# CHAPTER 5

## FINDINGS OF THE STUDY

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5.1 Introduction

Talent Management is one of the most burning issues for the organizations. The emergence of knowledge workers, demographic changes, workforce diversity, skill mismatches is creating immense pressure on the organization to rethink and revisit their Talent Management and Engagement strategies. Over and above the rise of Gen Y in the world and developing countries in particular are creating additional pressure on organizations and giving them sleepless nights in relation to their attraction, engagement and retention. Impactful and right Talent Management strategies drive employee engagement, subsequently leading to positive organizational and business outcomes.

The researcher’s aim was to determine the impact of talent management strategies on employee engagement. The researcher was also interested to learn about the significant drivers of employee engagement and its impact on employee engagement. Both the major aspects of the study focused and were executed on Gen Y of IT/ITES covering regions like NCR, Pune, Gurgaon, Bangalore, Ahmedabad and Gandhinagar.

5.2.1 Findings for Talent Management variables and Employee engagement (Factor analysis and multiple regressions)

The findings of the study contribute to our understanding of talent management practices that drive engagement of Gen Y professionals. Descriptive statistics revealed that out of 393 responses 308 were male and 85 were female.

To identify the factors influencing talent management among Gen Y professionals, factor analysis was performed. Based on factor analysis, three factors were extracted and it was found that from three most influencing factors; “Organizational and

The researcher carried out Correlation Analysis with an objective of finding out the nature of relationship between the identified talent management factors i.e. the independent factors and the dependent factor employee engagement. It was found that all the three identified talent management factors, organizational and departmental communication, opportunities for development and performance evaluation and management were positively correlated with employee engagement. Referring to the table 4.40 we also infer that organizational and departmental communication was found to have higher coefficient of correlation.

Multiple Regressions was applied to examine the association of the identified talent management factors, with employee engagement. It was found that Opportunities for development, performance evaluation and management were not significant explanatory variables for employee engagement, whereas organizational and departmental communication was found to be significant explanatory variable for employee engagement.

Referring to the standardized beta coefficients from table 4.43 we can conclude that Organizational and departmental communication as Talent management leads to higher engagement of Gen Y professionals of IT/ITES.

The present research findings were supported by many researchers. Lockwood, (2007) found that lucid, reliable and frank communications is a significant management means for engaging employees. Lockwood (2006) also purports that committed
employees perform 20 percent superior and there are less likely to resign by 87 percent. The base for the same that is engaged workforce comes from and is built by way of quality, depth and authenticity of communication by HR and top professionals to the employees.

Kress (2005) found that top down communication tend to build employee confidence and buy –in. This was in line with the integrated and holistic model of talent management as presented in the literature review section which mentioned about the connectedness in culture across the departments, which could be facilitated by regular, transparent and clear departmental and top communication.

Pugz and Dietz (2008) present leadership as an important driver for engagement and that the presence of leadership also lead to organizational effectiveness. Communication could be marked as an important driver linked with employee engagement (Kahn, 1992). Likewise, Macleod and Clarke (2009) also emphasize on the criticality of communication as a driver for augmenting the performance via employee engagement. They suggested that it was the superiority of internal communication that augmented engagement.

Employees looked forward to crystal clear and inclusive communication from top management and as to how their contribution could suffice with the larger organizational objective and leadership vision. It came as no surprise that poor communication came out as impediment to employee engagement and led to disengagement.

Engagement is impacted by internal communication. It could be rightly called as apt organizational practice with the prospective of passing on organizational ethos to all employees. It leads to employee involvement with the objectives of the enterprise.
This type initiatives lead to larger engaged employees as an end result (Bindl and Parker, 2010). Internal Corporate Communication involves organizational activities intended to encourage employee acceptance of its evolving aims (Welch and Jackson, 2007). It also includes organizational practices carved to promote employee appreciation of the goals of the organization. This lead to greater buy in and acceptance of organizational values (Bindl and Parker, 2010) since they lead to internalization of organizational ideals and association with organizational objectives, leading in more engaged. Internal Corporate Communication involves communication essentials significant for employee engagement highlighted by MacLeod and Clarke (2009). Those well could include leadership vision, prompting them to analyze their values and in that vision.

The said finding of the research was also in convergence with the study undertaken by Bhatnagar (2007), which was carried out on BPO professionals of NCR region and tried to investigate talent management and its association to the levels of engagement. The findings of the study found a higher disengagement level at the entry level and when the employees completed 13 – 16 months in the organization. The study found that the major primary reason for turnover in BPO/ITES through quantitative analysis was related to the extent and clarity of communication within the organization and that of the overall work culture.

This is also in line with the holistic model of Talent management as presented in the literature review which entails integration of all departments, is facilitative by nature and also imbibes a thread of connectivity across departments which could be possible by way of inclusive and clear communication.
Providing credence to this in line with Gen Y is the need satisfaction theory developed by Maslow (1943, 1971). Blake (2009) critically analyzed the Need Satisfaction theory terms with view to develop generation specific engagement tools. In line with the Hierarchy of Needs particularly as one progresses towards the gratification of Esteem needs, Gen Yer’s want to be taken seriously as contributors. However, that should be backed by balanced realistic view of the present. They need to feel that they are a key part in the organization possible by cultivating a message that illustrates they can make a difference.

Communicating entails the competency to enforce connectivity at a rational level. It is the chief area where tension can soar into emotional conflict. It also involves envisioning which is invigorating the horizons of the myopic and unmotivated. It entails management practices and initiatives that create value and sense of responsibility among the millennial employee. In performance, foreseeing encompass connecting employees’ personal goals and aspiration with the organizations objectives.

The absence of communicating skills hinders envisioning process. The envisioning competencies are “Broadening the Myopic”, “Directing the Unforced, “and “Motivating the Indifferent.” This becomes all the more prominent in case of Gen Y and its engagement, because of their unique personality traits. Gen Y has been born and brought up in world of fast changing where transformation occurs at a pace well beyond the history envisages. Their technology focused world had strongly influenced how they communicate. The pace of communication has resulted in this generation getting bored easily.
Gen Y or millennial are always focused on WII FM (what’s in it for me). The Gen Y population is much more focused on the company’s vision, mission and values. They take pride in participating in growth story of the organization by way of valuable contribution. They need to be made aware how their goals integrate with the organizational objectives and for that continuous organizational and departmental communication is must.

5.2.2 Findings of Employee engagement factors and employee engagement (Factor analysis and multiple regressions)

To identify factors affecting employee engagement factor analysis was performed. Four factors were extracted and out of the factors extracted, first factor “Core job characteristics” explains 17.892 percent of variance.

Second factor “Organizational and procedural equity” explains 16.028 percentage of the variance. The third factor “Organizational and managerial support “, explains 15.327 percentage of the variance. The fourth factor “Reward”, explains 13.028 percentage of the variance. The researcher applied Correlation Analysis to find out the nature of relationship between the identified independent variables and employee engagement.

It was found that core job characteristics, organizational and procedural equity and rewards were seen to be optimistically associated with employee engagement, whereas organizational and managerial support was seen to be negatively associated with employee engagement. Referring to the table 4.51 it was that the correlation coefficient of independent factor reward was higher.
Multiple regressions were applied to examine the relationship of identified employee engagement factors with employee engagement. It was found that core job characteristics was not a significant explanatory variable for employee engagement, whereas organizational and procedural equity, organization and supervisor support and reward were found to be significant explanatory variables for employee engagement.

Referring to the standardized beta values as given in Table 4.54 it was found that organization and supervisor support was found to be negatively correlated with employee engagement and that reward was found to be a more significant explanatory variable for employee engagement than organization and procedural equity.

The present study was supported by many researchers. Kahn (1990, 1992) through his qualitative work found that meaningfulness (work elements), safety (social essentials, counting management style, procedures and enterprise regulations) was found to be the positive determinants for employee engagement. Kahn’s work supported that workers exhibited engagement as a higher level when organizations extended a workplace environment wherein they could feel safe psychologically and psychologically available as well.

Studies conducted by revered consultancies like Gallup, DDI and Hewitt Associates also supported the notion and suggested that engagement was driven by both cognitions and emotions. The present study was also consistent with study undertaken by Schaufeli and Bakker (2004). Negative correlation was established between turnover intentions and social support from the said study.

Researchers from Institute of Employment Studies Robinson and Perryman (2004) also defined engagement as optimistic outlook held by the employee and that
organizations need to nurture engagement. This was in convergence with studies conducted by Maslach et al. (2001) who came out with another model of engagement which defines job engagement as the optimistic opposite of burnout mentioning that burnout includes the erosion.

He further established that the presence of six identifiable drivers was the major reason of burnout and engagement: workload, power, monetary benefits and recognition, society and social support, apparent equality and principles. Schaufeli and Bakker (2004) established that appraisal of job resources that comprise support from colleagues’ envisaged engagement. It was also the absence of the requisite support from managers that led to burnout Maslach et al, (2001). They found that the presence of two significant underlying factors led to engagement or burnout.

The said factors were activation and identification. Activation ranges from fatigue to vigor whilst recognition ranges from skepticism to commitment However engagement is represented by vigor and dedication and burnout is characterized by exhaustion and cynicism.

Saks (2006) through Social Exchange Theory also explained employee engagement. Employees with superior organizational support were found to be more obliged towards the organization and reciprocated with an augmented level of job and organization engagement. Perceived organization support envisaged job and organization engagement. It was also found that engaged and motivated employees shared an improved and quality relationship with their employers. The induced them to have optimistic attitude and purpose. The same was exhibited by their respective behaviors.
Extending the credence to the Gen Y is the Need Satisfaction Theory as given by Maslow (1943, 1971). Maslow Hierarchy of needs provides useful insights about the striking contrasts in generations and their value system and working approach. The Malsow Hierarchy of Needs substantiated that individual’s needs followed a strict order of hierarchy and that the superior order of individuals are seen in force only when lesser order needs were fulfilled. Physiological needs consist of food, clothing, shelter and sleep.

The next lower need was safety need and that constituted employment, bodily safety, the family and property. Belonging needs included amity love and family. Esteem needs comprised of self-respect, self-belief accomplishment and admiration for others. Self-actualization needs entails self- accomplishment creativity, spontaneity and problem resolution. The biggest corporate conundrum is that all the four generations have entered in workplace in their workplace lives at dissimilar points on Maslow’s Hierarchy due to community changes and financial factors. In India Builders, Baby Boomers and Gen X are more tightly banded on the Maslows Hierarchy of Needs due to minimal changes in the social and economic factors before Liberalization in 1991.

Builders and Baby boomers would be at the basic needs level and Gen X would have arrived at work at the belongingness level. Indian Millennials are arriving between the esteem and self-actualization levels. As a resultant of globalization and liberalization, youthful Indians know that India is a major force to reckon with, across the globe. In comparison to their predecessors, they are more like Millennials around the world.
The hierarchy represented a focus on self with highest level or self-actualization; however further clarification by Maslow (1971) indicated needs that would even transcend self-actualization. These higher level needs would be characterized by selfness, devotion and working as what Maslow (1971) defined as being values or self-transcendence. Gen Yer grew up with Boomer parents telling them how wonderful they are.

Baruch (2004) argues that individual value system, norms and viewpoint are highly inclined towards the social system in which one grows and is brought up which in turn, influence their career objective career selection and progress. This generation seeks a hero/mentor. Fulfillment is much more difficult to define as this generation still seeks to define itself. Drawing parallels between the transformed and dynamic workplace and the key characteristics of Gen Y it is very likely that managerial leaders are a key for engaging Gen Y because they accord the highest amount of influence and responsibility when it comes to every day routines and interaction. The quality of rapport they share with their managers will impact the organizational effectiveness.

Moving ahead the study was also in line with Gen Y extrinsic motivation factors. Remuneration is important to this group and they seek out competitive package. (Oxygenz, 2008).