations' development and excellence, also focused on, how to link employee assessment process to career planning and improvement. In the opinion of author, it is fall of simple, efficient, easy to follow methods for assessing, planning and improving high talented people to meet organization's current and future requirements. Author has further stated that, it will helpful for the organizations to combine its diverse human resources functions into a single, cogent system.

P. Galagan and K. Oakes, (2011). In the opinions of authors, integrated talent management is an approach to building organization and capability and engagement by integrating talent acquisition; development and deployment across traditional HR silos. Authors have further opined that, this process keeps all the aspects of talent management aligned to business objectives and goals. Through this book authors have presented strategic and tactical guidelines for training and development professionals seeking to pay key roles in the process.

3. Significance of the Study

The study will be concerned with study of the hidden talents of the IT employees. And it is important to study the conceptual framework of Talent Management which has been mentioned in review of literature.

Objectives of the study

   i.   To study concept of Talent Management in IT organizations
   ii. To study and identify the hidden talents of the IT employees
   iii. To understand the extent of utilization of employees talent by management

MATERIALS AND METHODS

Research Methodology

This study is a short and exploratory survey study in nature. The primary data has been collected from 12 IT organizations which are located in Panjab have been selected. In total, 120 employees have been selected from these IT organizations. (10 employees*12 IT organizations in total 120)

Limitation of the Study

The present study is limited to the selected IT organizations around the Panjab. Thus, the result of the study cannot be generalized to the other areas situated in other district of Panjab.

Geographical limitation of the study

The geographical scope of the study will be limited to the Panjab location. In a short period of time it would be difficult to study the various types of organization.

Result and Discussion

The following table indicates gender wise distribution of the respondents (IT employees)

Table 1: Gender wise distribution of the selected Respondents

Description	Frequency	Percentage
Male	62	52%
Female	58	48%
Total	120	100%

There were 52% selected male respondents and 48% of female respondents in the selected IT organizations.

Table 2: Age wise distribution the selected Respondents

Age group	Frequency	Percentage
20 to 30 years	37	30%
30 to 35 years	69	58%
35 to 45 years	14	12%
Total	120	100%

It is revealed that, majority of the respondents (58%) are belonged to the age group of 30 to 35 years. 30% respondents are belonged to the age group of 20 to 30 years and only 12% respondents are in the age group of 35 to 45 years.

Table 2(A): Utilization of Employee Talent by Management (Employee's Opinion)

Sr. No.	Opinions	No. of Employees	Percentage
1	Always	88	73%
2	Rarely	27	23%
3	Never	5	4%
	Total	120	100%

Majority of the employees that is evaluated 73% employees have opined that their talent is always utilized by Management. 23% employees opined that their talent is utilized by Management very rarely and only 4% employees opined that management has never utilized their talent.

Conclusion

In today's globalization era in India, so many talented people diverted from traditional employment to employment in Information Technology Sector, there is high percentage of labor turnover in this sector. To overcome the problem of high labor turnover, IT organizations have to implement best talent management and retention strategies.

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