



## FACTORS INFLUENCING TALENT MANAGEMENT PRACTICES: A COMPARATIVE STUDY

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### ABSTRACT

*In today's global business environment, talent management becomes one of the important sources of competitive advantage that creates value for all organisations in general and information technology sector in specific. Leaders in present organizations working very hard to attract, hire, develop and retain talent. Because they believe that employees are the only assets that innovate in any organization and innovation is the only path to sustain performance. To nurture the skills, talents of the employees, talent management practices must be continuously reviewed, so that the company can capitalize on its talented employees, find the best fit, and expand into new markets. Thus, management should recognise the factors which influence talent management in the organisation, so as to review them time to time. In this context this research paper examines the perceptions of employees on factors influencing talent management in select information sector units.*

**KEY WORDS:** *Talent Management, Competitive Advantage, Information Technology, sustain, performance.*

### INTRODUCTION

According to **Hitesh Chelawat (2015)** "Talent Management is a set of integrated organizational Human Resource (HR) processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives. Talent management describes the process through which all organizations anticipate their human capital needs and set about meeting them. Decisions about talent management shape the competencies that organizations have and their ultimate success, and from the perspective of individuals, these decisions determine the path and pace of careers. The core of Talent Management is about developing the intrinsic human capacities to learn, think, relate and act".

### FACTORS AFFECTING TALENT MANAGEMENT PRACTICES

On the basis of the literature review the factors affecting talent management practices are:

#### **1. Age, Seniority and level of Education:-**

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 organisation than older employees **Hellman, 1997; Ito et al., (2001)**.

## 2. Salary and Benefits:-

The major causes of attrition identified by some IT companies were again the desire for higher education, marriage/transfer of spouse, salary, or when expectation of going on-site abroad is not met. In BPO industry staff satisfaction is always in proportion with money received and it shows quickly compared to other industries. This is one of the major reasons why attrition levels high in the BPO's **Feldman (2000)**. A study carried by **Mwangi (2009)** revealed that poor remuneration and reward schemes would have contributed to loss of talent.

## 3. Working Environment:-

A study of Nation Media Group by **Mwangi (2009)** revealed that the respondents cited lack of space in the organization. Congestion in the offices, sharing of desks and other resources were some of disabling environmental factors. Very few respondents revealed that they had adequate working space. Some of the respondents said that lighting and ventilation within the offices is also a problem.

## 4. Succession Planning:-

There are different perspectives about succession planning but almost all of them hold a common root. Some consider it as a process of planning for succession of choosing the next senior team. For other groups, it is an adequate pool of proper talents for in-house recruitment. Some succession planning is a "future-proofed" strategy that enables the organization to grow and perform in the future successfully **Hills (2009)**.

## 5. Training and Development:-

Training is a key retention factor for the talented employees in any organization at any age. **Eisen (2005)** in his study states that training programs available to all employees correlate with a 70% increase in employee retention rates whereas career development is the accumulation and cultivation of skills and knowledge that enable a professional to advance or grow in the field of his or her choice. Offering a higher salary is not the only important factor motivating talented employees working with an organization but other kinds of motivation such as career path, career development, and open communication are important factors as well.

## 6. Organization Culture:-

Organizational culture has a substantial effect on whether talent management activities will succeed and contribute to improving results. It is the central to an organization's ability to manage its knowledge more effectively **Davenport et al (1998)** and **Delong (1997)**. There are three components of organization culture i.e. vision and goals **Leonard (1995)**, trust **Von (1998)** and

the social networks **Leonards and Sensiper (1998)**. The organization culture contributes to the individual's level to commitment and motivation in the organization.

## 7. Organizational Commitment:-

Organizational commitment of an individual is his/her psychological attachment to their organization. In fact it can make or break the bottom line. Employees who are most committed perform 20% better and are 87% less likely to resign **Lockwood (2006)**. **Steers (1977)** in his study said that the more committed an employee is, the less of a desire they have to terminate from the organization. These "highly committed" employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment.

## 8. Job Security:-

Increasing numbers of organizations mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their staff from leaving or going to work for other companies.

## 9. Job Flexibility:-

Work practice that allows the employees a certain degree of freedom in deciding how the work will be done and how they will coordinate their schedules with those of other employees. Job flexibility is vital for retaining employees of any age Boomer. Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities **Cunningham(2002)** & **Pleffer (2007)**.

## 10. Job Satisfaction:-

A positive and favorable attitude towards the job indicates the job satisfaction. A study on employee engagement and business success showed that employees who were extremely satisfied at work were four times more likely than the employees who are dissatisfied **Lockwood et al (2006)**.

## 11. Identify and Differentiate Talented Employees:-

According to **Smithers and Walkers (2000)** responsibility, recognition and a sense of achievement in work, self-respect and recognition by others are those factors which are having a positive influence on motivation and the productivity levels can be improved as employee motivation or desire to perform is the foundation of productivity improvement **Huysamen (1999)**.

## 12. Meaningful and Challenging work:-

Challenging and meaningful work in any organization requires the application of various skills, self-control and participation in the important issues of the organization. Provides meaningful and challenging work refers to ensures that subordinates are able to link their individual contribution to organizational and divisional strategic direction. Senior management must actively create opportunities for employees to be engaged in work that is challenging Oehley (2007).

## 13. Leadership:-

Leadership can be described as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Leadership is the ability of a superior to influence the behaviour of his/her subordinates and persuades them to follow a particular course of action **Van (1982)**.The leaders' role also encompasses communicating the talent management philosophy companywide and knowing the industry competition. .

## 14. Communication:-

Studies have indicated that effective communications improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect the employee's interest **Gopinath and Becker (2000)**.

## 15.Superior-Subordinate Relationship:-

Employee development programs cannot exist without a culture that supports them. Any effective program must have strong support from people in senior management positions, and these people must also serve as positive role models to subordinates **Zenger et al (2000)**.

## OBJECTIVES OF THE STUDY

- ♦ To examine the talent management practices in the select units.
- ♦ To examine the factors influencing talent management practices in select units.

- ♦ To correlate the demographic factors with the perceptions of employees regarding factors influencing talent management practices.
- ♦ To put forth certain suggestions and conclusions based the findings that have been arrived.

## HYPOTHESES

**H<sub>01</sub>** There is no association between Education and the perceptions of employees regarding factors influencing talent management.

**H<sub>02</sub>** There is no association between Experience and the perceptions of employees regarding factors influencing talent management.

## RESEARCH METHODOLOGY

To fulfill the aforesaid objectives the data have been collected from two sources i.e. primary and secondary sources. The secondary data were collected from various journals, periodicals, magazines, books and unpublished documents. The primary data were collected directly from the sample respondents with pre - designed and tested questionnaire.

## Research Approach:-

A quantitative approach was followed in this exploratory study. The primary data were collected by using the questionnaire. Results were presented by means of descriptive group statistics and correlations.

## Research Method:-

The participants selected for this study are employees of Sun KPO and Trubyte Software Solutions working in Hyderabad branch of Telangana. The participants are selected using convenience sampling method. Total 280 questionnaires have been distributed in each organisation. The resultant response rate of useable questionnaires was 89.18%. Thus total 250 questionnaires from each organisation are considered for the study.

## DATA ANALYSIS AND RESULTS

Initially, the factor structuring of the scale items have been identified using the principal components analysis for the extraction of the principal components. Further using Kaiser-Meyer-Olkin Measure of Sampling Adequacy test we have tested the measure of sampling Adequacy which are .727 and .523 revealing that, there is significant degree of correlation among variables.

**Table - 1: KMO and Bartlett's Test**

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		<b>Sun KPO</b>	<b>Trubyte</b>
		.727	.523
Bartlett's Test of Sphericity	Approx. Chi-Square	2758.418	1332.079
	df	105	105
	Sig.	.000	.000

(Source: Primary Data)

Initial communalities are estimates of the variance in each variable accounted for, by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for the factors (or

components) in the factor solution. Following table -2 gives the details of communalities of Talent Management Outcomes.

**Table- 2: communalities**

<b>Communalities</b>			
	<b>Initial</b>	<b>Sun KPO</b>	<b>Trubyte</b>
		<b>Extraction</b>	<b>Extraction</b>
Age, Seniority and level of Education	1.000	.879	.826
Salary and Benefits	1.000	.888	.788
Working Environment	1.000	<b>.951</b>	.859
Succession Planning	1.000	.898	.825
Training and Development	1.000	.757	.691
Organization Culture	1.000	.870	.839
Organizational Commitment	1.000	.860	.646
Job Security	1.000	.640	.846
Job Flexibility	1.000	.693	.626
Job Satisfaction	1.000	.780	.832
Identify and Differentiate Talented Employees	1.000	.767	<b>.875</b>
Meaningful and Challenging work	1.000	.696	.666
Leadership	1.000	.655	.606
Communication	1.000	<b>.434</b>	.584
Superior- Subordinate Relationship	1.000	.666	<b>.436</b>
Extraction Method: Principal Component Analysis.			

(Source: Primary Data)

The above **table-2** shows the communalities of extraction. Principal component analysis works on the initial assumption that all variances are common; therefore in the initial the communalities all are 1. The communalities in the column labelled extraction reflect the common variance in the data structure. Working Environment associated with 95.1 per cent in Sun KPO and Identify and Differentiate Talented Employees associated with 87.5 per cent of variance recorded in Trubyte is common or shared variance. Another way to look at these communalities is in terms of the proportion of variance explained by the underlying factors. To know about the exact level of variance among variables is initially assumed as all communalities are '1'. Then found the differentiated values for each variable. Age, Seniority and level of Education 87.9 per cent in Sun KPO and 82.6 per cent in Trubyte, Salary and Benefits 88.8 per cent in Sun KPO and 78.8 per cent in Trubyte, Working Environment 95.1 per cent in Sun KPO and 85.9 per cent in Trubyte, Succession Planning 89.8 per cent in Sun KPO and 82.5 per cent in Trubyte, Training and Development 75.7 per cent

in Sun KPO and 69.1 per cent in Trubyte, Organization Culture 87.0 per cent in Sun KPO and 83.9 per cent in Trubyte, Organizational Commitment 86.0 per cent in Sun KPO and 64.6 per cent in Trubyte, Job Security 64.0 per cent in Sun KPO and 84.6 per cent in Trubyte, Job Flexibility 69.3 per cent in Sun KPO and 62.6 per cent in Trubyte, Job Satisfaction 78.0 per cent in Sun KPO and 83.2 per cent in Trubyte, Identify and Differentiate Talented Employees 76.7 per cent in Sun KPO and 87.5 per cent in Trubyte, Meaningful and Challenging work 69.6 per cent in Sun KPO and 66.6 per cent in Trubyte, Leadership 65.5 per cent in Sun KPO and 60.6 per cent in Trubyte, Communication 43.4 per cent in Sun KPO and 58.4 per cent in Trubyte, Superior- Subordinate Relationship 66.6 per cent in Sun KPO and 43.6 per cent in Trubyte. These indicate the variance in structure. It will show in detail in the following table-3 and table-4. Communication in Sun KPO and Superior- Subordinate Relationship in Trubyte communality value is less than .5 so it is not considered for further study.

**Table-3: Total Variance Explained in Sun KPO**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.761	38.408	38.408	5.761	38.408	38.408	4.707
2	1.888	12.585	50.993	1.888	12.585	50.993	1.867
3	1.489	9.924	60.917	1.489	9.924	60.917	3.203
4	1.278	8.519	69.436	1.278	8.519	69.436	3.295
5	1.020	6.800	76.236	1.020	6.800	76.236	1.643
6	.783	5.223	81.458				
7	.697	4.645	86.103				
8	.633	4.221	90.324				
9	.408	2.718	93.042				
10	.386	2.570	95.612				
11	.248	1.653	97.265				
12	.180	1.200	98.465				
13	.123	.820	99.285				
14	.085	.567	99.853				
15	.022	.147	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

(Source: Primary Data)

**Table-3** shows the Eigen values associated with each factor represent the variance explained by that particular linear component and also display the Eigen value in terms of the percentage of variance explained so factor 1 explains 38.408 % of total variance; It should be clear that the this factor explain relatively large amount of variance then followed by the second factor with

percentage 12.585, third factor with percentage 9.924, fourth factor with percentage 8.519 and finally fifth factor with percentage 6.800. Therefore there are five factors extracted among all with Eigen value greater than 1. About total variance of factors when we observe Eigen values, five factors got large variance and the remaining factors are varied but shown as very negligible.

**Table-4: Total Variance Explained in Trubyte**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.991	19.939	19.939	2.991	19.939	19.939	2.331
2	2.235	14.902	34.841	2.235	14.902	34.841	1.970
3	1.652	11.011	45.852	1.652	11.011	45.852	1.874
4	1.538	10.255	56.108	1.538	10.255	56.108	2.194
5	1.404	9.361	65.468	1.404	9.361	65.468	1.816
6	1.125	7.502	72.970	1.125	7.502	72.970	1.470
7	.881	5.875	78.846				
8	.752	5.014	83.859				
9	.657	4.380	88.239				
10	.563	3.756	91.995				
11	.355	2.366	94.361				
12	.270	1.802	96.163				
13	.246	1.640	97.803				
14	.181	1.206	99.009				
15	.149	.991	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

(Source: Primary Data)

Table-4 shows the Eigen values associated with each factor represent the variance explained by that particular linear component and also display the Eigen value in terms of the percentage of variance explained so factor 1 explains 19.939 % of total variance; It should be clear that the this factor explain relatively large amount of variance then followed by the second factor with percentage 14.902, third factor with percentage 11.011,

fourth factor with percentage 10.255 fifth factor with percentage 9.361 and finally sixth factor with percentage 7.502. Therefore there are six factors extracted among all with Eigen value greater than 1. About total variance of factors when we observe Eigen values, six factors got large variance and the remaining factors are varied but shown as very negligible.

**Table – 5: Factor Analysis in Sun KPO**

	Component				
	1	2	3	4	5
Working Environment	.973				
Salary and Benefits	.928				
Age, Seniority and level of Education	.912				
Succession Planning	.891				
Job Satisfaction		.876			
Identify and Differentiate Talented Employees		.873			
Leadership			.790		
Meaningful and Challenging work			.788		
Job Flexibility			.507		
Organization Culture				.925	
Organizational Commitment				.905	
Training and Development				.729	
Superior- Subordinate Relationship					.768
Job Security					.582
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.					

(Source: Primary Data)

Table: 5 show the Rotated Component Matrix. On the basis of Varimax rotation with Kaiser Normalization, four factors emerged. These factors are constituted of all those variables that have factor loadings greater than 0.5. Thus, the first factor in Sun KPO consists four dimensions like Working Environment, Salary and Benefits, Age, Seniority and level of Education, Succession Planning these four variables are combined together to get one factor and it is conceptualized as “Factor 1”. Further for the second component there are two dimensions like Job Satisfaction, Identify and Differentiate Talented Employees dimensions combined together to get one factor extracted and it is conceptualized as “Factor 2”. For third component there are three dimensions in which the values are greater than the remaining dimension values thus

these three dimensions like Leadership, Meaningful and Challenging work, Job Flexibility are combined together to get one factor extracted and it is conceptualized as “Factor 3”. For fourth component there are three dimensions in which the values are greater than the remaining dimension values thus these three dimensions like Organization Culture, Organizational Commitment, Training and Development are combined together to get one factor extracted and it is conceptualized as “Factor 4”. For fifth component there are two dimensions in which the values are greater than the remaining dimension values thus these two dimensions like Superior-Subordinate Relationship, Job Security are combined together to get one factor extracted and it is conceptualized as “Factor 5”

**Table – 6: Factor Analysis in Trubyte**

	Component					
	1	2	3	4	5	6
Meaningful and Challenging work	.763					
Job Flexibility	.729					
Leadership	.674					
Communication	.671					
Identify and Differentiate Talented Employees		.933				
Job Satisfaction		.910				
Organization Culture			-.844			
Working Environment			.806			
Training and Development				.823		
Organizational Commitment				.788		
Job Security					-.906	
Age, Seniority and level of Education					-.602	
Succession Planning					.565	
Salary and Benefits						.873
Extraction Method: Principal Component Analysis.						
Rotation Method: Oblimin with Kaiser Normalization.						

(Source: Primary Data)

**Table: 6** show the Rotated Component Matrix. On the basis of Varimax rotation with Kaiser Normalization, four factors emerged. These factors are constituted of all those variables that have factor loadings greater than 0.5. Thus, the first factor in Trubyte consists four dimensions like Meaningful and Challenging work, Job Flexibility, Leadership, Communication these four variables are combined together to get one factor and it is conceptualized as “Factor 1. Further for the second component there are two dimensions like Job Satisfaction, Identify and Differentiate Talented Employees dimensions combined together to get one factor extracted and it is conceptualized as “Factor 2”. For third component there are two dimensions in which the values are greater than the remaining dimension values thus these two dimensions like Organization Culture, Working

Environment are combined together to get one factor extracted and it is conceptualized as “Factor 3”. For fourth component there are two dimensions in which the values are greater than the remaining dimension values thus these two dimensions like Training and Development, Organizational Commitment are combined together to get one factor extracted and it is conceptualized as “Factor 4”. For fifth component there are three dimensions in which the values are greater than the remaining dimension values thus these three dimensions like Job Security, Age, Seniority and level of Education, Succession Planning are combined together to get one factor extracted and it is conceptualized as “Factor 5”. For sixth component there is one dimension in which the value is greater than the remaining dimension values thus Salary and Benefits is conceptualized as “Factor 6”.

**Table-7:****One-way ANOVA Factors influencing Talent Management by Education of the Employees**

		Sun KPO		Trubyte	
		F	Sig.	F	Sig.
Age, Seniority and level of Education	Between Groups Within Groups Total	2.553	.056	2.888	.036
Salary and Benefits	Between Groups Within Groups Total	4.157	.007	6.998	.000
Working Environment	Between Groups Within Groups Total	5.063	.002	5.930	.001
Succession Planning	Between Groups Within Groups Total	4.163	.007	2.684	.047
Training and Development	Between Groups Within Groups Total	2.155	.094	7.366	.000
Organization Culture	Between Groups Within Groups Total	1.369	.253	6.971	.000
Organizational Commitment	Between Groups Within Groups Total	2.498	.060	3.649	.013
Job Security	Between Groups Within Groups Total	.367	.777	4.978	.002
Job Flexibility	Between Groups Within Groups Total	1.086	.356	1.403	.242
Job Satisfaction	Between Groups Within Groups Total	3.406	.018	2.948	.033
Identify and Differentiate Talented Employees	Between Groups Within Groups Total	2.794	.041	.477	.699
Meaningful and Challenging work	Between Groups Within Groups Total	3.304	.021	.089	.966
Leadership	Between Groups Within Groups Total	.078	.972	.443	.722
Communication	Between Groups Within Groups Total			.074	.974
Superior- Subordinate Relationship	Between Groups	1.446	.230		
	Within Groups				
	Total				

(Source: Primary Data)

The information presented in the above table observed that in Sun KPO H02, H03, H04, H10, H11, H12 (Salary and Benefits, Working Environment, Succession Planning, Job Satisfaction, Identify and Differentiate Talented Employees and Meaningful and Challenging work) are significant at 5% level. It is observed that for H01 (Age, Seniority and level of Education), H05 (Training

and Development), H06 (Organization Culture), H07 (Organizational Commitment), H08 (Job Security), H09 (Job Flexibility), H13 (Leadership), and H15 (Superior-Subordinate Relationship); there is significant difference in perceptions of the employees by Education. Therefore we can conclude that there is influence of the education on the employee's perception on factors influencing talent management.

The information presented in the above table observed that in Trubyte H01, H02, H03, H04, H05, H06, H07, H08, H10 (Age, Seniority and level of Education, Salary and Benefits, Working Environment, Succession Planning, Training and Development, Organization Culture, Organizational Commitment, Job Security, Job Satisfaction) are significant at 5% level. It is observed that for H09 (Job

Flexibility), H11 (Identify and Differentiate Talented Employees), H12 (Meaningful and Challenging work), H13 (Leadership), and H14 (Communication); there is a significant difference in perceptions of the employees by education. Therefore we can conclude that there is an influence of the education on the employee's perception on factors influencing talent management.

**Table-8:**  
**One-way ANOVA Factors influencing Talent Management by Experience of the Employees**

		Sun KPO		Trubyte	
		F	Sig.	F	Sig.
Age, Seniority and level of Education	Between Groups Within Groups Total	5.497	.000	2.176	.072
Salary and Benefits	Between Groups Within Groups Total	4.596	.001	6.712	.000
Working Environment	Between Groups Within Groups Total	3.698	.006	5.918	.000
Succession Planning	Between Groups Within Groups Total	2.287	.061	7.696	.000
Training and Development	Between Groups Within Groups Total	3.119	.016	5.577	.000
Organization Culture	Between Groups Within Groups Total	1.993	.096	1.431	.224
Organizational Commitment	Between Groups Within Groups Total	5.972	.000	1.294	.273
Job Security	Between Groups Within Groups Total	1.135	.341	10.794	.000
Job Flexibility	Between Groups Within Groups Total	1.498	.203	2.814	.026
Job Satisfaction	Between Groups Within Groups Total	4.999	.001	1.335	.257
Identify and Differentiate Talented Employees	Between Groups Within Groups Total	4.060	.003	.784	.536
Meaningful and Challenging work	Between Groups Within Groups Total	1.320	.263	1.311	.266
Leadership	Between Groups Within Groups Total	.811	.519	4.021	.004
Communication	Between Groups Within Groups Total			3.289	.012
Superior- Subordinate Relationship	Between Groups Within Groups Total	.261	.903		

(Source: Primary Data)

The information presented in the above table observed that in Sun KPO H01, H02, H03, H05, H07, H10, H11 (Age, Seniority and level of Education, Salary and Benefits, Working Environment, Training and Development, Organizational Commitment, Job Satisfaction, Identify and Differentiate Talented Employees) are significant at 5% level. It is observed that for H04 (Succession Planning), H06 (Organization Culture), H08 (Job Security), H09 (Job Flexibility), H12 (Meaningful and Challenging work), H13 (Leadership), and H15 (Superior- Subordinate Relationship); there is a significant difference in perceptions of the employees by experience. Therefore we can conclude that there is an influence of the experience on the employee's perception on factors influencing talent management.

The information presented in the above table observed that in Trubytes H02, H03, H04, H05, H08, H09, H13, H14 (Salary and Benefits, Working Environment, Succession Planning, Training and Development, Job Security, Job Flexibility, Leadership, Communication) are significant at 5% level. It is observed that for H01 (Age, Seniority and level of Education), H06 (Organization Culture), H07 (Organizational Commitment), H10 (Job Satisfaction), H11 (Identify and Differentiate Talented Employees), H12 (Meaningful and Challenging work); there is no significant difference in perceptions of the employees by experience. Therefore we can conclude that there is no influence of the experience on the employee's perception on factors influencing talent management.

### FINDINGS OF THE STUDY

- ✦ In both the organisations KMO values are significant so sample size is adequate.
- ✦ Bartlett's test is highly significant ( $p < 0.001$ ), therefore the factor analysis is appropriate.
- ✦ Majority values in the communalities extraction are more than .6, so system generated components can be appropriate.
- ✦ Total 14 factors influencing Talent management found to be significant in Sun KPO and in Trubyte as per employee perceptions.
- ✦ Employee's perceptions are significantly influenced by the education of the respondents in Sun KPO and in Trubyte.
- ✦ Employee's perceptions are significantly influenced by the experience of the respondents in Sun KPO and in Trubyte.

### SUGGESTIONS

- ✓ In both the organisation employees have less awareness regarding factors influencing talent management. Therefore, organisation has to conduct awareness programs with this regard.

- ✓ In both the organisations employee perceptions are significantly influenced by the education of the employees. It implies that highly educated employees are able to understand the complexity and importance of talent management, but less educated employees not able to do so. Thus, organisation should make sure that less educated employees will get good knowledge of talent management.
- ✓ In both the organisations employee perceptions are significantly influenced by the experience of the employees. The reason could be highly experienced employees are in the same environment in the longer period of time and not ready to practice new ideas. Therefore, organisation should be making sure that senior employees are involved in the change process and not to lose experience due to new practices.

### CONCLUSION

The research is conducted to identify the factors influencing talent management in Sun KPO and Trubyte. The research concluded that in both the organisations 14 factors are significantly influencing talent management. It is also found that working environment, salary and benefits are highly sensitive to the demographical variables. Therefore, organisations have to adopt multiple strategies for different educational as well as experience groups so as to ensure smooth functioning.

### Scope for further research:-

The present study is limited to Sun KPO and Trubyte, Hyderabad of Telangana. Selecting organisations with different demographical backgrounds will give better picture of Information Technology sector. Present study covered two demographical factors (Education and Experience only); in future researcher can involve more number of demographical factors. The present study covered 250 employees from each organisation; in future researcher can involve more number of employees to yield good results.

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