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Role of Demographic variables to study the impact of Talent management practices on employees in select Indian organizations

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Abstract: *Talent management is one of the primary management tools for 21st century human asset management .Effective Talent Management strategies and programs become more important than ever for any business to ensure its survival and sustainable growth and competitive advantage, through the right and timely investment in their key talent. Various studies show that highly talented employee contributes in high commitment, increased productivity and reduced attrition. This paper explores the association between three demographic variables i.e. age, gender and experience and their satisfaction of talent management practices followed by the organizations. By researching new dimensions in demographic variables we can help provide further insight for organizations on how to adapt their talent management practices to fit highly challenging environment in individual and cultural contexts.*

Keywords: *Talent management, commitment, attrition, demographic variables.*

I. INTRODUCTION

Talent management practice within an organization is scientific human Resources planning that seek to identify, develop, deploy and retain talented and high potential employees. Therefore the top management should realize the importance of talent management for the sake of organizations performance. In an era of high economic and political instability, major transitions in labour markets including scarcity of talent, workforce diversity, mobility, specialized knowledge in technological and managerial areas become key factors to concentrate on Talent Management as an effective tool to manage key Talent in the organizations. Workplace and team diversity is increasing, principally fueled by globalization and demographic changes. A more diverse pool of talent affords new opportunities such as hiring workers who are underrepresented in the workforce of a particular country to gain competitive advantage. For all the benefits of diversity, it also can carry risks related to team cohesion, cultural bias, and initial productivity. Effective Talent Management strategies and programs become more important than ever for any business to ensure its survival and sustainable growth and competitive advantage, through the right and timely investment in their key talent.

II. LITERATURE REVIEW

Since a group of McKinsey consultants coined the phrase the War for Talent in 1997 (Axelrod, B., Handfield-Jones, H., & Michaels, E .2002), the topic of talent management has received a remarkable degree of practitioner and academic interest. This relatively recent emphasis on talent management represents a paradigm shift from more traditional human resource related sources of competitive advantage literature such as those that focus on organizational elites, including upper echelon literature (Miller, Burke and Glick, 1998), and strategic human resource management (SHRM) (Huselid, 1995; Wright, Gardner, and

Moynihan, 2003) towards the management of talent specifically suited to today's dynamic competitive environment. While the context may have shifted significantly since the latter part of the last century, the notion of talent management remains important. Arguably the challenge of maximizing the competitive advantage of an organization's human capital is even more significant in the recessionary climate of the latter part of the opening decade of the twenty first century.

Dr. Ms. Zartaj kasmi (november2011) Talent a critical driver of corporate performance and competitive advantage Recruitment alone is no longer sufficient. There is no alternative but to develop and grow talent within the organization. The ability to attract, develop and retain talent determines the strategic capability of organization. It has been realized that "Talent drives performance". To study importance of talent management, to identify its relationship with employee work engagement, employee value addition and discuss strategies for effective talent management.

Regarding the intention to stay in the organization by the talented employees, the researcher has found that there is positive relationship between age and the retention. The older an employee within the organization the more he or she want to stay *Govaerts et. al (2011)* and employees of a younger age were significantly more likely to leave their current job or organization than older employees *Hellman, 1997; Ito et al., (2001)*.

III. RESEARCH OBJECTIVES

Objective of the study is to explore the association between three demographic variables i.e. age, gender and experience and their satisfaction of talent management practices followed by the organizations. Accordingly three hypotheses were formulated as:

H1: There is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

H2: There is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

H3: There is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

IV. RESEARCH METHODOLOGY

Instrument and measurement

This is an exploratory study based on primary data; the data has been collected through survey. The survey instrument was devised to assess the satisfaction of Talent Management Practices among employees and includes 40 variables representing talent management practices. All the factors or constructs of interest were tested for the reliability and validity of their instruments through which they were measured. Cronbach's Alpha measure was employed to test the reliability of the constructs whereas the validity of the scale was ascertained by extracting the average variance of the construct through 'One Factor' exploratory factor analysis. It was observed that the values of Cronbach's Alpha for most of the constructs are more than 0.7. for validity it is observed that for nine constructs (constructs no. 1, 2, 4, 5, 6, 7, 8, 9 & 10) only one factor is extracted from the instruments of each priori construct and the AVE from each factor extracted from each factor was satisfactorily greater than 50% with the Eigen values of the extracted factors far greater than one. This questionnaire was constructed on five point Likerts scale ranging from 1 strongly disagree to 5 strongly Agree. Personal demographic information was also collected in the survey to gather all necessary information.

Population and sampling

The population of the study was managerial and clerical staff of 10 Indian Companies from various industrial sectors where Talent Management practices are applicable. 450 employees were selected for the study using purposive sampling technique.

V. ANALYSIS AND INTERPRETATION

Descriptive of the demographic profile of employees of select Indian organizations:

The three demographic variables considered in the study are age, gender and experience. The descriptive details of the collected sample are presented below:

1. Gender**Table 1.1: Gender Distribution of Sample**

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Male	204	65.38	65.38	65.38
Female	108	34.62	34.62	100.00
Total	312	100	100	

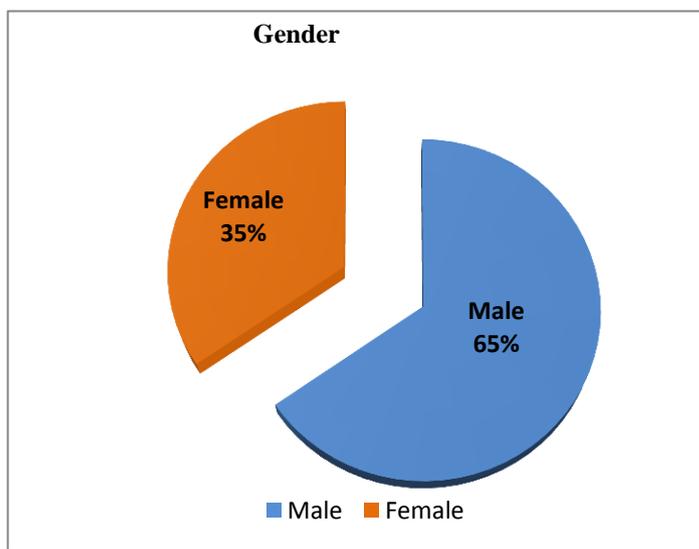


Figure 1.1: Gender Distribution of Sample

It was observed that majority of the respondents in the sample were males with 65% representation whereas female respondents were 35% of the sample. This may represent a bias towards hiring of males in Indian corporate sector.

2. Age Group**Table 2.1: Age Distribution of Sample**

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
< 30 yrs	165	52.9	52.9	52.9
30 to 40 yrs	122	39.1	39.1	92.0
> 40 yrs	25	8.0	8.0	100.0
Total	312	100.0		

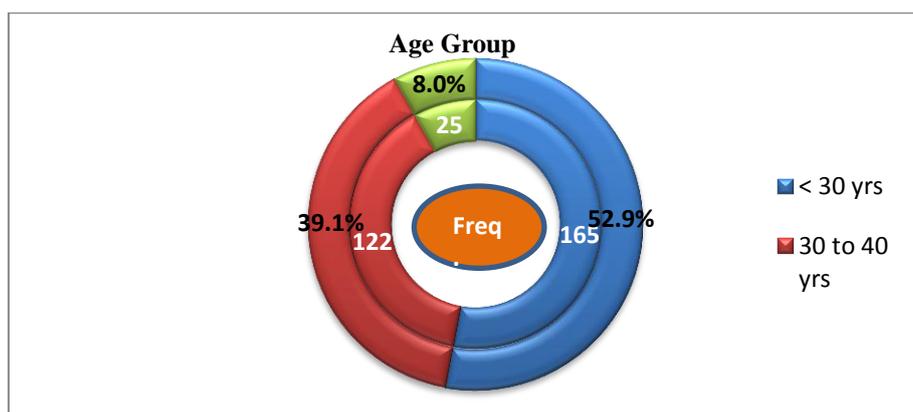


Figure 2.1: Age Distribution of Sample

Comment: It may be observed from the table that 52.9% of the respondents in the sample were in age group of < 30 years, 39.1% were in age group of 30 to 40 years whereas only 8% were in the bracket of more than 40 years of age. It may be observed that the sample consist of a mix of all age groups and majority of the employees are quite young in Indian corporate sector.

3. Experience with the Present Organization

Table 3.1: Experience Distribution of Sample

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
2 to 5 yrs	205	65.7	65.7	65.7
6 to 10 yrs	72	23.1	23.1	88.8
10 yrs and above	35	11.2	11.2	100.0
Total	312	100.0		

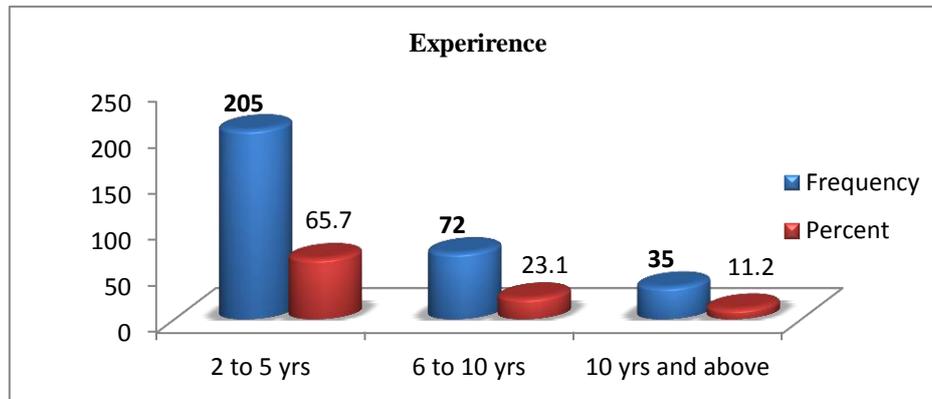


Figure 3.1: Experience Distribution of Sample

Comment: It is evident from the table that 65.7% of the respondents in the sample were having 2 to 5 years of experience with the present organization, 23.1% have 6 to 10 years of experience while 11.2% respondents were having experience of more than 10 years. It is clear that the observed sample represents a mix of medium term and long term experiences of employees.

Since the objective is to find out the association between two categories of variables, it is accomplished by applying Chi Square Test of Association or Independence between each demographic variable (age, gender, experience of employees) and different categories of talent management practices. In the present study eight talent management practices were identified that were represented through eight factors:

1. Workforce Planning and Talent Acquisition (WPTA)
2. Capability Development and Performance (CDP)
3. Leadership and High Potential Development (LHDP)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)
8. Relationship with Employees (RE)

Each of the above factors was measured by at least four psychographic statements or variables. In total there were 37 variables measuring eight factors. As there are three hypotheses, three different analyses were run to determine the association between age, gender & experience and eight talent management practices factors. In each analysis association is examined between a demographic variable and eight different factors respectively.

1. Age and Talent Management Practices

H₀1: There is no association between Age and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 1.2: Age & Overall Talent Management Practices

Age & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	140.7	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	109.87	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	90.15	16	0.000	Null Rejected
4	Retention Strategy (RS)	115.85	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	166.66	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	105.34	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	116.39	20	0.000	Null Rejected
8	Relationship with Employees (REL)	142.54	20	0.000	Null Rejected

It may be observed from the table that age is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Therefore it is concluded that Age is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various age groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

2. Gender and Talent Management Practices

H₀1: there is no association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 2.2: Gender & Overall Talent Management Practices

Gender & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	81.9	10	0.000	Null Rejected
2	Capability Development and Performance (CDP)	89.8	10	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	42.6	8	0.000	Null Rejected
4	Retention Strategy (RS)	62.5	10	0.000	Null Rejected
5	Compensation and Benefits (CB)	34	8	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	72.8	10	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	23.4	10	0.000	Null Rejected
8	Relationship with Employees (REL)	47.9	10	0.000	Null Rejected

It may be observed from the table that gender is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence, it is concluded that Gender is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of males and females regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

3. Experience of Employees and Talent Management Practices

H₀1: there is no association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 3.2: Experience of Employees & Overall Talent Management Practices

Experience & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	69.89	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	58.46	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	121.78	16	0.000	Null Rejected

4	Retention Strategy (RS)	69.43	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	141.4	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	56.6	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	163.4	20	0.000	Null Rejected
8	Relationship with Employees (REL)	46.5	20	0.000	Null Rejected

It may be observed from the table that experience is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence it is concluded that Experience is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various experience groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

VI. FINDINGS AND CONCLUSIONS

- The analysis reveals that Age is significantly associated with response towards Talent Management Practices followed by the organizations. It inferred that the satisfaction of Talent Management Practices followed by the organizations is different in different age groups.
- Gender is significantly associated with response towards Talent Management Practices followed by the organizations. I.e. Satisfaction of Talent Management Practices followed by the organizations is different in Males and Females.
- Experience is significantly associated with response towards Talent Management Practices followed by the organizations. It shows that Satisfaction of Talent Management Practices followed by the organizations is different in employees belonging to different experience groups.

By analyzing the results we can further investigate proportional difference in the impact of talent management practices on employees of different age groups, gender and experience. The results of the study can help organizations to improve policies related to talent management in order to motivate and maintain their employees and further adopt multiple strategies for different experience and age groups for smooth functioning.

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