



EMPIRICAL EVIDENCES OF TALENT SUPPLY MANAGEMENT IN IT COMPANIES – A STUDY WITH REFERENCE TO CHENNAI CITY

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Introduction

Talent Supply Management (TSM) is a critical aspect of meeting the demand for resources or acquiring the right talent at the right time. TSM studies the various factors which help IT organizations to manage in getting their right talent pool. Talent pool is a vital organ of an organization and it means even more important for IT organization given their stiff revenue targets and tight hold on resource utilization.

IT companies have huge demand for talent all through the year and it is the responsibility of the HR to create these supplies by all means all through the year. To meet the demand the HR's adopt various strategies. In the process of gagging and identifying the right talent at the right time the HR function is classified into three different services providers but all well connected and inter-dependent with each other. Firstly Resources managers try to identify resources within the internal pool. Internal pool here means, resources that are already available within the organization but currently either on the bench, i.e. unassigned to any project or assigned to projects but still looking to join new project to explore new technology; up skill knowledge by taking up new job function within the organization. Since the resources managers are the owners who handle the bench population, (a common thing with the IT organization) they are expected to be vigilant. While advertising internally to the employees about the new job opportunity the resource managers lay down the strategies like selling the job role and potential growth that one can avail through the new job opening.

If resource managers manage to identify potential resources within the bench population, said employees go through interview process to see if they match the job requirements. On the event of found to be good by hiring managers, then they go through required training in terms of cross-skilling or up-skill by the Training & Development team (T&D) who is the second service provider in fulfilling the talent demand.

Largely resources managers find it tough to meet the demand by using available resources within the organization however in this scenario the third and most significant services provider i.e. recruiters are engaged to hire the talent from lateral market. Recruiting team or talent acquisition group (TAG) is said to look for job seekers from outside markets. During this process the TAG follows strategies like advertising the job opening in the companies career sites, job portals, alumni network of leading tier one institutions like IIM Jobs.com, social media hiring – through LinkedIn, Facebook, Twitter, walk-in interviews, using the support of vendors/job consultancy, hiring through campuses and also by following traditional methods like advertising in newspapers and employment exchanges.

Some of their other critical strategies include identifying talents by word of mouth references through new hires those joined the organization recently. By providing a good candidate experience which helps in attracting passive job seekers, also by showcasing the employee value proposition to the candidates who come to attend the interview feel motivated & transparent hiring process that the organization follows makes a significant impact. These strategies help in creating good image in front of the candidates which could potentially help in hiring best prospective employee.

Another important strategy that is followed while hiring the talents is to hire them at the less cost. Cost per hire & cost of hire is important when it comes to hiring talents from external market. This can be achieved by replacing some of the fulltime hires into contract positions. Because companies enjoy the benefit of terminating contract employees from their jobs once project is over rather that may not be possible with full-time staff because both the employee and employer must serve the notice if the indent to forsake each other. By encouraging employee referral bonus scheme it actually helps in bringing the cost down and also saves sourcing time.

Once TAG identifies the resources from external market, the newly identified talent undergoes training from T&D team. T&D, the second service provider in TSM function plays important role both during the external hiring and internal job fulfillment. They engage with talents continuously to ensure proper training is provided to them. Objective of TSM is not only to get right talent at the right time but to also to ensure talents in the organization undergo ongoing up-gradation.



Process level integration between Resource Management, Talent Acquisition, and Training & Development by servicing the demand faster, reducing supply fluctuations and developing competitive advantages becomes important in TSM cycle. Thus TSM plays out a very important role in ensuring talent demand and supply are kept upbeat always.

Review of Literature

Sohel Ahmad in this article says “management literature discusses that the behavioral traits of employees can play an important role in the success of total quality management (TQM). However, little empirical research exists in this regard. Using an international dataset, the present study investigates: the impact of quality management practices on plant competitiveness; and the moderating effect of an employee selection process on the relationship between quality management practices and plant competitiveness. Results show that quality management practices positively impact plant competitiveness. Furthermore, the behavioral traits of employees seem to have a significant impact on the effectiveness of quality management practices. This implies that managers should pay close attention to prospective employees’ behavioral traits and their fit with the TQM philosophy. Managers should not limit their attention to potential employees’ technical skills”.

Timothy says “Recently, the relative demand for skilled labor has increased dramatically. We investigate one of the causes, skill-biased technical change. Advances in information technology (IT) are among the most powerful forces bearing on the economy. Employers who use IT often make complementary innovations in their organizations and in the services they offer. Our hypothesis is that these co-inventions by IT users change the mix of skills that employers demand. Specifically, we test the hypothesis that it is a cluster of complementary changes involving IT, workplace organization and services that is the key skill-biased technical change. We examine new firm-level data linking several indicators of IT use, workplace organization, and the demand for skilled labor. In both a short-run factor demand framework and a production function framework, we find evidence for complementarity. IT use is complementary to a new workplace organization which includes broader job responsibilities for line workers, more decentralized decision-making, and more self-managing teams. In turn, both IT and that new organization are complements with worker skill, measured in a variety of ways. Further, the managers in our survey believe that IT increases skill requirements and autonomy among workers in their firms. Taken together, the results highlight the roles of both IT and IT-enabled organizational change as important components of the skill-biased technical change”.

Sujin K. Horwitz in his papers refers “the increase in the number of industry-sponsored credential programs raises many questions for career and technical education. This study investigated the perceived influence of industry-sponsored credentials on the recruitment process in the information technology (IT) field. Influence is examined from the perspective of Human Resource (HR) executives and their current IT employees to explore employer and employee differences in the role industry sponsored credentials and traditional education qualifications play in the recruiting process. Surveys were administered to HR executives and IT employees in a sample of large U.S. firms. Results indicated that there were no statistically significant differences between employers and IT employees regarding the perceived influence of industry-sponsored credentials on recruitment. However, significant differences were found in the perceived influence of such credentials on the recruitment process when comparing IT employees with credentials and those without. The results are discussed in terms of their implications for researchers, career and technology education policy makers, and educators”.

Roy Maurer explains “Hiring forecasts for 2016 are bullish, and employers aiming to increase head count will be tasked with differentiating themselves from the competition in order to win talent. Experts predict many of the recruiting trends prevalent last year—branding, maximizing talent analytics, repairing the candidate experience and leveraging untapped sources of hire—will continue to resonate in 2016. “As the employment market continues to tighten, it will become increasingly difficult for employers to find the quality, skilled candidates to meet their needs,” said Joanie Courtney, senior vice president, global market insights at job site Monster. ‘Attracting and retaining talent will remain a challenge as top candidates experience an increase of competitive job offers, along with better salaries and opportunities’. Companies will take an even more strategic approach to talent acquisition, “becoming increasingly inventive to attract and retain valuable candidates,” said Byrne Mulrooney, CEO of Futurestep, a Korn Ferry company specializing in recruitment process outsourcing”.

Julie Hicks Patrick finds in that “among the major costs associated with conducting survey research are the time and money spent recruiting a large and racially representative sample. Contrasted here are the costs of different recruitment strategies (agencies, support groups, snowballs, media, mass mailings) in terms of project time, supplies (e.g., postage, support materials), and staff time as they bear on the costs of recruiting 841 older mothers of offspring with lifelong disabilities. Results indicate that the costs of recruitment vary by method and race. Whereas agencies, support groups, and snowball recruitment were low- to moderate-cost strategies, they were less effective for recruiting African Americans than were media and demographic sampling unit strategies. These analyses suggest that with appropriate planning, funding, and



implementation, nonprobability sampling methods can be used successfully to recruit a large and diverse sample. Suggestions for improving the implementation of future recruitment campaigns are also offered”.

Sushan Taylor says “organizational recruitment activities have been hypothesized to affect applicants’ reactions to the organization, independent of effects exerted by the job attributes associated with the position (e.g., location, salary, title). This research utilized a correlational design and a field setting in assessing applicants’ reactions to a five-stage recruitment program. Recruitment activities were significantly related to applicants’ reactions only at the initial interview stage. Conversely, job attributes emerged as significant predictors of applicants’ reactions at each of the four recruitment stages where they were assessed. No support was found for three hypothesized moderating variables—the perceived comparability of job offers, applicants’ work experience, and their labor market opportunities. Suggestions for strengthening organizational recruitment programs and for directing further research are discussed”.

Chapman, Derek S finds that “attracting high-performing applicants is a critical component of personnel selection and overall organizational success. In this study, the author’s meta-analyzed 667 coefficients from 71 studies examining relationships between various predictors with job-organization attraction, job pursuit intentions, acceptance intentions, and job choice. The moderating effects of applicant gender, race, and applicant versus non-applicant status were also examined. Results showed that applicant attraction outcomes were predicted by job-organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies, but not recruiter demographics or perceived alternatives. Path analyses showed that applicant attitudes and intentions mediated the predictor-job choice relationships. The authors discuss the implications of these findings for recruiting theory, research, and practice”.

Albert Scsigulinsky finds that “disclosed is a computer system and a method for a computer-based data integration and management processing system and a method for workforce planning and occupational readjustment. The system and method of the present invention uses a number of databases that are either created internally or are imported from existing databases. These databases are manipulated by the invention for skill matching analysis based on a rigorous behavioral skill analysis of target occupations, using one or more predetermined analysis metrics and an examination of an individual’s skills using metrics with similar behavioral attributes”.

Gaps in the Literature

After reviewing national and international literature pertaining to Talent Supply Management it is found that nobody has acknowledged the elements of Talent Supply Management and their implications. At the same time they did not address the important issue of subsequent influence of Talent Supply Management on organizational effectiveness. This leads to the lacunae of measuring the empirical facts about Talent Supply Management in any organization.

objectives of the study

- To study the implication of Talent Supply Management in IT Companies
- To analysis the empirical relationship between Talent Supply Management and commitment of the employees.

Hypothesis:There is no significant difference among the factors of Talent Supply Management

Methodology:This study is based on both descriptive and analytics type of approach. It requires both primary and secondary data.

The primary data is obtained through a well framed and structured questioner.

The questioner consists of independent variables followed by statement in Likert’s 5 point scale pertaining to Talent Supply Management as well as organizational effectiveness.

The secondary data is obtained through, journals, magazines, periodicals, research write-ups and annual report of the companies.

Sampling Method:The researcher has applied convenient sampling method to collect the data from the employees of IT companies in Chennai City. The researcher selected top 5 IT companies and circulated 50 questioner each in all 5 companies. After circulating 250 questioner the researcher was able to receive only 110 properly filled details. Hence the sample size of the research is 110.

Analysis And Discussions

T-Test For Recruitment and Selection Policies

In this study recruitment practices in strategic human capital in IT companies are identified through 8 statements regarding their prominent role in the organisation. The sample T-test is applied on eight variables of recruitment and selection policies in IT companies. This test is performed with the test value 3 and the following results are obtained.

Table 1, One-Sample Statistics for recruitment and selection policies

Variables	Mean	Std. Deviation	Std. Error Mean
Satisfaction level of induction	4.0667	.50892	.02190
Duration of induction	3.8241	.64219	.02764
Method of screening the applicants for the posts	4.0204	.59181	.02547
Method of selection	3.8185	.73125	.03147
Senior executive do take interest and involve themselves	3.6500	.75697	.03257
Topics/Areas covered during the induction	3.5222	.93849	.04039
Factor considered for the selection	3.4204	.95887	.04126
Qualification prescribed for the post	2.7907	1.22084	.05254

From the above table, it is found that all the mean values are greater than 3 in particular ranging from 3.42 to 4.06 with their respective standard deviation less than 1, whereas the last variable shows mean value less than 3 (mean = 2.79)

Table 2, One-Sample Test for recruitment

Variables	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
RSI1	48.705	109	.000	1.06667	1.0236	1.1097
RSI2	29.820	109	.000	.82407	.7698	.8784
RSI3	40.066	109	.000	1.02037	.9703	1.0704
RSI4	26.011	109	.000	.81852	.7567	.8803
RSI5	19.954	109	.000	.65000	.5860	.7140
RSI6	12.931	109	.000	.52222	.4429	.6016
RSI7	10.188	109	.000	.42037	.3393	.5014
RSI8	-3.983	109	.000	-.20926	-.3125	-.1061

From the table it is found that t-test values are significantly greater than the test value 3 at 5 percent level of significance except the last statement showing t-value less than 3. Therefore it is concluded that employees in IT companies are highly satisfied with their companies level of induction and method of screening the applicants for the posts whereas they are moderately satisfied with duration of induction and topics/areas covered during the induction. It is also further analysed that they are moderately satisfied with the process of selection and the involvement of senior executive and the various factors considered for selection.

T-Test For Employees Training

In IT companies training and development and development strategic human capital management practices are identified through ten statements regarding their prominent role in the organisation. The sample T-test is applied on ten variables of training programmes conducted to employees working in IT companies. This test is performed with the test value 3 and the following results are obtained.

Table 3, One-Sample Statistics for Employees training

Variables	Mean	Std. Deviation	Std. Error Mean
Training and development methods adopted by the trainer	3.4315	.89781	.03864
Duration of the training and development program	3.4593	.80824	.03478
Experience sharing and interaction	3.4815	.95036	.04090
Training and development objectives	3.6444	.71783	.03089
Method of identifying training and development needs	3.5704	.75633	.03255
Infrastructure facility of the training and development centre	3.5167	.77154	.03320
Selection criteria	3.4296	.70029	.03014
Content and relevance of the training and development program with respect to the	3.3130	1.04456	.04495

objectives			
Competency of the trainer	3.6056	.64894	.02793
Performance in the job after the training and development	4.2185	.68676	.02955

From the above table, it is found that all the mean values are greater than 3 in particular ranging from 3.31 to 4.21 with their respective standard deviation less than 1, except content and relevance in training programme is based on objectives having standard deviation greater than 1.

Table 4. One-Sample Test for Employees training

variables	Test Value = 3				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
TD1	11.168	109	.000	.43148	.3556 .5074
TD2	13.204	109	.000	.45926	.3909 .5276
TD3	11.773	109	.000	.48148	.4011 .5618
TD4	20.862	109	.000	.64444	.5838 .7051
TD5	17.524	109	.000	.57037	.5064 .6343
TD6	15.561	109	.000	.51667	.4514 .5819
TD7	14.257	109	.000	.42963	.3704 .4888
TD8	6.962	109	.000	.31296	.2247 .4013
TD9	21.684	109	.000	.60556	.5507 .6604
TD10	41.231	109	.000	1.21852	1.1605 1.2766

From the table it is found that t-test values are significantly greater than the test value 3 at 5 percent level of significance. It is analysed from the above tables that the employees are highly satisfied with their performance in the job after the training is completed whereas they are moderately satisfied with the methods adopted by the trainer, time duration, experience sharing and interaction during the training period, objective needs, infrastructure facility in the training centre. The employees further expressed that they are moderately satisfied with the selection criteria, content and relevance utilized in the training program with respect to the objectives and goals of the company and the competency of the trainer.

Findings & Conclusion

Talent supply management practices are considered as the most important aspect of every organisation and it plays an important role in realizing organization's objectives. The present proved that there is a positive relationship prevailing in the companies between talent supply management and recruitment and training as well as organizational productivity. More talented employees are more productive, more loyal and more committed to their work. An increase in the global competition and to retain the top performance employee becomes a major issue in Information Technology companies.

Concentrating on employees talent inside and outside the organization makes the organization to face any challenge from competition. The well trained employees involve themselves in their work with more interest and increase their individual commitment level. This strategy results to cultural changes in the work place and brings upward trend in their individual performance.

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