The communality ($h^2$) represents the role of each variable on the factors associated with higher employer engagement in large and Medium/Small IT Organisation. The communality has been equally high in respect of the variables overall, my job stimulates me with a communality 0.68, followed by I feel I am recognized for what I accomplish with communality 0.67. Another variable, my job allows me to use by skills has the community value of 0.64. It is followed by there are opportunities for development and my manager supports me in achieving my development goals with communality value 0.63, I am reward fairly what I do with communality 0.61 and I am motivated in my work for the organization with communality 0.60.

CHAPTER V

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

5.1 INTRODUCTION
Talent management implies recognizing a person’s inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities.

Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals’ efforts and business goals; commitment of valued employees, reduced turnover; increased bench strength and a better fit between people’s jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

In these days of highly competitive world, where change is the only constant factor, it is important for an organization to develop the most important resource of all – the Human Resource. In this globalized world, it is only the Human Resource that can provide an organization the competitive edge because
under the new trade agreements, technology can be easily transferred from one country to another and there is no dearth for sources of cheap finance. But is the talented workforce that is very hard to find.

5.2 ABOUT IT ORGANIZATION

Information Technology (IT) sector in India is one of the rapidly growing sectors. Indian IT sector has a great reputation and brand value in the global markets. Indian IT industry comprises of Software sector and Information Technology Enables Services (ITES). Indian IT industry also includes Business Process Outsourcing (BPO) industry. India is an affordable market destination for software development and IT & ITES services.

IT- Software

These companies help in developing and implementation of different software for their clients worldwide. These software could be for documentation, security services, banking, and softwares. etc.

ITES Business process outsourcing (BPO)
Major Corporations across the world outsource their back-office operations to some companies. E.g. Employee payroll for a US company’s global workforce is maintained by an Indian BPO. Slowly the definition is expanding to Human resources, accounting, logistics, legal processes etc.

**IT- Hardware and peripherals**

The stuff you can actually see and touch, and would likely break if you threw it out a fifth-story window, is hardware. This would include laptops, desktops, Storage devices, Networking devices, LCD, printers etc.

**IT- Education**

This segment provides training for employment in the other segments. This would include companies providing various certification courses, like Java, Oracle etc. These companies also provide training for employees in corporate sector. Recently, some companies have also expanded this service to cater to schools and colleges.

Hence, the present study is undertaken to discuss talent management in IT organization in Bangalore city. The study is concentrated on talent management
intervention and strategies and talent management system for organization excellence. The specific objectives of the study area:

1. To study the background information of the sample respondents and their views about components of Talent Management.

2. To discuss Talent Management as a critical intervention and business priority in Large and Medium/Scale IT firms.

3. To study Talent Management policy interventions and strategies in selected IT firms.

4. To analyse perception of respondents regarding objectives of Talent Management interventions, frequency of usage and their effectiveness.

5. To assess Talent Management system in terms of performance and potential of representative core competencies.

6. To examine skill interest and strength of Talent Management capabilities in select IT firms.

7. To identify factors associated with higher employee management.
For the purpose of analysis, 500 sample respondents, 179 of them (35.80 per cent) belong to large IT organization and 321 (64.20 per cent) belong to medium /small IT organizations were randomly selected. The survey for collecting primary data was carried out during 2011-12. Personal interview method was adopted with a well designed pre-tested schedule.

In the foregoing chapters, profile of the study area, Bangalore city, background information’s about the respondents, respondents per caption towards talent management (TM) interactions and strategies assessment of talent management system, skills, interest and strength inventors of talent management and factors associated with higher employer engagement were discussed. In this chapter, major findings along with conclusion and suggestion are presented.

5.3 SUMMARY OF FINDINGS

In chapter IV, background information about the sample respondents, respondents’ views about the components of TM; TM as a critical interventions and business priority, TM policy, interventions and strategies and perception of
respondents towards its objectives, frequency of usage and their effectiveness were discussed.

- Out of 179 respondents in large organization and 321 in medium/small organization, majority of them (36.87 per cent and 37.20 per cent) belong to the age group of 30 – 35 years in IT organizations it is followed by 35-40 years in large organizations (24.02 per cent) and below 30 years in medium/small organization (25.55 per cent).

- Majority of the respondents are male (67 per cent) in both large and medium/small Information Technology organizations.

- More than 60 per cent are having MCA/MBA/MSC, computer science followed by B.E. (34 per cent) about 24 per cent in medium /small are the diploma holders in computer science. More than 50 fifty per cent of the respondents in both sizes of organizations are deputy manager followed by manager, senior manager and general manager.

- Nearly 70 per cent of the respondent’s upto 10 years of experience only below 13 per cent are having more than 15 years of experience in both sizes of organizations. The salary is ranged from below Rs.0.5 to above
Rs.1.5 lakhs in IT organizations. More than 45 per cent are having salary 0.5 to 1.5 lakhs. It is followed by below Rs.0.5.

- Majority of the respondents have been motivated into current job by recognition followed by money and growth. Majority of the respondents have changed their job only because of recognition.

Nearly 63 per cent of the respondents in large organizations and 68 per cent are satisfied with salary being paid on per with their colleagues.

- Majority of the respondents both in large and medium/small organizations are satisfied with self attributes namely performance evaluation, flexibility, leave, superior satisfaction, peer satisfaction and recognition.

Regarding the respondents views about the components of talent management, more than 60 per cent responded ‘yes’ for defining key talent, planning for talent acquisition, affricating key talents, retaining premium employees, training and development talents and creating performance oriented culture. Whereas in the case of medium/small organization except identification key position, all other components have been positively responded by the majority of the respondents.
Regarding the perception of the respondents towards talent management as a critical intervention and business priority, more than two third of the respondents for both large and medium/small have perceived TM to be a highly critical issue. In the case of business priority, more than 85 per cent of the respondents in both large and medium/small have responded positively.

- In order to examine the null hypothesis, chi-square test was carried out, Chi-square test revealed that there is no association between age and consideration of TM as a business priority in both large and medium/small organization. Hence, the formulated null hypotheses have been accepted in this regard.

- In the case of designation and consideration, chi-square test revealed that the formulated null hypotheses have been rejected. Hence, it may be concludes that there is an association between designation and consideration of TM as a business priority in both large and medium/small organizations.

- Regarding the reasons for making TM as a critical HR issue, attrition of talented workers and poaching by competitors are important reasons
making TM as a critical HR issue as perceived by majority of the respondents in both large and medium/small.

Nearly half the respondents also perceived interested demand for work life balance and expectation of meaningful works in both organizations as important reasons for making TM as a critical HR issue.

Regarding focus on TM policy, intervention and strategies,

More than 55 per cent in large and medium/small organization have agreed that their organization had a formal TM policy. More than 90 per cent balanced that both motivations and hygiene factors should be focused while designing TM intervention. More than 80 per cent in large and medium/small opined that organizations should be both making as well as buying talent.

- The analysis of the perception of the respondents regarding the objectives of TM interventions revealed that more than 75 per cent and 70 per cent in large as well as medium /small respectively perceived developing high
potential individuals and retaining by staff are two important objectives of TM interventions. It is followed by meeting future skill requirements.

- Regarding frequency of their usage, in-house development programmes and performance management system are most widely used in both large and medium/small organization in the study area, Bangalore city.

- Regarding effectiveness of TM interventions, performance management system, special track development programmes and job rotation are found to be highly effective.

In this section, assessment of talent management system, skills, interest and strengths inventory of talent management and factors associated with higher employer engagement were discussed.

- Regarding the assessment talent management system, out of 9 competency as measurement of performance of talent management, creativity, innovation and customer orientations prevailed more than exceeded expectations. Maximum number of respondents have assessed team work and it greatly exceeds expectation in both large and medium/small organizations.
The analysis of assessment of potential of talent management revealed that majority of respondents have viewed high potential of talent management in their organization in both large and medium/small.

A big gap was found between performance and potential of talent management is competency communications, critical judgments and interpersonal skills in large IT organization whereas in medium/small organization, big gap was found high in interpersonal skill and action orientation.

The analysis of skill, interest and strength inventory of talent management for 21 capabilities revealed that skill was found high in large size organization for the capabilities namely providing feed back, setting objectives, begin interested in others and influencing others whereas in the case of medium/small, size organization skill was found high for the capabilities namely providing feedback, making decisions, problem solving, having organizational skills, researching and training and developing people.
In the case of interest a high responses was found for capabilities for large organization comparing medium/small namely providing feedback, identifying development needs, setting objectives, overcoming obstacles, providing challenge, demonstrating leadership being interested in others, being effective in communication, managing decisions, influencing others, innovating, making decisions, recognizing stress, problem solving, having organizational skills, relationship building, providing inspiration, working with others, and training and developing people.

Current use for talent management was found high in large organization than medium/small IT organization for the capabilities namely identifying development needs, setting objectives, overcoming obstacles, providing challenge, demonstrating leadership, being interested in others, being effective in communication, managing decision, influencing others, innovating and making decisions, recognizing stress, problem solving, having organizational skill, relationship building, researching, providing inspiration, working with others, and training and developing people.
Before identifying the factors, associated with higher employer engagement, one WAY ANOVA has been carried out to examine variation in the perception of the respondents regarding the association with higher employer engagement between large and medium/small IT organization.

The computed results of ANOVA revealed that there is no significant difference in perception.

KMO test results revealed the fact that factor analytical method can suitably be employed for the analysis.

The computed results of factor analysis revealed that factor analysis reduced the 27 variables into the following six factors.

\[ F_1 \text{ – Liking towards job/job satisfaction} \]
F₂ – Manager’s contribution

F₃ – Rewards and recognition

F₄ – Team work and organization growth

F₅ – Understanding job requirements

F₆ – Work life balance

Analysis of eigen values of different factors revealed the intensity of each factor 27 variable and its association with higher employer engagement.

5.5 CONCLUSION

Talent management, through a relatively new concept, is extremely important in today’s world. Within the IT sector, as elaborated, Talent Management plays an extremely crucial role in the achievement of the entire organizational goals, by ensuring that the HR objects, functions and processes are in line with the overall organization’s goal. Being a people-oriented business and in truth, dealing with talent of the employees, IT organization must give great priority to Talent Management Processes to ensure that productivity levels of
their organization peak and remain at the high position throughout. Though talent management may cause some resistance and the initial shift from HR to an integrated Talent Management process may be difficult in the long run, this will be more profitable not only for the organization, but also for individual stakeholders and employee as well.

From the study we can recommend that each company can/may try a set of combination of measures and see how it works and as a policy to attract talent. If it is found to be unsuccessful, then they can alternate the set of measures.

5.5 SCOPE FOR FUTURE STUDIES

This study could be extended to other major industries like pharmaceutical, textile, engineering, etc., with different and more number of influencing factors on Talent Management.

Future scope of study in this related field is "Employer challenges in this changing phase of Employee Opportunities and attitudes and measures to tackle these challenges."