Exploring Talent Management in IT Industry in Kerala

Jnaneswar. K
TKM Institute of Management
(jnaneswar@gmail.com)

Talent management can be defined as a set of inter related work force management activities concerned with identifying, attracting, integrating, developing, motivating and retaining key people. The present study intends to study the talent management system in Information Technology organizations in Kerala. Results show that both HR managers and Key employees agree that there exists a significant positive correlation between the different components of talent management system in IT organizations. Factor analyses indicate that the levels of influence of various factors in each of these components are not the same. The present study provides a conceptual frame work for practical implementation of talent management in organizations.

Key words: Talent, Talent Management Interventions, Key employees

1. Introduction and Literature Review

The origin of the term talent management can be traced back to late 1990s after researchers from McKinsey & Company in their study revealed that it was not "best" practice that distinguishes high performing companies, but a pervasive talent management mindset. According to Clake and Winkler (2006) Talent Management could be described as the entire gamut of activities related to identification, development, engagement/retention and deployment of talent within a specific organizational context. In the present turbulent and hyper competitive business environment, the ability to attract and retain talent will be one of the key challenges of organizations all over the world. Decisions about talent management shape the competencies of the organization leading to ultimate success and enrich the path and pace of the career of individuals. It is one of the pivotal factors which help the organization in achieving sustained success. The present study aims to study the talent management system practiced by Information Technology organizations in Kerala.

1.1 Talent Management (TM)

Talent management can only be explained after detailing about the term Talent. Different authors conceptualize talent in different ways. For example Berger and Berger (2004) defined talent as the core competencies of an organization and represent a small percentage of employees. According to Ingham (2006) talent represents people who are in the key position, the leader team, and the individual who has the scarce capability or make particular contribution to the organization. In 2006, Lewis and Heckman wrote in a talent management review that they view talent as valuable, rare, and hard-to-imitate but the specific prescriptions regarding talent are not always clear. Tansley, Harris, Stewart and Turner (2006) conceptualize talent as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. By reviewing the available literature about talent we can best describe talent as individuals' who can make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.

TM is about identifying, attracting, integrating, developing, motivating and retaining key people. TM activities can include performance management, succession planning, talent reviews, development planning and support, career development, workforce planning and recruiting" (Heinen & O'Neill, 2004). Available literature shows that there are many different perspectives about TM. One is the process perspective which contends that TM shall contain all processes necessary to maximize human capital in an organization. This is highlighted in the works of Snell (2007). The next perspective is the culture perspective which is reflected in the works of Creelman (2004). He considers TM as a managerial mindset. Organizations with such a mindset think about the talent implications of all their decisions. Another perspective is the HR planning perspective which is highlighted in the works of Mucha (2004). According to Mucha (2004) TM is about having the right people matched to the right jobs at the right time and doing the right things. Organizations following this approach give more importance to succession planning. Woodruffe (2003) adopted a competitive perspective about TM. He opines that "TM is about identifying talented people, figure out what they want, and giving it to them – if not, your competitors will success." Professional services firms usually adopt this approach because their success is dependent on the talent. Wilcox (2005) proposed a developmental perspective in which he purports that TM is about accelerated development paths for the highest potential employees. Lastly there is a change management perspective which is reflected in the studies of Lawler (2008). According to him TM can be used for bringing in change in the organization.

1.2 Components of Talent Management System

TM has developed over a period of time inheriting from and building upon existing practices, norms and processes. According to Heinen & O'Neill (2004) TM involves an array of interdependent policies and procedures that need to be well integrated. The major contents of a TM system as evidenced in the works Chambers et al (1998) ;Garrow and Hirsh (2009) are support from the leadership team, strong leadership of the program, leadership development, succession planning, strategic direction, systems of rewards, employer branding, performance management, learning/training, high-potential employee development, individual professional development, recruitment strategies, engagement, compensation and rewards, career planning, critical job identification and integrated HRM systems. According to Ashton & Morton (2005) organisations adopting a TM approach will focus on co-coordinating and integrating recruitment, retention, employee development, leadership and high potential employee development, performance management, workforce planning and culture.

Based on the review of the existing literature, interaction with experts in the field of HRM, it is understood that TM is an integrated system. Talent Management Interventions (TMI) can be implemented only after careful preparation by the organization. TM requires buy in from the top management, so the role of top management is also important. Therefore the major contents of TM are Preparations for TMI, Role of top management in TMI implementation and TMI. Implementation of TM improves the performance of key employees and this will result in improvement in organizational performance which will be reflected in the organizational goal attainment. This is depicted in the below mentioned diagram.
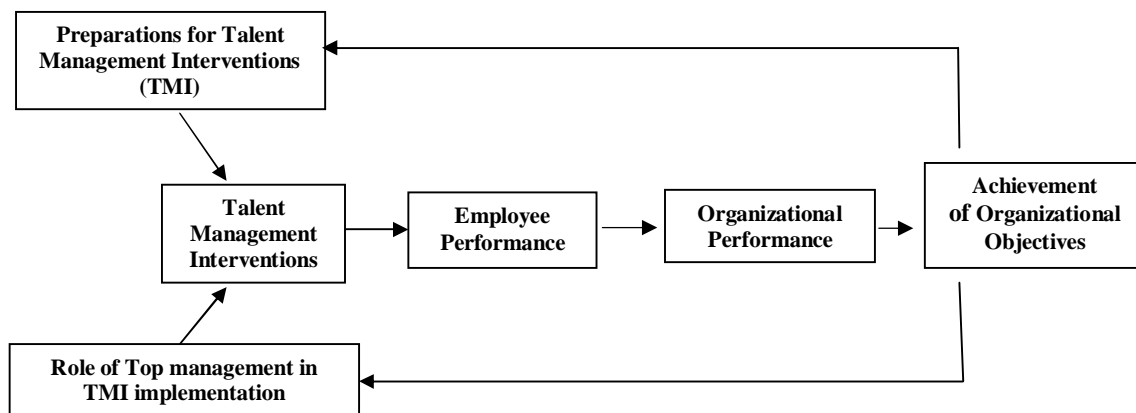

Figure 1 *Talent Management System*

1.3 Preparations to be made before Implementation of TM

Adequate preparation is a prerequisite for the effective implementation of TM in any organization.The preparations that are to be made are: Job differentiation in terms of KSA, Identifying pivotal positions on the basis of strategic contribution, Talent segmentation on the basis of potential and performance in the organization , Supporting a talent culture, Forming a "Talent pool" of high performing employees , Proactive identification of incumbents, Ensuring optimum number of employees, Combination of internal and external recruitment, Developing talent within the broader context of the organization, Designing a "differentiated HR Architecture" for the Key/talented employees and a Mindset that "Personal development" of employees is a job requirement.

1.4 Role of Top Management in Implementation of TM

TM will fail without commitment from top management. The passion must start at the top and be infused into the culture (Ready and Conger 2007). The major role of Top management are Giving top priority to TMI, Proper alignment of TMI with business requirements, Designing appropriate TMI, Ensuring transparency in TM , Providing encouragement& support to TM, Centralized information to be held about employees, Reviewing and monitoring the TMI, Measuring costs and benefits of TM.

1.5 Talent Management Interventions (TMI)

TMIs are not stand alone, static HRD interventions, but are more holistic action oriented activities. (Clake & Winkler 2006). The CIPD's Learning and Development Survey (2009) found that the top two most effective TM activities are in–house development programmes and coaching. Other interventions include a mix of the following: Succession planning, Mentoring and buddying, cross functional teams, Job rotation, 360 degree feedback, Management development programs. The major TMIs used in the study are Job redesign, Role redesign, Internal recruitment, Recruitment from wide range of sources, Rigorous assessment and selection techniques, Mentoring and Buddying system, 360 degree Feedback, Performance Management system, Coaching, MDPs and Higher studies, Compensation redesign, Job rotation and cross functional teams and Succession planning.

1.6 Results of TM- Key Employee Performance
TMIs produce desirable results to the talented employees and to the organization. Research shows that the decision of high performers to stay with an organization depends greatly on corporate pride, esteem, and trust (Bernthal & Wellins, 2001; Hiltrop, 1999). It is presumed that the results or benefits which talented employees receive from TMIs are Improvement in motivation and commitment, Feelings of Pride in working in the organization, Efforts at work being valued by the organization, A bright future in the organization, Opportunity to take an active role in the personal development, New challenges and responsibility in the job, Helping to perform the current job better, Helping to prepare for the future job and Improvement in productivity.

1.7 Results of TM- Organizational Performance
Results which organizations receive as a result of TMIs are as follows, Improvement in organizational strength and performance, Substantial increase in the revenue, Substantial cost savings, Improvement in the profitability, Low attrition level, High employee satisfaction and Organizational branding.

2. Objectives of the Study

The main objectives of the study are:
1. To study about the Talent Management system practiced by IT organizations in Kerala
2. To study whether there is any relationship between the different components of talent management system in IT organizations in Kerala.
3. To study the level of influence various factors in each of the components of talent management system in IT organizations in Kerala.

3. Methodology

The study used data collected through questionnaires from the HR managers and key employees of 50 IT organizations in Kerala. Two self-administered questionnaires, one for collecting data from HR managers and one for collecting data from key employees were prepared. The questionnaire had four sections- those which measure preparations to be made before implementation of TM, role of top management in implementation of TM, various types of talent management interventions and results of talent management. In assessing talent management system, eleven variables relating to preparations to be made for implementation of TM, eight variables relating to role of top management in implementation of TM and thirteen different types of talent management interventions were used. Both questionnaires used the same variables for all the components of talent management except results of talent management. Results of TM relating to organizational performance were used in the questionnaire designed for HR managers (seven variables) and results of TM relating to key employee performance (nine variables) were used in the questionnaire designed for key employees. Questionnaires also had a section dealing with demographic information about the respondents. The respondents were asked to indicate their opinion on each of the statements relating to the variables of talent management system which ranges from strongly disagree to strongly agree. A pre-test of questionnaire was conducted to assess the internal reliability and construct validity of the scales. Pilot study was conducted among 10 HR managers and 50 Key employees working in 10 IT organizations. These individuals are also included in the final sample.

  The present study was conducted at Techno Park, Trivandrum and Info Park, Kochi of Kerala. The study is limited to these two regions because in other regions of Kerala State, IT organizations are very few and they are not big enough to be selected for studying TM. Simple random sampling is used for the study. From Techno Park, 40 IT organizations from a total population of 220 and from Info park 10 IT organizations from 48 were selected randomly. From the selected 50 IT organizations, one HR manager and 10 key employees from each have been taken. The researcher selected key employees on the basis of organization's opinion. Also Key employees are randomly selected and in the case of HR managers, senior HR managers working in IT organizations are selected. Thus the total sample units consist of 50 HR managers working in these 50 organizations (one HR manager from one organization) and 500 key employees (10 each from 50 IT organizations).

4. Results and Discussion

An attempt was made to study the talent management system practiced by IT organizations in Kerala. The mean scores of all the variables of talent management system were computed. The results indicated that out of the eleven variables of Preparations for TMI, eight variables have mean score above 4 and only three variables have mean score between 3.5 and 4. This indicates that Preparations for TMI are effectively done in IT organizations in Kerala.

  The study also showed that out of the eight variables of Role of Top management in TMI implementation, three variables have mean score above 4 and two variables have mean score very close to 4 (3.98 &3.95) and remaining three variables have mean score above three. This indicates that Top management duly performs its role in TM implementation in IT organizations in Kerala. In the case of talent management interventions, out of the thirteen various types, four have mean score above 4 and four other interventions have mean score very close to 4 (3.97, 3.96, 3.91 &3.84). The remaining five interventions have mean score above three. This indicates that various types of Talent Management Interventions are adequately implemented in IT organizations in Kerala. The non-parametric Kolmogorov – Smirnov (K-S) test for equality of means shows that there is no significant difference in the opinion about the talent management system between key employees and HR managers. All

the variables have p value >0.05. Analysis also indicate that the nine variables of key employee performance have mean score well above 4.Therefore it can be concluded that TM results in improvement in key employee performance in IT organizations in Kerala. In the case of results of TM- organizational performance, out of the seven variables, four variables have mean score either above 4 or close to 4. The remaining three variables have mean score above three. This indicates that of TM system when implemented results in improvement in organizational performance.

4.1 Relationship between Preparations for TM, Role of Top Management in TM Implementation, Various Types of TMI and Results of TM

The main objective of the study was to find out the relationship between the different components of talent management system. The different components of talent management system are Preparations to be made before implementation of TM, Role of top management in TM implementation, Talent management interventions and Results of talent management Pearson Correlation was done to assess the relationship between the variables studied. Two correlation tests were used in the study, one for finding the relationship between the variables of TM on the basis of HR managers' opinion and the other one on the basis of key employees' opinion. The results are presented in Table 4.1 below

Table 4.1 *Correlation: Preparation, Role, TMI & Results of TM*

		TMI	
		Key Employees	**HR Managers**
Preparations for TMI	Pearson Correlation	.748**	.578**
	Sig.	.000	.000
Role of Top management in TMI implementation	Pearson Correlation	.697**	.607**
	Sig.	.000	.000
Results of TMI	Pearson Correlation	.639**	.480**
	Sig.	.000	.000
**. Correlation is significant at the 0.01 level			

From the analysis it was found that there is a significant correlation between the different components of talent management. Both the HR managers and the Key employees agree that there is a significant correlation between the different components of talent management. According to key employees' opinion, TMI is significantly positively correlated to preparations (0.748), role of top management (0.697) and results (0.639). According to HR managers opinion also, TMI is significantly positively correlated to preparations (0.578), role of management (0.607) and results (0.480). The empirical results supports the conceptual relationship; Preparations for TMI and Role of Top management in TMI implementation are pre requisites for Talent Management Interventions and there will be a positive result from TMI for the key employees and to the organization.

The present research studied the level of influence of various factors in each of the components of talent management system in IT organizations in Kerala. For this factor analysis was used. It was used separately for each of the components of Talent management. The results are shown below.

4.2 Level of Influence of Various Factors in Preparations to be made before Implementing TM

Factor analysis is used to identify the latent variables (*factors*) to classify Preparations for TMI in order of its importance. Principal component method is used to extract the factors. Varimax with Kaiser Normalization method is used to get the rotated components. Here researcher used factor analysis to rank the variables under consideration in terms of its power to explain the percentage of variance. The principal component analysis extracted 11 factors which can be ranked with respect to the percentage of variance explained by them. The table given below shows the 11 factors together explained 100% variance.

Table 4.2.1 *Total Variance of Preparations for TM Explained*

Component	Extraction Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**
Optimum number of employees	3.275	29.770	29.770
Designing a "differentiated HR Architecture"	1.190	10.818	40.588
Combination of internal and external recruitment	1.084	9.855	50.443
Developing talent	.825	7.499	57.941
Proactive identification of incumbents	.804	7.312	65.253
Job differentiation	.742	6.746	71.999

Forming a "Talent pool"	.705	6.413	78.412
Identifying pivotal positions	.685	6.226	84.638
"Personal development" of employees	.657	5.971	90.609
Talent segmentation	.578	5.258	95.867
Talent culture	.455	4.133	100.000

In the table given above, the components are arranged in the descending order of percentage of variance explained. The first factor " Optimum number of employees " explains 29.77 percent of variance, second factor "Designing a differentiated HR Architecture" explains 10.89 percent of variance, third factor "Combination of internal and external recruitment" explains 9.86 percent of variance, fourth factor "Developing talent " explains 7.49 percent of variance, fifth factor "Proactive identification of incumbents" explains 7.31 percent of variance, sixth factor "Job differentiation" explains 6.75 percent of variance, seventh factor "Forming a Talent pool" explains 6.41 percent of variance and eighth factor "Identifying pivotal positions " explains 6.23 percent of variance, ninth factor "personal development of employees" explains 5.97 percent of variance, tenth factor "Talent segmentation" explains 5.26 percent of variance and eleventh factor "Talent culture " explains 4.13 percent of variance.

Table 4.2.2 *Preparations for TMI Rotated Component Matrix[a]*

	Component										
	1	2	3	4	5	6	7	8	9	10	11
Job differentiation	.047	.054	.081	.041	.074	**.949**	.105	.129	.118	.139	.143
Identifying pivotal positions	.049	.080	.084	.074	.088	.129	.079	**.949**	.098	.146	.130
Talent segmentation	.062	.061	.097	.014	.038	.148	.133	.155	.067	**.927**	.231
Talent culture	.060	.098	.087	.054	.106	.152	.083	.138	.063	.232	**.927**
Forming a "Talent pool"	.111	.049	.082	.050	.102	.102	**.957**	.078	.111	.122	.077
Proactive identification of incumbents	.013	.091	.066	.125	**.967**	.070	.099	.084	.073	.036	.094
Optimum number of employees	**.979**	.016	.083	.001	.013	.043	.103	.045	.119	.054	.052
Combination of internal and external recruitment	.086	.050	**.966**	.080	.066	.078	.080	.080	.117	.087	.078
Designing a differentiated HR architecture	.017	**.974**	.049	.108	.089	.051	.047	.074	.096	.055	.085
Personal development	.130	.103	.123	.067	.077	.118	.114	.097	**.950**	.063	.059
Developing talent	.001	.107	.078	**.976**	.121	.038	.047	.068	.062	.013	.046

The above table for rotated components shows that "Optimum number of employees" variable highly correlated with first component, "Designing a differentiated HR Architecture" correlated to second component, "Combination of internal and external recruitment " correlated to third component, "Developing talent" correlated to fourth component, "Proactive identification of incumbents" correlated to fifth component, "Job differentiation" correlated to sixth component, "Forming a "Talent pool" correlated to seventh component, "Identifying pivotal positions " correlated to eighth component, "Personal development of employees" correlated to ninth component, "Talent segmentation" correlated to tenth component and "Supporting a talent culture " correlated to eleventh component.

On the basis of the above mentioned tables, Preparations for TMI variables are ranked as follows.

Table 4.2.3 *Ranking of Preparation for TMI Variables*

Rank	Preparations for TMI variables
1	Optimum number of employees
2	Designing a "differentiated HR Architecture
3	Combination of internal and external recruitment
4	Developing talent
5	Proactive identification of incumbents
6	Job differentiation
7	Forming a "Talent pool"
8	Identifying pivotal positions
9	"Personal development" of employees
10	Talent segmentation
11	Talent culture

The analysis reveals that various factors can be ranked with respect to the percentage of variance explained by them. This is clearly mentioned in the above tables. In the case of Preparations for TMI, the factor "Optimum number of employees" has the maximum influence or importance. Therefore it can be concluded that the level of influence of various factors in the Preparations for TMI are not the same but at varying degrees.

4.3 Level of Influence of Various Factors in Role of Top Management in TM Implementation
The principal component analysis extracted 8 factors which can be ranked with respect to the percentage of variance explained by them. The table given below shows the 8 factors together explained 100 percent variance

Table 4.3.1 *Total Variance of Role of Top Management Explained*

Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
Proper alignment of TMI	2.538	31.719	31.719
Designing TMI	1.151	14.388	46.107
Centralized information about people	1.051	13.133	59.240
Encouraging & supporting various TMI	.883	11.042	70.282
Transparency in TM	.766	9.578	79.860
Measuring the costs and benefits of TM	.690	8.631	88.491
Top priority to TMI	.477	5.960	94.451
Reviewing & Monitoring TMI	.444	5.549	100.000

In the table given above, the components are arranged in the descending order of percentage of variance explained. The first factor "Proper alignment of TMI " explains 31.72 percent of variance, second factor "Designing TMI " explains 14.39 percent of variance, third factor "Centralized information about people" explains 13.13 percent of variance, fourth factor "Encouraging and supporting various TMI" explains 11.04 percent of variance, fifth factor "Transparency in TM" explains 9.58 percent of variance, sixth factor "Measuring costs and benefit of TM" explains 8.631 percent of variance, seventh factor "Top priority to TMI" explains 5.96 percent of variance and eighth factor "Reviewing & Monitoring TMI" explains 5.55 percent of variance.

Table 4.3.2 *Role of Top Management -Rotated Component Matrix*

Component	Component							
	1	2	3	4	5	6	7	8
Top priority to TMI	.271	.079	.059	.120	.092	.021	**.937**	.128
Proper alignment of TMI	**.952**	.068	.034	.095	.039	.058	.257	.086
Designing TMI	.066	**.968**	.080	.142	.042	.062	.073	.146
Transparency in TM	.036	.039	.063	.035	**.991**	.052	.078	.034
Encouraging & supporting various TMI	.096	.150	.024	**.949**	.040	.037	.116	.227
Centralized information about people	.032	.077	**.980**	.023	.066	.116	.053	.111
Reviewing & Monitoring TMI	.092	.162	.128	.240	.039	.072	.130	**.931**
Measuring the costs and benefits of TM	.052	.059	.114	.034	.053	**.986**	.019	.062

The above table for rotated components shows that "Proper alignment of TMI " variable highly correlated with first component, " Designing TMI " correlated to second component, "Centralized information about people" correlated to third component, "Encouraging and supporting various TMI" correlated to fourth component, "Transparency in TM" correlated to fifth component, "Measuring costs and benefit of TM" correlated to sixth component, "Top priority to TMI" correlated to seventh component, "Reviewing and Monitoring TMI" correlated to eight component On the basis of the above tables, Role of Management variables are ranked as follows.

Table 4.3.3 *Ranking of Role of Top Management Variables*

Rank	Role of Management Variables
1	Proper alignment of TMI
2	Designing TMI
3	Centralized information about people
4	Encouraging & supporting various TMI
5	Transparency in TM

6	Measuring the costs and benefits of TM
7	Top priority to TMI
8	Reviewing & Monitoring TMI

The analysis reveals that various factors can be ranked with respect to the percentage of variance explained by them. This is clearly mentioned in the above tables. In the case of Role of top management in TM implementation, the factor "Proper alignment of TMI" has the maximum influence. Therefore we can conclude that the level of influence of various factors in the Role of top management in TM implementation is not the same but at varying degrees.

4.4 Level of Importance of Various Types of Talent Management Interventions
The principal component analysis extracted 13 factors which can be ranked and they can be ranked with respect to the percentage of variance explained by them. The table given below shows the 13 factors together explained 100 % of the total variance.

Table 4.4.1 *Total Variance of TMI Explained*

Component	Extraction Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**
1. Compensation redesign	3.778	27.78	27.78
2. Rigorous assessment & selection techniques	1.409	10.36	38.14
3. Internal recruitment	1.233	9.07	47.21
4. MDP's and higher studies	1.054	7.75	54.96
5. Recruitment from wide range of sources	.961	7.07	62.03
6. Job rotation and cross functional team	.881	6.48	68.51
7. 360 degree feedback system	.770	5.66	74.17
8.Role redesign	.733	5.39	79.56
9. Mentoring and buddying system	.644	4.74	84.3
10. Job redesign	.594	4.37	88.67
11. Performance management system	.563	4.14	92.81
12. Succession planning	.496	3.65	96.46
13. Coaching	.482	3.54	100

The first factor " Compensation redesign" explains 27.78 percent of variance, second factor " Rigorous assessment and selection techniques" explains 10.36 percent of variance, third factor "Internal recruitment" explains 9.07 percent of variance, fourth factor "MDP's and higher studies" explains 7.75 percent of variance, fifth factor "Recruitment from wide range of sources" explains 7.07 percent of variance, sixth factor "Job rotation and cross functional teams" explains 6.48 percent of variance, seventh factor "360 degree feedback system" explains 5.66 percent of variance, eighth factor "Role redesign" explains 5.39 percent of variance ,Ninth factor "Mentoring and buddying system" explains 4.74 percent of variance, tenth factor "Job redesign" explains 4.37 percent of variance, eleventh factor "Performance management system" explains 4.14 percent of variance, twelfth factor "Succession planning" explains 3.65 percent of variance and thirteenth "Coaching" explains 3.54 percent of variance.

Table 4.4.2 *TMI- Rotated Component Matrix*[a]

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Job redesign	.111	.070	.059	.033	.062	.110	-.016	.142	.105	**.941**	.034	.174	.116
Role redesign	.101	.061	.060	.105	.027	.026	.024	**.962**	.122	.133	.057	.053	.078
Internal Recruitment	.122	.129	**.959**	.012	.091	.025	.018	.060	.085	.056	.121	.051	.071
Recruitment from a wide range of sources	.100	.178	.090	.024	**.963**	.038	-.012	.027	.042	.058	.064	.064	.067
Rigorous assessment & selection techniques	.106	**.916**	.135	.013	.195	.045	-.031	.064	.094	.070	.131	.063	.120
Mentoring and buddying system	.087	.088	.086	.092	.044	.054	.130	.125	**.952**	.101	.020	.043	.084
360 degree feedback system	.039	-.026	.016	.086	-.012	.007	**.986**	.022	.117	-.014	.038	-.013	.025
Performance management system	.149	.130	.131	.128	.070	.061	.044	.061	.020	.034	**.926**	.085	.180

Coaching	.168	.126	.079	.101	.075	.043	.030	.087	.093	.122	.186	.092	**.926**
MDPs and higher studies	.011	.014	.012	**.970**	.023	.070	.090	.102	.087	.030	.113	-.019	.088
Compensation redesign	**.877**	-.089	.026	-.039	.081	.114	.034	.054	.113	.077	.170	.031	.096
Job rotation and cross functional team	.145	.044	.026	.073	.038	**.957**	.007	.026	.054	.104	.057	.179	.039
Succession planning	.207	.069	.055	-.024	.073	.203	-.016	.059	.048	.186	.090	**.913**	.092

The table for rotated components   shows that " Compensation redesign" variables highly correlated with first component, " Rigorous assessment & selection techniques" correlated to second component, "Internal recruitment" correlated to third component, "MDP's and higher studies" correlated to fourth component, "Recruitment from wide range of sources" correlated to fifth component, "Job rotation and cross functional teams" correlated to sixth component, "360 degree feedback system" correlated to seventh component, "Role redesign" correlated to eighth component, "Mentoring and buddying system" correlated to ninth component, "Job redesign" correlated to tenth component, "Performance management system" correlated to eleventh component, "Succession planning" correlated to twelfth component and "Coaching" correlated to thirteenth component.

On the basis of principal component analysis various Talent Management Interventions are ranked as follows. Ranking of TMI is done with respect to the percentage of variance explained by them.

Table 4.4.3 *Ranking of TMI*

Rank	TMI
1	Compensation redesign
2	Rigorous selection techniques
3	Internal recruitment
4	MDP's and higher studies
5	Recruitment from various sources
6	Job rotation and cross functional team
7	360 degree feedback system
8	Role redesign
9	Mentoring and buddying
10	Job redesign
11	Performance management system
12	Succession plan
13	Coaching

The analysis reveals that various types of Talent management interventions can be ranked with respect to the percentage of variance explained by them. This is clearly mentioned in the above tables. The TMI- Compensation redesign is the most important type of TMI as per the study and TMI-coaching is ranked as the least important TMI. Therefore we can conclude that the level of importance of various types of TMI is not the same.

5.   Conclusion

Talent management is an emerging concept in corporations. It is more than just a competitive advantage; a fundamental requirement for business success. There is a vast outpouring of web- and paper-based discussions on the topic by management consultants, but as yet scientific studies of its effectiveness are almost non-existent. A meaningful study in this front has not yet been undertaken especially in IT Industry in Kerala. In this context the present study was conducted. Data were collected from HR managers and key employees of 50 IT organizations in Kerala. Analysis indicated the existence of a talent management system in IT organizations in Kerala. A relationship exists between the different components of talent management system. Talent management interventions can be successfully implemented by the organizations only after making necessary Preparations for it. Also the Role of Top management towards TMI implementation is important. These two are the necessary prerequisites for implementation of various types of Talent management interventions in an organization. TMI implemented after making sufficient Preparations and adequately performing the Role of Top management definitely would result in both improvements in employee performance and organizational performance. The analysis also indicated that the levels of influence of various factors in each of the components of talent management system are not the same. From this researcher concludes that organizations are not giving equal consideration to all the variables. If all the factors in each component of talent management system were given equal importance then results of talent management

would be much more effective. The present study enriched the literature and provides a conceptual frame work for practical implementation of talent management in organizations.

6. References

1 Ashton, C., & Morton, L. (2005). Managing talent for competitive advantage. *Human Resources Strategic Review, 4(5),* 28-31.
2 Berger, L. A. (2004). Talent Management: This is the way to create excellence. *Executive Excellence, 21(2),* 15-16.
3 Bernthal, P., & Wellins, R. (2006). Trends in leader development and succession. *Human Resource Planning, 29(2),* 31-40.
4 Branham, L. (2005). Planning to become an employer of choice. *Journal of Organisational Excellence*, *24 (3),* 57-68.
5 Cappelli, P. (2005). Will there really be a labor shortage? *Human Resource Management, 44(2),* 143-149.
6 Chambers, E., Foulon, M., Jones, H., Hankin, S., & Michaels, E. (1998). The war for talent. *The McKinsey Quarterly, 3*, 44-58.
7 Cheese, P. (2008). Driving high performance in the talent-powered organization. *Strategic HR Review, 7(4),* 25-31.
8 CIPD (2006). *Talent Management: Understanding the Dimensions*. London: CIPD.
9 CIPD (2009). Annual Survey Report Learning and Development. London: CIPD.
10 Clake, R., & Winkler, V. (2006a). Change Agenda: Reflections on Talent Management. *Chartered Institute of Personnel and Development, London*, 1-2.
11 Cliffe, S. (1998). Human Resources: Winning the War for Talent. *Harvard Business Review, 76(5),* 18-19.
12 Creelman, D. (2004). Return on investment in talent management: Measures you can put to work right now. *Human Capital Institute*
13 Donahue, K. B. (2001). Time to Get Serious About Talent Management. *Harvard Business Review, 79(7),* 6-7.
14 Garrow, V., & Hirsh, W. (2009). *Talent Management: Issues of Focus and Fit*. Brighton: Institute for Employment Studies.
15 Heinen, J., & O'Neill, C. (2004). Managing talent to maximise performance. *Employment Relations Today, 31(2),* 67-82
16 Hiltrop, J.M. (1999). The quest for the best: Human resource practices to attract and retain talent. *European Management Journal, 17,* 422-430.
17 Ingham, J. (2006). Closing the talent management gap. *Strategic HR Review,* 20.
18 Lawler, E. (2008). Talent: Making People Your Competitive Advantage. *Jossey Bass.*
19 Mucha, R. T. (2004). The art and science of talent management. *Organization Development Journal, 22(4),* 96-100.
20 Snell, A. (2007). Strategic talent management, *Human Resource Management.*
21 Stockley, D. (2005). Talent management concept-definition and explanation. Retrieved October 2007, from http://derekstockley.com.au/newsletters-05/020-talent-management.html
22 Wilcox, I. (2005). Raising renaissance managers. *Pharmaceutical Executive, 25(6),* 94-99.
23 Woodruffe, C. (2003). To have and to hold: Getting your organization onto talented people. *Training Journal,* p.20-24.