

**A STUDY OF TALENT MANAGEMENT STRATEGY
FOLLOWED BY IT COMPANIES TOWARDS PLACING
THE EMPLOYEES ON VARIOUS JOB LEVELS BASED ON
THE EMPLOYEES' EXPERIENCE**

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Abstract:

In today highly competitive world acquiring, developing and retaining talent is the biggest challenge in front of the IT companies since these IT companies have realized the fact that the manpower as a resource helps in better organizational performance. The organization is divided into three different levels namely, top level, middle level and bottom level. The employees are placed on the various levels based on their abilities, skills, knowledge and experiences. Talent management strategy aims at identifying and placing the best talents as per their ability and experience on various levels which will give maximum job satisfaction to the employees. The paper aims at analyzing the relation between the experience of the employees and the job level of the employees working for the organization. The study is survey based and questionnaire s used as a tool to collect data from various IT companies in Nagpur region.

Key Words: Talent Management, Job Level, Experience, IT companies,.

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1. INTRODUCTION

Nowadays, land, capital and machines are no longer key resources for the organizations to be highly competitive in the current economy (Gardner, 2002). Human capital is a key resource to adapt the organizations to the worldwide competition. Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (Gardner, 2002). In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines, of these resources the most important of them all is the people (Kehinde, 2012) Determinants of talent management includes; talent attraction, talent retention, learning and development and career management, each of these processes must be designed to fit the strategic requirements of the business as well as integrate with each other. To be successful the talent strategy must be aligned with the organizations business strategy. Aligning talent strategy with business strategy is usually unmet need in many organizations (Heinen et al, 2004).

(Lyria, 2013)

Definition

1. The terms “talent management”, “talent instance, the following statements regarding processes for managing people in organizations ensure the right person is in the right job at the right time (Jackson & Schuler, 1990, p. 235)

2. Rothwell, 1994, p. 6 - A deliberate and systematic effort by an organization to ensure leadership continuity in key positions and encourage individual advancement.

3. Pascal, 2004, p. ix - Managing the supply, demand, and flow of talent through the human capital engine.

(Rao, 2013)

Genesis

Simonton, (2011): Although the origins of talent management can be traced back to 1865 (Simonton, 2011) and to the fields of arts/entertainment management, sports management literatures, and early education, interest in talent management in the business context came in the 1990s with the ground breaking study entitled “The War for Talent,” by McKinsey.

(Dr. G Nagarajan, 2013)

About Information Technology

The Information Technology industry consists of IT Software, IT hardware, and IT Enabled services as defined below:

- 1) IT Software
- 2) IT Hardware
- 3) IT enabled Services (ITES)
- 4) IT Financial Services
- 5) Support services / facilities
- 6) Animation, Visual effects, Gaming and Comics (AVGC)

2. REVIEW OF LITERATURE

- 1) MalikehBeheshtifar ,HojatYossefiNasab, MahmoodNekoie.Moghadam, December 2012:

The authors stated that talent management has been major priority for many organizations and success of today's organizations directly linked with used talents. Talent identification and development, which is known as talent management refer to the process by which the organization identifies employees who are capable to play leadership role in future. This approach emphasizes developing talent pools that have high leadership ability. On the other hand, organizations should pay attention to all members within organizations for talent management, and put middle managers responsible for recruitment staff.

(Malikeh Beheshtifar, 2012)

- 2) Maya M, R. Thamilselvan, July-December, 2013: The authors concluded that India's IT industry is the favourite destination for many MNC in the world. To keep up with the competitive environment IT sector should concentrate more on their skilled or talented employees.

(MAYA M, 2013)

- 3) Venkateswaran, 2012: The author mentioned Talent management practices with a strong focus on business strategy have a statistically highly significant impact on corporate profit, one that is more than any other focus of talent management. The author found the pursuit of a strategy focusing on the attracting and retaining of talent to have the greatest effect on the

level of talent, highlighting the learning process and its value for improvement in work quality and qualification.

(Venkateswaran, 2012)

3. OBJECTIVES OF THE STUDY

1. To study the relation between employees' experience and employees' job levels in IT companies in Nagpur city.

4. HYPOTHESIS

H₁ There exists a relation between employees' experience and job levels employees in IT companies of Nagpur city.

H₀ There does not exist a relation between employees' experience and job level employees in IT companies of Nagpur city.

5. RESEARCH METHODOLOGY

Data Collection

The search for answers to research questions calls for collection of data. Data are facts, figures and other relevant materials, past and present serving as bases for the study and analysis.

Primary Data: Research data was collected using survey. The questionnaire as a tool was used to collect the data relating to the employees' experience and job level of employees.

Secondary Sources: Secondary sources consist of internet, books and journals in relevance to my study.

Population: IT companies in Nagpur City.

Sample Size: 20 IT Companies in Nagpur city were randomly selected using lottery method.

Respondent sample: Total 182 employees of different job levels from 20 IT Companies were selected.

Statistical Tool: Excel 2008 was religiously used for the statistical analyses.

Scaling of Job Levels: Bottom Level 1, Middle Level 2, and Top Level 3.

6. DATA ANALYSIS TECHNIQUE AND TEST USED

Correlation Coefficient:Correlation coefficients of employees’ experience and job level of employees in IT companies is obtained by using

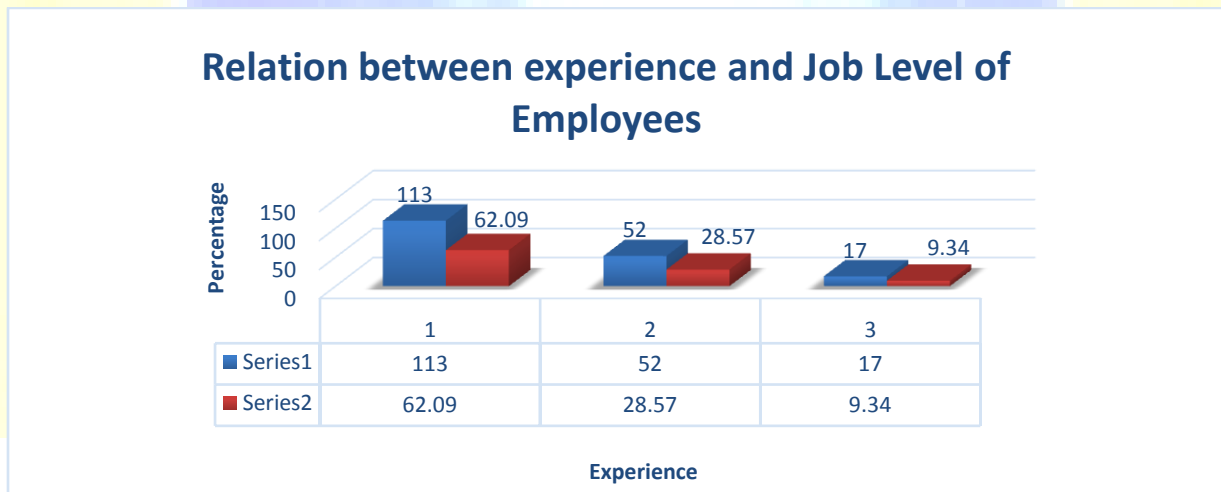
Karl Pearson’s Formula:

$$r = \frac{\Sigma XY - (\Sigma X \frac{\Sigma Y}{n})}{\sqrt{\Sigma X^2 - \frac{(\Sigma X)^2}{n}} \sqrt{\Sigma Y^2 - \frac{(\Sigma Y)^2}{n}}}$$

Where, the X is experience of employees and Y is job level of employees in the IT companies. To identify positive correlation between experience of employees and job level of employees. Tested the significance level of correlation of coefficients between employees’ experience and job level using one way anova test.

Bar charts Showing Relation between Employees’ Experience and Job Level of Employees

Question:Which level is in need of implementation of more talent management policy and practicing of talent management?



Series 1	Number of Employees
Series 2	Percentage

Correlation Coefficient between Employees' Experience and Job Level of Employees

Job Level	Total Number of Employees at each level	Percentage of Employees at each level	Experience of employees at each Level	Percentage of Experience of employees at each Level
Bottom Level	113	62.09	247.61	37.39711
Middle Level	52	28.57	246	37.15395
Top Level	17	9.34	168.5	25.44894
Total	182	100.00	662.11	100

Correlation Coefficient between Employees' Experience and Job Level of Employees =0.8613

Anova: Single Factor

Summary

	Count	Sum	Average	Variance
Column 1	182	662.11	3.637967	6.843081
Column 2	182	268	1.472527	0.438468

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	426.7107	1	426.7107	117.2033	7.53E-24	3.867275
Within Groups	1317.96	362	3.640775			
Total	1744.671	363	268			

Interpretation

There exist a positive correlation coefficient between Employees' Experience and Job Level of Employees =0.8613. Since value of F crit is less than P-Value we can say that our Null hypothesis is rejected and alternate hypothesis is accepted.

5. CONCLUSION

1. Most of the employees belongs to the bottom level in the organization.
2. More of experience more the employees will move upwards in the organizational level.
3. The employees' career growth depends on the employees' experience.
4. More the experience of the talented employees more the organization succeed.

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