

A STUDY ON IMPACT OF TALENT MANAGEMENT ON JOB PERFORMANCE WITH SPECIAL REFERENCE IN ZENECKS INFOTECH

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ABSTRACT:

Talent management is the core functional unit of an organization, and in order to enhance the productive performance of employees, talent management uses human resource planning to achieve this goal. To make them a part of talent management and strategic workforce planning, efforts have been made to retain, develop, attract, and reward employees. Talent management can lead to higher level performance and satisfaction of employees' instead of being a process of hiring; reinforcing and evaluating the aptitude. Keeping in mind the necessity of talent management, this paper analyses probable scenarios of talent management practices in educational consultant company and how these practices, in turn, improve organizational employees' performance. Furthermore, it examined how talent management practices could influence the employees' satisfaction in consulting industry. This research paper puts forward a set of valid hypotheses that talent management practices affect employee performance and satisfaction. This paper seeks to confirm these hypotheses on a survey based on data collected from the employees of the consulting industry. The study will tender to the talent management literature by pondering how talent management practices affect the organizational outcomes, such as employee satisfaction and performance.

KEYWORDS:

Talent management, employee's performance, organization, satisfaction

INTRODUCTION:

Talent management is the dynamic and strategic process that organizations employ to identify, attract, develop, and retain the most skilled and high-potential individuals within their workforce. It is a multifaceted approach that recognizes the critical role human capital plays in achieving organizational goals and, more specifically, in driving exceptional job performance. In today's fiercely competitive global landscape, where innovation and agility are paramount, talent management has emerged as a critical

catalyst for organizational success. It goes beyond mere recruitment and extends into the realms of nurturing and harnessing the full potential of employees, ultimately impacting job performance at every level of the organization. At its core, talent management seeks to align the aspirations and capabilities of individuals with the strategic objectives of the organization. It recognizes that a workforce brimming with talent is not a mere luxury but a strategic necessity.

Talent management is an integral part of human resource management. Talent management can be defined as a deliberate approach implemented to recruit or hire, develop and retain people with required aptitude or skills to meet the present and future goals or needs of the organization. It is the creation and maintenance of a supportive and pro-people organizational culture. Talent management is, therefore, the commitment of an organization to recruit, develop, retain the most talented and qualitative employees available in the job market. Talent management has become almost an inevitable management process in modern days. Due to tough competition in every sphere of business world today, organizations are vying for the best people from the job market.

However, attracting the best talent from the job market is not everyone's cup of tea. It requires a lot of competence, expertise and experience on the part of the organization to recruit the best in the industry. Major part of the Human Resource Department is devoted to talent management, which is mostly dedicated to the purpose of recognizing, sourcing and poaching best talent. Talent management, sometimes referred to as human capital management, is the strategic practice of acquiring, on boarding, developing, retaining, and transitioning employees to help build an organization's culture, engagement, capability, and capacity.

REVIEW OF LITERATURE:

According to **Collings & Mellahi (2009)** talent refers to individuals with high potential, who have the ability and inclination to systematically develop the necessary skills and expertise to fill key roles within an organization. Talent managers are responsible for developing the talent that is required to meet the current and future needs of their organizations. Furthermore, Son et al. (2020) defined talent management as activities and process that involve systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing

incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization.

Burbach and Royle, (2010) found that, Talent Management as a contributing component in the achievement of an organization. In the other hand, the corporate society is perceived as one of the elements impacting the mechanism of Talent Management (Burbach and Royle, 2010).

Despite the availability of many definitions for the term TM, **Aston and Morton (2005)** argue that there is no concise definition for the concept of TM. Studying the numerous definitions, it is evident that TM focuses on processes related to the life cycle of an employee such as recruitment, assignment, training and development, rewarding except for the resignation/termination. However, the critical point to note in these definitions is that even though these are common functions carried out by the HR department of an organization, in TM it is about the skilled and high potential individuals. Thus, it can be concluded that TM is not about managing the typical employees within the organization but about managing the highly talented and potential employees of the organization.

Schultz (1961) contends that, about the investment on Talent Management on the talented workers for creative work is necessary to achieve organizations objectives. But as per Hussein (2009) state that, HR experts need to move far from basic administration to some goal oriented approach for the company by retaining key talents.

Frank and Taylor (2004) faces off regarding that, losing representative's outcome in a fall, in the level of investment on Talent Management of a company. This is on the grounds that new representatives will be enlisted and trained, at the same time; organizations may likewise be liable to lose the secret information to its rival organizations (Frank, 2004).

Ngethe, Iravo, and Namusonge (2012) state that, age is a controlling element that helps the employees to remains at work place and diminishes turnover intention Further, Young employees below the age of thirty-five years have exclusive expectations from the work environment and subsequently risk of turnover. Meanwhile, older employees want to retain existing conditions since they would prefer not to disrupt their advantages, such as pension (Ngethe, Iravo, and Namusonge, 2012).

According to **Lewis & Hackmen (2006)**,” Talent Management is defined as identifying mission critical value, competencies & talent needed in the current & future workforce, clarifying method used to recruit, hire, develop, manage & retain a high performing workforce.”

Hughes & Rog (2008) conclude that talent management is a multi-faceted concept that has been championed by HR practitioners, fuelled by the war for talent and build on the foundations of strategic HRM. talent management is also defined as a unique function that integrates all the activities and responsibilities associated with the management of the talent lifecycle regardless of geography, from attracting and acquiring talent to developing and retaining it.

METHODOLOGY:

Descriptive Research:

Descriptive research helped me to find out facts and details of the Zenecks InfoTech. I have been enquired directly to management and non-management staffs about what has happened and what is happening in the company.

- **Sample size:** Among the employees a sample size of 100 employees was taken at random basis for the study.
- **Sampling Technique:** The sampling technique used is simple random sampling.

DATA COLLECTION:

PRIMARY DATA:

Using personal interview technique, the survey the data will collect by using questionnaire. The primary data collection for his purpose is supposed to be done by judgment sampling conversation sampling. Questionnaire has been formatted with both open and close structure questions.

SECONDARY DATA:

Company profiles, Company registers, websites, magazines, articles were used widely as a support to primary data.

STATISTICAL TOOL:

- Simple Percentage Analysis
- Regression
- Correlation

RESULTS AND DISCUSSION:

- 54.3 % are male employees and 45.7% are female employees.
- 11.4 % of the respondents are belongs to 25 age group, 11.4% of the respondents are belongs to 26 age group,8.6 % of the respondents are belongs to 27 age group and 12.4% of the respondents are belongs 60 30 age group.
- 34.3 % are UG qualified, 59.0 % are PG qualified, 6.7 are respondents are other sections.
- 39.0% respondents have less than 1-year experience,30.5 % respondents have 1-3years' experience, 21.0% respondents have 3-5 years' experience, 8.6% respondents have 5-7 years' experience and 1.0% respondents have more than 7 years' experience.
- 30.5% respondents choose manager, 20.0% respondents choose team leader, 49.5% respondents choose team member.
- The high mean score value for “Being proud of employer brand” with a score of 4.43 followed by the variable “Vacancies are immediately reported” with a mean value of 4.37.
- The high mean score value for “Proper guidance is given to complete the assignments” with a score of 4.27 followed by the variable “Opportunity for promotion is widely available” with a mean value of 4.24.
- The high mean score value for “Deadlines are realistic” with a score of 4.27 followed by the variable “Proud of the organization and the work” with a mean value of 4.24.
- The high mean score value for “I want to stay for more than three years in this organization with a score of 4.29 followed by the variable “Management promote care and welfare of the employee” with a mean value of 4.27.
- The R Square is .613 which shows that 61.3 percentages of variations were expressed by all the factors considered in the model for predicting overall Impact.
- The regression coefficient of the talent acquisition is .131, and its significance is less than 0.05. Based on this data, the hypothesis that the overload has a positive effect on talent management is accepted.

SUGGESTIONS:

- Employee should be motivated to welcome the change.
- Employee should be provided with the proper training which are linked with their career development
- Managers should meet at regular intervals with the employees to discuss about the
- improvement in the company, at work place and in their living of standard, family problem etc...
- Some of the employees find their job boring and monotonous. Encourage them to take
- part in extra co-curricular activities.
- Encourage them by making them feel that their ideas as well as they are important for the company.
- Immediately report the vacancies that are available in the organization.
- Give equal level of importance to both male and female.
- Select at least one-year experience persons for the work in an organization.
- Co-operative environment should be created so that by the sharing of work load stress can be reduced.
- Organization should provide some incentives for the employee

CONCLUSION:

- It is concluded from the research that talent management has a significant
- relationship with the employee committed. The four factors like talent acquisition,
- development, engagement, & retention is having impact on talent management process.
- One of the most growing part in service sector is IT industry that is keen to tough competition.
- Due to the dynamic nature of competition, organizations should accelerate their pace of talent
- development. It has become difficult for organizations to retain employees due to higher
- growth expectations & high mobility of the employee. so organization has to achieve the
- competitive advantages that can be not copied by the competitors. In this situation, a
- multiskilled adaptable workforce is essential for each company whose unique skill &

- capability cannot be imitated by the competitors. So organization should be careful about
- acquiring & developing talent by engaging them according to their skill & fulfilling
- their social & psychological need which ultimately results in talent retention & linked
- to talent management. It is derived that talent acquisition & talent development is having
- significant impact on talent management which ultimately leads to the engagement &
- retention of top talent & generating commitment within the employee towards the
- organization. Thus, it becomes imperative to develop talent and provide them with lucrative
- career opportunities within the organization to achieve organizational success.

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