



A Study of Enhancing Employee Performance and Retaining Through Talent Nurturing in IT Industries in India

KEYWORDS

Talent nurturing, Performance level, Competency level, learning ability, Learning Time

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ABSTRACT *This research orients around the talent nurturing and retaining practices. Examining the various methods and practices involved in such programmes are directly and indirectly helpful to the organization may be it is on employee's efficiency or the impactful retaining practices. All employees want to be valuable and remain competitive in the labour market at all times, because they make some demand for employees in the labour market. This can only be achieved through employee talent nurturing. Hence employees have a chance to negotiate as well as employer has a good opportunity to select most suitable person for his vacancy. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation. There is no doubt that a well trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his efficiency in discharging his or her duties. Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. The training imparted should affect the Reactions of the employees after training, learning abilities, behavioral changes and, the results generated in performance of the trainee. What was his reaction to the training, how much he has learned and are there any changes in the behavior and the results in his performance. Evaluation gives the correct image of development of the employee and its ability skills and the productivity, which was design to achieve. After evaluating all the activities during the study stage conductivity training program most of the employees find themselves equipped with the information received after training program and feels a sense of development on their personal levels. This study is to show that training & development is required for an organization to retain its employees, as Training is activity leading to skilled behavior and it realize the employees that what they want in life& knowing how to reach it, where they want to go and how to get there, how high they want to rise and how to take off in the organization.*

Introduction:

The term talent development is becoming increasingly popular in several organizations, as companies are now moving from the traditional term training and development. Talent development encompasses a variety of components such as training, career development, career management, and organizational development, and training and development. It is expected that during the 21st century more companies will begin to use more integrated terms such as talent development.

Skills and talent development are thus central to successful internship programmes. Hay found that skills and capacity building for talent proved to be the most significant factor that pertains to employee well-being and retention. If managers take an interest in the career development of their staff, it has a profound influence on the emotional well-being of employees in the work situation. This factor is most relevant to new graduates who enter a company as they not only are eager to learn new skills and advance their careers, but also need the mentoring approach and a patient guide to show them the ropes and initiate them into the specific workplace. New graduates are very ambitious and want to climb the corporate ladder as quickly as possible. The Markinor South African employee relations survey also pointed out that career development is a major driver of employer loyalty and retention. If new graduates feel that there is an advancement opportunity in the organization, the propensity to remain is higher. Opportunities for advancement also have an effect on the well-being of employees.

Talent retention, specifically amongst graduates, is a serious concern in India and should become an aspect of contemporary debate in many companies. The new power-base in the labour market is a group of employees referred to variously as 'knowledge workers'. The value created by these individuals' means that organizations need knowledge workers far more than knowledge workers need them. The investigation of the impact of a graduate internship programme as a reten-

tion strategy would not only benefit the research setting in which this study will be conducted, but also companies who employs graduates As a major function of human resources management process, training and development is giving higher contribution to the organization when recruiting new employees to organization. After recruit new employee, training programmes are important to induction part of HRM process. Not only for the induction of HRM has process, but also for other part of the process, such as performance appraisal etc. When establishing training objectives these kinds of specific things should be consider, as same as other things.

While training plays a vital role, an effective staff evaluation process is just as significant in developing and satisfying employees. In most workplaces, six-month and yearly reviews function as standard employee evaluations. These are often a collaboration of manager and employee opinions and typically include a written and oral assessment, but in many cases they merely scratch the surface. More thorough employee assessment programs not only provide a better insight into an employee's ability, performance and motivation but also serve as an excellent way to improve employee satisfaction.

In setting objectives of training, is depends on the organization. It may differ from an organization to organization. In an organization again the objectives are basically depends on its vision mission and corporate objectives. These have to achieve without any argument. But in operational level, there can be identify most of times employees makes lots of mistakes because the lack of training. Even they are highly paid, highly motivated people; this cannot be decrease in large amount. For these types of situations are the indicators of the training needs and the training objectives. Training objectives are should be achieves and fulfill training needs of an organization. Also training objectives should have a power of motivation.

Reducing uncontrolled employee turnover is a major strategic challenge for practically every employer in the developed world. As the pioneering leaders in the field of employee

retention (our founder, Roger Herman, wrote the book that opened the field in 1990), we offer a wide range of tools and services to support employers.

These are interesting times for the Indian HR industry. Attrition is high, but so are job opportunities. Salaries are skyrocketing, but responsibilities and work profiles are expanding, too. The Manpower Employment Outlook Survey for Q4 2006 recognizes these trends — almost half of the over-4,700 Indian employers interviewed by the international HR consultancy for the survey say they expect their staffing needs to increase in the next three months. Clearly, the churn will continue....So what CEOs need to do is focus not just on their corporate brands or their consumer brands; they also need to focus on building their people brands. Going forward, building "employer" brands that stand for something specific will be critical in the search for key talent.

Review of Literature

Studies have shown there is a psychological attachment to the organization due to the feelings of gratitude for providing talent development training programs.

Up north in Gurgaon, BPO player IBM Daksh is taking training equally seriously — its training group is christened the Talent Transformation Business Unit (TTBU, and is run like a separate business with its own finance controller, quality head, an administration and transport wing, and a dedicated HR representative. It is even held accountable for output measures of its trainees, such as voice quality, rejection rates, cost of delivery and customer satisfaction metrics. "We believe that training is the most important lever to deliver high quality talent, with a direct impact on client satisfaction. That explains our disproportionate focus on this function" says Pavan Vaish, COO and IBM Daksh.

While IBM Daksh is not the only ones — others like Infosys, Wipro, Genpact and ICICI Bank, face similar challenges of hiring and training people on a large scale — they are perfect examples of how the in-house training department has become crucial, in fact, core to the growth and success of India's new age behemoths. And it shows in the investments being made by these companies into training infrastructure and resources. Infosys has a staggering \$125 million annual outlay for training and development, while TCS too invests a comparable figure on training. Accenture's global spends on training and development has been \$546 million (for September-August 2005).

In 2002, the International Business Machines Corporation (IBM) was ranked fourth by the Training magazine on its "The 2002 Training Top 100". The magazine ranked companies based on their commitment towards workforce development and training imparted to employees even during periods of financial uncertainty.

Since its inception, IBM had been focusing on human resources development: The company concentrated on the education and training of its employees as an integral part of their development. During the mid 1990s, IBM reportedly spent about \$1 billion for training its employees. However, in the late 1990s, IBM undertook a cost cutting drive, and started looking for ways to train its employees effectively at lower costs. After considerable research, in 1999, IBM decided to use e-Learning to train its employees. Initially, e-Learning was used to train IBM's newly recruited managers.

IBM saved millions of dollars by training employees through e-learning. E-Learning also created a better learning environment for the company's employees, compared to the traditional training methods. The company reportedly saved about \$166 million within one year of implementing the e-learning program for training its employees all over the world. The figure rose to \$350 million in 2001. During this year, IBM reported a return on investment (ROI)'s of 2284 percent from

its Basic Blue e-Learning program. This was mainly due to the significant reduction in the company's training costs and positive results reaped from e-learning. Andrew Sadler, director of IBM Mindspan Solutions, explained the benefits of e-learning to IBM, "All measures of effectiveness went up. It's saving money and delivering more effective training, while at the same time providing five times more content than before." By 2002, IBM had emerged as the company with the largest number of employees who have enrolled into e-Learning courses.

In the knowledge economy, it's no longer enough to put your employees through the occasional training module a few times a year. Companies looking to operate and compete in a global market need to constantly skill and re-skill their people, and training is becoming a 24/7/365 affair, cutting across geographies and time restriction.

To deliver this training on this scale and frequency, technology is key — media-rich content, video-on-demand, chat and online self-tutorials have ensured that most of the learning for employees takes place at the place, and time, of their convenience.

When the candidates are recruited from outside or selected, promoted from inside, it is expected that they must perform their jobs with maximum efficiency and competence. Therefore after selecting the candidates, the next logical step is to train them for better performance. Era of vocational training started during industrial revolution, which took place in Britain in 18th century. The apprentice's working in different factories use to get vocational training in the form of direct instructions in the operation of machines. Thereafter specially when use of computers, automatic machines increased and because of rapidly changing techniques the need of training is recognized as one of the most important organizational activities.

Training is required to be given to employees to keep them updated effective and efficient. At present, it is observed that all organizations, of whatever types they may be, need to have well trained experienced and skilled people to perform various activities. If current job occupants meet this requirement, in that case, training is not important but if it is not the case, it is very essential to raise the skill levels, increase the versatility and adaptability of the job occupants by giving them necessary and appropriate training. Talent retention is critically important for all organizations for two main reasons:

1. Turnover is expensive.
2. Top performers drive business performance.

Objectives of the research

1. To identify types and methods of training and development related to IT industries.
2. To identify the impact of various types of methods of development on employees' attitude.
3. To find out the competences' development of employees and improvement programs for their performance.
4. To know how talent nurturing is helpful to grow employee within the organization, as far as possible, its future needs for human resource can be met from within.
5. What are the various practices implied for retaining employees complementing training process.

Hypothesis

1. **H0:** There is no significant relationship between a good training and effective work performance of employee.
- H1:** There is significant relationship between a good training and effective work performance of employee.
2. **H0:** There is no significant relationship between a good training and employee - retention.
- H1:** There is significant relationship between a good training and employee - retention.

Variables to Be Used

Performance level, Competency level, Learning ability, Learning Time

Sample size

200 respondents were taken from different hierarchy in IT industries.

Data Collection and Analysis

Primary data would be collected from the respondents through structured scheduled questionnaire. The Structured questionnaire is used as the research instrument for this study. Likert 5 point scale (Strongly Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree is used). SPSS software is used for data analysis. Karl Pearson correlation is used for analysis.

Hypothesis Testing

A group of items are recorded with respect to the values of two distinct variables and it is found that pairs of values tend to be associated. The calculated value of Karl Pearson correlation for hypothesis number one is derived 0.79 which shows the higher correlation between talent nurturing and effective work performance. The responses given by the respondents related with good training and their performance after the training has positive relation. Therefore null hypothesis that is H₀: There is no significant relationship between a good training and effective work performance of employees is rejected and an alternative hypothesis H₁: There is significant relationship between a good training and effective work performance of employees is accepted. Which indicates that there effective talent nurturing process enhances the employee performance in IT industries. Similarly a variable question related with retention of employee in the organization is also tested. The calculated value of Karl Pearson correlation for hypothesis number two is derived 0.84 which shows the higher correlation between talent nurturing and employee retention. The responses given by the respondents related with good training and their performance after the training has positive relation which creates a bonding with the employer and employees felt that they are the part of organization. Due to that employee retain in the organization for a longer period. So that the null hypothesis H₀: There is no significant relationship between a good training or talent nurturing process and an employee – retention is rejected and an alternative hypothesis H₁: There is significant relationship between a good training or talent nurturing process and employee – retention is accepted.

Observation and findings

- Though by and large, substantial number of employees are content with the way the training is conducted, still there is a scope to analyze at micro level whether the negatives respondents were either non attentive confronted confused or otherwise. Based up on the data there is a scope to take corrective action.
- The cooperation between the colleagues and the level of support they share with each other binds them in an attachment towards the company. However progressive feedback relating to change in the behavioral pattern and scope for redesigning subsequent training programs need to be examined & explored in proper perspective
- Talent development and its continuous nurture provides job satisfaction among the employees so as to retain in the organization.
- Some of the superiors do not bother to make Development Action Plans and submit to the trainers. The static and superficial approach of the supervision needs to be dealt with appropriately
- The training is mainly conducted all around India, the trainers have to travel but sometimes the logistics and arrangement is non-satisfactory. Rescheduling the programmed in advance and informing the participant with due lead time may alleviate the logistic problem the

proximity, approachability and accessibility are the three major parameter while considering the venue for training.

- The findings from the data analysis from the questionnaire show a positive improvement, enhancing and overall rating about the training programmed.
- The reality learning and simulations were thoroughly enjoyed by the employees who have received it.

Suggestions

- In today's competitive world, attitude is the factor which is the dividing line between failure and success. Thus recruitment of the employees must be made not only on skills and attitude but also the attitude of the employee. If an employee has a positive attitude then training for him can be more effective, he has a positive effect on the climate.
- The training records must be maintained, preserved properly and updated timely.
- Proper care should be taken while selecting the trainers.
- Nis Sparta trainers must be given continuous feedback and the training should be performed as a continuous planned activity.
- New and different trainers should be invited so that the maximum impact can be got from the training programmes.
- Co –ordination and interaction of the employees of all levels must be encouraged to locate new talents among employees.
- Solution to some of the problems faced by the employees should be suggested by the employees themselves to make them feel valued at the organization.
- The DAP (Development Action Plans) must be prepared and given to the trainers as soon as possible for further follow up from the side of the trainers.

Conclusion

All members of the workforce need to work on the right goals. When talented employees understand how what they do will contribute to the success of the team, department, and organization, their interest, commitment, engagement level, and retention increases.

- Analysis of all the facts & figures, the observations and the experience during the training period gives a very positive conclusion/ impression regarding the training imparted. The IT industries is performing its role up to the mark and the trainees enjoy the training imparted especially the reality learning and simulation.
- Objectives like:
- Effectiveness of the training and its resultant in the performance of the employees.
- Assists the employees to acquire skills, knowledge and attitude and also enhance the same.
- Helps to motivate employees and helps in avoiding mistakes.
- Talent Nurturing helps to grow employee within the organization, as far as possible, its future needs for human resource can be met from within.
- Training and development activities compliments Employees' retention rate.
- It becomes quite clear that there is no other alternative or short cut to the development of human resources. If we have to meet the challenges of technology, social and economic we have to train the HR irrespective to their category at which they work in the organization.
- As it is recognized fact that we cannot survive in tomorrow business's world with yesterdays method. And hence the continuous development of HR is prime need of today's organization to sustain in this competitive world.

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