



ANALYSIS THE EMPLOYEES LEVEL OF PERCEPTION TOWARDS THE TALENT MANAGEMENT PRACTICES APPLIED IN EMPLOYEE TRAINING PROGRAMME AMONG SELECTED IT COMPANIES IN BANGALORE

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ABSTRACT

Talent management practices play a significant role in developing and retaining talented employees in organizations. The present study focuses on the talent management practices prevailing in the Information Technology (IT) industry in Bangalore. The study emphasizes the importance of effective strategies for improving organizational performance and employee retention. It highlights how organizations identify and nurture employees' hidden talents and competencies. Effective talent management practices also contribute to employee development and career growth. The study suggests that proper talent management helps reduce labour attrition in IT companies. The research identifies various factors influencing talent retention and organizational effectiveness. Data for the study were collected using a well-designed and structured questionnaire. A qualitative research approach was adopted for data collection and analysis. The findings indicate that IT companies in Bangalore follow effective talent management practices. The results show that these practices positively influence employee satisfaction and performance. Talent management practices also improve service delivery and enhance corporate image. The study reveals a strong relationship between employees' skills, competencies, and talent retention. The research area was selected because Bangalore is a major hub for IT industries.

Keywords: *Information Technology (IT) companies, Talent Management Practices and Employee Training Programme*

I. INTRODUCTION

The most effective techniques of talent management have distinctive impact on organizational performance. Talent management is a new phase of human resource management principle. The talent management functions compose not just about acquisition and retention of the right people at the appropriate place, but it also extends to strategic advancement to sustaining and enabling them in the direction of being competitive. Talent management entails the process of drawing in, selecting, advancing and retaining highly skilled and knowledgeable employees in the organization. Talent management also concentrates on the scarcity of the talents in the upcoming future. In the present competitive environment, the primary concern of Talent management is to build an organizationally feasible achievement through strategically making use of personnel and intellectual practices to construct a skilled and dedicated workforce.

II. STATEMENT OF THE PROBLEM

Information Technology (IT) industries need to prove their expertise and qualitative service in the cut-throat competitive market. For this reason, talent management is a vital factor. Qualitative service and existence of the business is primarily dependent on efficiency as well as effectiveness of talent management. This research study will target on the Talent Management strategies, policies and techniques adopted for the employees of IT industry in Bangalore City. This study will be tremendously important and it will open out numerous facets of Talent Management relate to develop the capabilities of employees. Talent Management practices and policies are being employed at the primary phase in various service sector companies. In this specific contest no agency or organization has actually done any research work on this aspect. The researcher will attempt to learn about some unanswered and unrefined research areas through this research project. With respect to the above mentioned explanation, this study will certainly contribute the benefit of the result and its suggestion for improving the efficiency of employees and overall growth of the selected IT companies.

III. OBJECTIVE OF THE STUDY

The overall objective of the study is to “Analysis the Employees Level of Perception towards the Talent Management Practices Applied in Employee Training Programme among Selected IT Companies in Bangalore”.

The main objectives of the research are as follows:

- To analysis the demographic profile of the selected IT sector employees in Bangalore.
- To examine the employees level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.
- To offer suitable suggestions to improve the talent management practices adopted by IT industries in Bangalore.

IV. HYPOTHESIS OF THE STUDY

H₀: There is no significant relationship between demographic factors of the employees and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

V. RESEARCH METHODOLOGY AND RESEARCH DESIGN

5.1 Sources of data

The current study is descriptive in nature. The study is focused on employees level of perception towards the talent management practices applied in employee training programme among selected it

companies in Bangalore. In this study two types of data have been used. There are primary data and secondary data. Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source.

The study mainly based on primary data. There are several methods of collecting primary data like interview, observation, case studies and so on. The primary data was collected by the employees from working in IT sector in Bangalore through a well designed questionnaire.

5.2 Sample Selected for the Study

The study is to determine the employees level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. The sample of employees have been selected on the basis of Information Technology industries of Bangalore by concentrating on leading and reputable five selected IT companies taken in to study such as Tata Consulting Services (TCS), Cognizant Technology Solutions, Infosys Technologies, Wipro Limited and Hewlett-Packard (HP). From the above mentioned 200 employees were selected for the study by adopting the method of Non – probability purposive sampling technique.

5.3 Statistical Tools

The primary data collected from the employees were analyzed and presented in the form of tables are used. The entire statistical test in this study was carried out at 5% and 1% level of significance. In this present study the following statistical tools are used i.e., Descriptive Analysis and Chi – square test.

VI. LIMITATIONS OF THE STUDY

- 1) The research study is limited to Bangalore. The research findings may not generalize to other area.
- 2) Totally 200 samples were taken under a purposive sampling method. The result may not generalize to the total population.
- 3) The employees' views and opinions may hold good for the time being and may vary in future.
- 4) Prejudice of some of the internet users may mislead the survey

VII. REVIEW OF LITERATURE

Many researchers have been conducted to analyze the various aspects of talent management practices applied in employee training programme in various sectors in India and abroad. But there are very few research and literature available on the subject related to apply in employee training programme among selected IT companies. The available literatures are as follows.

Mohammad Helal Uddin Akanda, et. al., (2021)¹ The value of talent workers, talent management and talent retention which is an integral part of every organization, has increased in the increasing economic circumstances of the world. Therefore, the goal of this study is to promote a conceptual model that describes the relationship between talent management and talent retention. The study will be used to accumulate empirical literature from numerous online database sources such as Google Scholars, Springer Link, Wiley, Science, EBSCO HOST, etc., The review findings of the study implied that various activities and survival of talented employees influence the future of a company. The study also found that the retention of employees is major challenges that many organizations face since there is a luxury of choice for talented candidates in the global job skills market. Consequently, there is a shortage of research focusing only on banking industry. The proposed conceptual model showcases the substantial effect of working environment and other dimensions of talent management and its effect on employee retention in banking industry.

Dhan Raj Chalise (2021)² This research paper describes about various barriers for organizational change management in hotel sectors of Nepal which can help them gain a deep root in the Nepalese market. Hotels sectors of Nepal are affected by number of factors that influence organizational performance. Therefore, this research attempts to analyse the factors influencing organizational performance in hotel sector of Nepal. The study of hotel sector is done with the help of a self-structured questionnaire and most of the data are from primary sources. To justify the analyzed results, researcher has employed quantitative research design and SPSS software for data analysis. Hotel sector in Nepal needs new plan and strategies for achieving success in this downtrend economy caused by global pandemic. So, hotel sector has to identify barriers of organizational change management to act accordingly. Hotel sector being the backbone of national GDP has to recover fast from crises for development of country. This research aims to favour Nepalese hotel sector to identify and adopt such changes.

Jothi and Savarimuthu (2022)³ The scope of this article is to make sure what is meant by Talent Trends in Talent Management. It comprises of talent trends, trends to HR, trends for HR teams and leaders, newly emerging talent management trend, and changes required to be in talent trend. As new innovations in technology occur at rapid speed, the potential for absolute transformation in the workplace might seem a bewildering prospect. HR managers need to be flexible in adapting to new situations at all the times, and keeping on par with emerging trends. There is a steady drift in the direction of a more foundational, data-centric approach that generates insights from organizational, team, and individual perspectives and allows for a measured approach to talent that is tightly linked to business outcomes. The data gathered during the hiring process can be used to help create a personalized development program when the candidate is actually hired.

Jibril and Yesiltas (2022)⁴ In this study, the researchers have tested the impact of talent management practices on gaining Sustainable Competitive Advantage (SCA) in five-star hotels located in the TRNC (Turkish Republic of Northern Cyprus) and also the moderating effect of employee satisfaction. The researchers have used bootstrapping, Mplus and SPSS to conduct an analysis with the help of primary data from 368 employees from 14 five-star hotels located in North Cyprus. The test results revealed that talent development practices had no impact on the hotels' SCA, whereas talent practices such as identify, engage, manage performance and retain had a substantial and beneficial influence on the hotels' SCA. In order to get a better understanding of the organizational limits of talent management policies, it is essential to further examine the perspectives of employers, both hotel owners and top managers. In future, the research may expand the sample and include three- and four-star hotels as well.

Magdalena M. Stuss (2022)⁵ The aim of the study is the identification of Talent Management programs in selected global enterprises. A systematic review of literature along with multiple case studies was applied in the research methodology. The selection of cases was conducted on the grounds of a subjective evaluation of the programs of TM and the assumptions of the search for a variety of solutions. In future this adaptation in methodology of research may facilitate the development of a proposition of good practices for talent management. The research undertook implied that various business models and accepted activities by enterprises fail to keep up with the existing requirements of talent management in the organizations. There are no standardized role models for the concept of talent and the process of TM. Multiple entities implement TM procedures on an intuitive basis.

Rhodrick Musakuro (2022)⁶ Organizations utilize talent management as one integrated method to attract and retain staff, resulting in long-term competitive advantage. However, it has emerged that higher education institutions (HEIs) in South Africa (SA) are experiencing talent management challenges. The study aimed to establish talent management practices that are poorly managed in a

selected SA HEI and further recommend ways to improve talent management practices leading to sustainable competitive advantage. The study was carried out using mixed methods within the interpretive and positivist research paradigms. This study interviewed 7 non-academic staff using purposive sampling; questionnaires were randomly distributed to 153 academic staff working at one selected HEI. Results of the study indicate shortcomings in workforce planning, succession planning, and performance management. It became clear that these three talent management functions were poorly managed by the HEI. This study further recommended ways to improve talent management practices that should significantly lead to the sustainable competitive advantage of the institution.

Mohammed I.F. Dawwas (2022)⁷ The purpose of this paper is to investigate the influence of Talent management practices (Talent Acquisition, Talent Development, and Talent Retention), and Employee Engagement through mediation role of Organizational Justice in Al-Shifa hospital, European, Nasar hospital. Quantitative data were collected from Al-Shifa hospital, European, Nasar hospital; AMOS software (version 24) was used in testing the relationship, as well as testing the mediating effect of Organizational Justice. The results revealed support for the mediating role of Organizational Justice on the relationship between Talent management practices (Talent Acquisition, Talent Development and Talent Retention), and Employee Engagement. Policymakers and executives at three Palestinian public hospitals in Gaza should think about how to successfully embrace and execute Talent management practices that might promote and improve workers' perceptions of organizational justice. The health industry may improve employee engagement and increase organizational commitment, job satisfaction and minimize turnover by adopting and implementing these strategies. This study contributes to the understanding of the relationship between Talent management and Employee Engagement by clarifying a pathway between these variables. This study also generalizes consistent findings on the Talent management practices and Employee Engagement relationship to a different discipline and context, i.e. health sector. This study adds to the domain of Human resource management by Organizational Justice as a mediator between Talent management practices (Talent Acquisition, Talent Development and Talent Retention), and with work outcomes (Employee Engagement) in the middle east.

Elma S. Groenewald, et al., (2024)⁸ This systematic review delves into the complexities of talent management, emphasizing its multifaceted nature and strategic importance for organizational success. Through an exhaustive examination of existing literature, the review identifies key dimensions of talent management, challenges in talent identification and assessment, the criticality of talent retention, and emerging trends shaping the future of talent management practices. Traditional metrics and assessment methods often fall short in capturing the diverse skill sets demanded by modern workplaces, highlighting the need for innovative approaches and technology integration. Moreover, high turnover rates and intense competition for skilled professionals underscore the urgency of proactive retention strategies, including fostering a conducive work environment and providing opportunities for career advancement. Looking ahead, the review identifies the increasing integration of digital technologies, emphasis on diversity and inclusion, and impact of the gig economy and remote work arrangements as pivotal trends shaping the future landscape of talent management. This study provides valuable insights for practitioners and scholars, guiding organizations in effectively navigating the complexities of talent management in the 21st century.

Aljbour, Amro, Ali, Muhammad and French, Erica (2024)⁹ Talent management can provide an organization with a competitive advantage. However, little is known about how human resource practices pertaining to talent management drive positive outcomes. Drawing on social exchange theory, this study investigates the effect of talent management practices usage on employee commitment and intention to leave. Integrating social exchange theory and the theory of met

expectations facilitated predicting the mediating role of perceived career growth in the talent management practices usage-employee outcomes relationship. Data were collected using a survey from 268 employees from eight organizations from the financial and services industries in Jordan. Talent management practices usage has a significant direct positive effect on employee commitment but no direct effect on employees' intention to leave. Further, there is pioneering evidence that perceived career growth mediates the following relationships: talent management practices usage and commitment; and talent management practices usage and intention to leave. The study provides unprecedented evidence of the effect of TM practices usage on employee outcomes and the role of perceived career growth in the TM practices usage-employee outcomes relationship from an underexplored context of Jordan. Our research results contribute to theory development in TM by supporting, extending and integrating social exchange theory and the theory of met expectations.

Amro Aljbour, Erica French and Muhammad Ali (2025)¹⁰ Talent management involves the systematic planning, acquisition, development, performance management, engagement, and retention of employees identified as "talent." Little is known about the relationship between organizations' talent perspectives and talent management practices. This paper addresses this gap by conducting in- depth semi structured interviews with 33 talent managers and executives from 26 organizations across financial, industrial and services industries in Jordan. Using an adductive thematic analysis process, based on the literature and interview data, three major themes were identified (i) talent perspectives (ii) talent management practices, and (iii) the relationship between talent perspectives and talent management practices. Moreover, through this process, seven continua of talent perspectives and six areas of talent management practices were identified as subthemes to the first two major themes. The analysis produced new themes including structures of TM practices, factors that change the nature of the relationship between talent perspectives and TM practices and contextual factors in Jordan. We found that embracing a specific talent perspective leads to a greater focus on talent management practices and influences the way practices are designed. Moreover, biases toward individuals' identities, maturity of the organization, organizational strategy, and personality of talent managers and executives can change the nature of the relationship between talent perspectives and talent management practices. We propose three approaches to talent management: the pragmatic approach, personality approach, and scarcity- based approach. Three propositions were provided to hypothesize various combinations of talent perspectives, TM practices, and structures of TM practices. We also discuss future research directions and practical implications of the findings.

VIII. RESULTS AND DISCUSSIONS

8.1 DESCRIPTIVE ANALYSIS

One of the most used statistical tools is descriptive analysis which is majorly used in analysis and interpretation of primary data. It refers to the number of employees response to a pointed question in percentage arrived from the total population chosen for the study.

It is a most easy form of analysis and is very simple to understand the result of the research. It is commonly used by commercial research organizations and pictorially presented with table.

8.1.1 Gender

The present trend emphasizes granting women equal status and significance in society, while encouraging them to undertake challenging and responsible roles beyond the home. Consequently, women are increasingly matching men across various fields of life. Therefore, it becomes essential to consider gender as a variable in any research. For this purpose, gender has been categorized into two groups: male and female..

The table 1 identifies that out of all the employees taken for the study, in this regard gender-wise classification of employees it was found that out of the 200 employees, 107 (53.70 per cent) were male employees and the remaining 93 (46.30 per cent) were female. Hence, in the current study a majority 53.70 per cent of the employees were male in the study area.

8.1.2 Age

Age is an important variable used for measuring an employee's maturity which in turn has a direct bearing on his/her dealings with the industry as employees gain knowledge, skill, experience, risk taking ability etc with the advancement of age. Moreover the age wise classification is exhibited in the Table 1. Youngsters are considered to be modern, dynamic and energetic. Moreover the matured persons are much more experience in their routine life and daily activities. Hence they will have greater interest in adopting talent management.

Table 1 reveals that, the age of the employees shows that the highest number of the employees have age group from 25 years to 30 years with 25.64 per cent, the second highest number of the employees are coming under the age group from 31 years to 35 years with 21.68 per cent, then third highest number of the employees are below 25 years with 20.28 per cent, the fourth number of the IT people or employees from 36 years to 40 years with 18.49 per cent and fifth or last number of the employees are above 40 years with 13.90 per cent.

It may be noticed that, highest numbers of the employees are from 25 years to 30 years of the age group with 25.64 per cent. Hence it is stated that this age cluster dominates as well as guide the other age groups to adopt the talent management practices in IT sector.

8.1.3 Educational Qualification

Education has a major role and helps to adapt modern principles and techniques. For this concern, the educational status of the employees is divided into five groups such as SSLC / HSC, Diploma, Under Graduate, Post Graduate Professionals and Others. Education plays a vital role in improving the knowledge, attitude, tendency and temperament of the employees.

Table 1 discloses that, 30.48 per cent of the employees comes under graduates, 22.19 per cent of the employees educational qualification at diploma, 20.28 per cent of the employees are qualified post graduates, 15.31 per cent of the IT employees are 'others' like professional degree holders otherwise certificate course only completed people and remaining 11.73 per cent of the employees are SSLC / HSC or school level.

Hence, it is stated that the more number of the employees are under graduates which is more sufficient to properly or effectively handling the practices of talent management among IT sector employees.

8.1.4 Monthly Income

Monthly income is important for all human beings because income is essential for day to day life. Individuals have to spend their hard-earned money on different products and services. In this study, the income has been studied closely to see its relationship with IT industries. The employees' income was studied under five different categories. For this purpose the monthly income level of employees are classified into five levels namely, Less than ₹25,000, ₹25,001 to ₹50,000, ₹50,001 to ₹75,000, ₹75,001 to ₹1,00,000 and Above ₹1,00,000.

Table 1 clearly states that, the monthly income of the employees at various levels did vary. It was obvious from the table 26.53 per cent of the employees earned an income between ₹50,001 to ₹75,000, whereas ₹75,001 to ₹1,00,000 was earned by 25.77 per cent of the employees per month, followed by 20.41 per cent and 13.78 per cent of the employees who had an income between ₹25,001

to ₹50,000 and Less than ₹25,000 per month respectively. Lastly 13.52 per cent of the employees earned above ₹1,00,000.

Thus the greater part of the employees (26.53 per cent) on an average earned an amount between ₹50,001 to ₹75,000 monthly.

8.1.5 Total Experience

The table 1 represents the classification of the employees on the basis of their total year of services in the organizations. Employment structure and superiority in the industry enhances the expertise of the employees and hence that may affect the leadership prototype of the employees. "Total experience" is used in talent management research to understand differences in employees' skills, expectations, and career stages. It helps in grouping employees, analyzing their perceptions of HR practices, and improving the accuracy of the study by identifying how experience influences training, performance and retention.

Table 1 demonstrates that , in IT sector, a great majority 27.42 per cent of the employees are having total experience of eleven to fifteen years, besides 27.04 per cent of the employees are five to ten years, 24.49 per cent of the employees are having less than five years. On the other hand above fifteen years of total experience are 21.05 per cent.

In the case of the IT sector, majority of the employees are more experienced persons. This has to be read along with the characteristics of the industry as such. In IT sector, organization requires more number of employees in the operational level.

8.1.6 Nature of Job

"Nature of Job" (Technical vs. Non-Technical) is used in talent management research to capture differences in roles, skills, and work expectations. Technical employees focus on specialized skills and innovation, while non-technical employees handle managerial, administrative, or support functions. These differences influence training needs, performance evaluation, career growth, and retention strategies. Including this variable helps in better analysis and ensures that talent management practices are appropriately designed for each group.

Table 1 shows that, the nature of job wise classification of the employees. Out of 200 employees, technical sides employees are working in IT sector constitute 52.04 per cent. Whereas employees are working in non-technical side in IT sector comprise 47.96 per cent. It shows majority of the employees are from technical side background among selected IT companies in the study area.

8.1.7 Marital Status

Marital status wise distributions of sample employees are classified according to their social position, because the marital status is also one of the status symbol in society. Hence the employees are classified into groups namely married and unmarried.

The table 1 indicates that, the marital status wise classification of employees working in IT sector. Out of 200 employees, 451 who are account for 57.53 per cent of the total are married. It is clear that, married employees are more commitment to adopt the talent management practices which are useful in the profession. Next to unmarried employees are 42.47 per cent. It shows most of the employees belongs to married in the selected study area..

8.1.8 Size of the Family

It represents the total number of family members living with the selected employees. Since the family size of the employees may influence the level of the standard of living and it may have its own

influence on their level of satisfaction. The number of dependents in family in the present study is confined to up to three members, four to six and more than six members.

Table 1 explains that the important numbers of dependents in family members are up to three members which constitute 39.29 per cent. Four to six members of the family are 33.29 per cent and more than six members of the family are 21.13 per cent. The analysis infers that the numbers of family members up to three are more (39.29 per cent) compare to others.

8.2 CHI-SQUARE ANALYSIS

Chi-Square Analysis between Demographic Factors and Level of Perception towards the Talent Management Practices Applied in Employee Training Programme among Selected IT Companies in Bangalore

The Chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi-square, symbolically written as X^2 , is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. It is a non-parametric test, it could be used to determine if categorical data shows dependency or the two classifications are independent. It can also be used to make comparisons between theoretical populations and actual data when categories are used. Thus, the chi-square test is applicable in a large number of problems. The test is a technique through the use of which all researchers can do the following. (i) Test the goodness of fit, (ii) Test the significance of the association between two attributes and (iii) Test the homogeneity or the significance of population variance.

8.2.1 Gender and Perception

H₀: There is no significant relationship between gender and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

The table 2 shows the Chi-square p-value as 0.021, likelihood ratio is 0.020 and Linear-by-Linear Association is 0.034. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the researcher hypothesis is supported. There is significant relationship between gender and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like gender also is related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.2. Age and Level of Perception

H₀: There is no significant relationship between age and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

It is experiential that (table 2), Chi-square p-value as 0.000, likelihood ratio is 0.003 and Linear-by-Linear Association is 0.852. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the alternative hypothesis is accepted. There is significant relationship between age and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like age also is related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.3 Educational Qualification and Level of Perception

H₀: There is no significant relationship between educational qualification and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

It is pragmatic that table 2, Chi-square p-value as 0.002, likelihood ratio is 0.009 and Linear-by-Linear Association is 0.484. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the researcher hypothesis is sustained. There is significant relationship between educational qualification and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like educational qualification also is related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.4 Monthly Income and Level of Perception

H₀: There is no significant relationship between monthly income and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

It is pragmatic that table 2, Chi-square p-value as 0.000, likelihood ratio is 0.000 and Linear-by-Linear Association is 0.511. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the alternative hypothesis is accepted. There is significant relationship between monthly income and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like monthly income also is related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.5 Total Experience and Level of Perception

H₀: There is no significant relationship between total experience and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

The table 2 exhorts that, Chi-square p-value as 0.002, likelihood ratio is 0.001 and Linear-by-Linear Association is 0.668. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is accepted. There is significant relationship between total experience and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like total experience is not related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.6 Nature of Job and Level of Perception

H₀: There is no significant relationship between nature of job and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

The table 2 shows the Chi-square p-value as 0.003, likelihood ratio is 0.002 and Linear-by-Linear Association is 0.159. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the researcher hypothesis is supported. There is significant relationship between nature of job and level of perception towards the talent management

practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like nature of job is closely related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.7 Marital Status and Level of Perception

H₀: There is no significant relationship between marital status and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

It is pragmatic that table 2, Chi-square p-value as 0.305, likelihood ratio is 0.272 and Linear-by-Linear Association is 0.790. The Chi-square p-value is more than 0.05 at 5 per cent level of significance. So, the null hypothesis is accepted. There is no significant relationship between marital status and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like marital status is related with level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

8.2.8 Size of the Family and Level of Perception

H₀: There is no significant relationship between size of the family and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore

It is pragmatic that table 2, Chi-square p-value as 0.004, likelihood ratio is 0.003 and Linear-by-Linear Association is 0.023. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the alternative hypothesis is accepted. There is significant relationship between size of the family and level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore. Hence, a personal factor like size of the family is related with the level of perception towards the talent management practices applied in employee training programme among selected it companies in Bangalore.

IX. SUGGESTIONS AND RECOMMENDATIONS

On the basis of the findings of the study, the following suggestions and recommendations have been made.

1. The study has revealed that IT companies in Bangalore follow excellent Talent Management Practices and it has a positive impact on the Organisational Performance. This becomes a key suggestion for IT companies that the management should provide the best platform and favourable opportunities for employees advancement as well as organisational development.
2. Every organisation follows some Talent Management Practices in its own particular framework whether formulated or not. They should know which factor has its influence more on the Organisational Performance. So organisations should realise the importance of Talent Management to attract and retain the employees as well as employers.
3. IT companies should concentrate on creating comfortable support between Human Resources and organisation for acquiring the best talents. Companies can attract talented professionals by providing a conducive environment such as flexible working hours, provision for online works at home and similar excellent and attractive features. Such measures will make them feel good and

provide them a mindset to join the organisation and be a part of it. So the IT companies should take care to provide a homely and congenial atmosphere to their employees.

4. A beginner in the field often takes a few days to pick up in his work before he becomes a good performer. It will take an average of 60 to 90 days to master the craft of the trade. In this context, a job specific training is a necessity. A new employee has not only to improve his skill and knowledge but must get induction training too for maintaining a smooth relation with his co-workers as well as superiors which would result better performance.

5. Good leaders motivate the employees to lead the organisation to success. The company should provide sufficient training for leadership development of skilled employees to manage the leadership position and meet unforeseen requirements in the organisation. Effective leadership development programmes create a motivational spirit among professionals to reach higher positions in their career and it will be beneficial to the organisational success.

6. IT companies should involve the employees in decision making processes. It will create a team spirit as well as good coordination and cooperation among managers and employees. It also creates initiatives among the employees to contribute innovative ideas and a sense of self respect and belongingness which would make them stay within the organisation and increase productivity.

7. Most of the employees are curious to know the feedback about their individual job performance as well as team performance. So companies should be aware of the need for performance evaluation and feedback regularly. Monthly or quarterly evaluation will be better than annual performance evaluation. It will motivate the employees to increase their performance after each stage of appraisal.

8. Reward and Recognition also give a motivational spirit among employee development and retention. Management should provide both intrinsic and extrinsic rewards and recognition whenever a praiseworthy contribution is noted from the employees end.

9. Determining potential successors is important for organisational success. When the management tries to fill any important vacant position with internal recruitment or promotion rather than recruiting from outside, it is useful that the current employee is already familiar with the organisational environment and job related activities. They will not find it difficult to carry out the duties their position entails. So management can save the additional time and cost for a new recruitment from outside. Hence, management should concentrate on the effective succession management/ planning.

10. The working environment such as sufficient lighting and ventilations, suitable tables, chairs and footrests, recreation facilities etc. give positive energy to the employees. So management should create more conducive environment to retain employees in the organisation.

X. CONCLUSION

Talent Management offers a significant opportunity for the IT industry to improve both organizational performance and employee capabilities. The present study attempts to examine the Talent Management practices adopted by IT companies in Bangalore and their impact on organizational performance. The findings reveal that IT companies in Bangalore have implemented effective Talent Management practices. Among these practices, Talent Retention and Performance Management emerged as the major outcomes. The study further highlights that effective Talent Management practices have a strong and significant influence on organizational performance. Therefore, it becomes essential for every organization to adopt systematic and efficient Talent Management strategies to nurture and retain talented employees, which in turn enhances the overall performance of the organization.

The study also identifies personal reasons, the search for better career opportunities, and dissatisfaction with the company as the major causes of labour attrition among employees in IT companies in Bangalore. These factors may largely be attributed to certain shortcomings on the part of management in addressing the expectations and needs of talented employees. Furthermore, the study emphasizes that the positive relationship between Talent Management practices and organizational performance remains significant even after considering the mediating effect of labour attrition within the organization.

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Table 1
Demographic Profile of the Employees are Working in Selected
Information Technology (IT) Companies in Bangalore

S.No	Factors	Classifications	Number of Employees	Percentage
1	Gender	Male	107	53.70
		Female	93	46.30
2	Age	Below 25 years	41	20.28
		25 – 30 years	51	25.64
		31 – 35 years	43	21.68
		36 – 40 years	37	18.49
		Above 40 years	28	13.90
3	Educational Qualification	SSLC / HSC	23	11.73
		Diploma	44	22.19
		Under Graduate	61	30.48
		Post Graduate	41	20.28
		Others	31	15.31
4	Monthly Income	Less than ₹ 25,000	28	13.78
		₹ 25,001 to ₹ 50,000	41	20.41
		₹ 50,001 to ₹ 75,000	53	26.53
		₹ 75,001 to ₹ 1,00,000	52	25.77
		Above ₹ 1,00,000	27	13.52
5	Total Experience	Less than 5 yrs	49	24.49
		5 - 10 yrs	54	27.04
		11 - 15 yrs	55	27.42
		Above 15 yrs	42	21.05
6	Nature of Job	Technical	104	52.04
		Non – Technical	96	47.96
7	Marital Status	Married	115	57.53
		Unmarried	85	42.47
8	Size of the Family	Up to three Members	79	39.29
		Four to Six Members	67	33.29
		More than Six Members	55	27.42

Sources: Primary Data

Table 2 - Association between Demographic Factors and Level of Perception towards the Talent Management Practices Applied in Employee Training Programme among Selected IT Companies in Bangalore

S.No	Factors	Particulars	Value	DF	P-Value	S/NS
1	Gender	Person Chi-Square	11.562	4	0.021	S
		Likelihood ratio	11.716	4	0.020	
		Linear-by-Linear Association	4.478	1	0.034	
		No. of Valid Cases	200			
2	Age	Person Chi-Square	14.246	16	0.000	S
		Likelihood ratio	14.611	16	0.003	
		Linear-by-Linear Association	0.035	1	0.852	
		No. of Valid Cases	200			
3	Educational Qualification	Person Chi-Square	16.906	16	0.002	S
		Likelihood ratio	17.411	16	0.009	
		Linear-by-Linear Association	0.490	1	0.484	
		No. of Valid Cases	200			
4	Monthly Income	Person Chi-Square	45.095	16	0.000	S
		Likelihood ratio	44.331	16	0.000	
		Linear-by-Linear Association	0.432	1	0.511	
		No. of Valid Cases	200			
5	Total Experience	Person Chi-Square	13.913	12	0.002	S
		Likelihood ratio	13.764	12	0.001	
		Linear-by-Linear Association	0.184	1	0.668	
		No. of Valid Cases	200			
6	Nature of Job	Person Chi-Square	5.181	4	0.003	S
		Likelihood ratio	5.224	4	0.002	
		Linear-by-Linear Association	1.982	1	0.159	
		No. of Valid Cases	200			
7	Marital Status	Person Chi-Square	4.873	4	0.305	NS
		Likelihood ratio	4.894	4	0.272	
		Linear-by-Linear Association	0.071	1	0.790	
		No. of Valid Cases	200			
8	Size of the Family	Person Chi-Square	21.686	8	0.004	S
		Likelihood ratio	22.881	8	0.003	
		Linear-by-Linear Association	5.151	1	0.023	
		No. of Valid Cases	200			

Sources: Primary Data
* 5% Level of Significant

S – Significant

NS – Not Significant