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IS EMPLOYEES' DECISION-MAKING AN OUTCOME OF TALENT MANAGEMENT IN IT COMPANIES?

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Abstract

All types of industries and all types of organizations depend upon the remarkable degree of popularity of talent management and its contribution to human resources management. These organizations emphasize talent management to ascertain the hidden traditional human resources among the employees. The competitive advantage of the organization mainly focuses on organizational elites. They depend on the existing talents of the employees as well as different components of strategic human resource management. The email contacts to the employees of IT companies located in the metropolitan city of Chennai brought 522 usable and rational opinions transparently from the employees. These opinions are systematically transformed into numerical values according to the assigned psychological scales. The application of the generalized model proved that there is a significant influence of talent management practices on the decision-making skills of the employees in the backdrop of the mediating effect of career opportunities and retention strategies.

Keywords: *Talent Management, Generalized Linear Model, Mediating Effect, Decision-Making Skills.*

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1. Introduction

In the present scenario of economic conditions, IT companies are involved in the process of a War of talents to poach the talent of employees. (Michaels et al., 2001; Axelrod et al., 2002), All types of industries and all types of organizations depend upon the remarkable degree of popularity of talent management and its contribution to human resources management. These organizations emphasize talent management to ascertain the hidden traditional human resources among the employees. The competitive advantage of the organization mainly focuses on organizational elites. They depend on the existing talents of the employees as well as different components of strategic human resource management (Hambrick and Mason, 1984; Miller, Burke and Glick, 1998).

The dynamic competitive environment prevailing in IT companies made them systematically transfer their talents into the form of productivity. (Huselid et al., 1997; Schuler, 1989; Wright and McMahon, 1992). The notion of talent management is very important for all organisations to meet the heavy competition, challenges and issues in the industry. The competitive advantage of human capital management is abundantly found in the course of talent management. Some of the organisations meticulously identified the significant influence of talent management during the recessionary climate. A talent management strategy could involve all the organisational activities for the systematic identification of the right person for the right job. The sustainable competitive advantage of talent management is focusing more on developing the potentiality of employees and their performance.

The Role and development of talent management can differentiate different human resources and facilitate organisations in choosing appropriate persons for the appropriate job assignments. The human resources architecture in all IT companies paved the way for the employees to continue their organisational commitment and also to show their efficiency. The management comprises two important components, namely human resources planning and succession management, to reach the highest organisational productivity and efficiency (Jackson & Schuler, 1990, p. 235); Talent

management can deliberate and systematic efforts to ensure continuous leadership and individual efficiency management among the employees. The continuous motivation of employees to monitor the nonmonetary ways or able to encourage their employees to show their full talents based on supply and demand prevailing in the human capital of IT companies. Therefore the present research focuses on measuring empirical evidence for the influence of talent management on the decision-making skills of employees, particularly in IT companies.

2. Literature Reviews and Hypotheses Development

(Rothwell, 1994) argued that the employee's talent management depends upon the existing problem obscurity as fully as the organisational commitment of the employees to solve any problems they face. It is also found from the study that specific decision-making skills of the employees are directly proportional to the talent management process in every organisation. Effective talent management avoids unnecessary confusion and hindrances in taking dynamic decisions.

(Creelman, 2004); In another study, the researcher argued the acquisition of talents is highly related to career planning and development of employees. Talent management in any organisation is useful for development planning and the potential managing of the knowledge acquisition process. The main sources of talent management always come from human resources management and potential appraisal prevailing among the employees. The decision-making process of the employees is also depending upon the rational performance appraisal system in the organisations.

(Cheloha & Swain, 2005); Highlighted that talent acquisition, employee selection, and career opportunities are considered primary components of talent management in any organisation. Talent management can also reveal the mindset of top-level executives in the organisations and their attempt to ensure a performance appraisal system for potential employees. The potentiality of the employees can be determined through their talent as well as the potentiality in completing the organisational assignments.

(Redford, 2005, p. 20). The authors argued that the effectiveness of succession planning could be identified as the empirical evidence for the effective talent management prevailing among top-level executives, middle-level managers and operational-level employees. The decision-making phenomenon prevailing among the employees can be easily ascertained from the potentiality of that job accomplishment, job involvement and job satisfaction.

(Ashton & Morton, 2005, p. 30). In this study, the researcher argued that a consistent and unbiased approach of all organisations could motivate their employees to acquire the best talents within them. The concise approach of talent management is used to derive the best of their abilities and also channelise them towards organisational productivity. There is a strain of thought in talent management that the complete decision-making process of employees is based on existing talents.

(Mercer, 2005) this author argued that talent management in any organisation has strategic importance to achieve individual efficiency, organisational cultural changes, organisational loyalty and job satisfaction. Talent management is there several combinations of human resources management and their functional activities. Talent management comprises a written selection of the employees, organisational development, career development and succession planning for the futuristic development of the organisation.

Heinen & O'Neill (2004) argued that talent management could create a significant influence on pedestal departments in organisations on the aspects of and selection of employees and converting them into talented fool of employees through appropriate training and development processes. Talented employees with decision-making skills are useful for all organisations to implement their strategic developmental activities. Strategic human resources management comprises talent management as one of its components.

Sullivan (2005) In this study, the researchers argued that most of the talent management components or analogues to employee retention strategies. These strategies of the employees are allowed to take independent decisions in the work

environment and also motivate them to feel that they are the most empowered employees with good job autonomy. The talent retention strategies of any organisation allow the employees with full freedom to take decisions and also to manage any futuristic consequences in the organisational premises.

3. Proposition Development

The above literature reviews on talent management, talent management effectiveness, and decision-making skills of the employees revealed the existence of both intrinsic and extrinsic relationships with the talent management of the organisations. Collings, D. G., & Mellahi, K. (2009). These talent management systems in IT companies or able to support their corporate strategies and also create a cumulative impact on all the developmental activities of IT companies. These talent management strategies are useful to expand their business activities unable to establish a strong between talent management strategies and the employees. These studies also argued that the superior corporate goal of IT companies creates a significant influence on talent management strategies and is also useful to create new strategies to retain the talents of the employees as an organisational outcome. Nevertheless, these studies also highlighted the difficulties in implementing all the talent management strategies to jump the employees over the lines of decision-making skills Gandossy, R., & Kao, T. (2004). They also identified that stronger motivation and stronger career opportunities could improve the commitment level of the employees. The financial outcomes, profitability and productivity, are the major outcomes of talent management and their subsequent influence on the employee's decision-making skills. Hence the following propositions are coined by the researcher.

Proposition 1: Talent management practices are positively related to career development opportunities in IT companies.

Proposition 2: Talent management practices are positively related to employee retention strategies in IT companies.

Proposition 3: Talent management practices are significantly influencing employee decision-making skills in IT companies.

4. Methodology

The main theme of this research work directly depends upon important constructs, namely talent management practices, career development opportunities, retention strategies and decision-making skills of the employees. The measurement of all these constructs is psychological, and the employees of IT companies are allowed to express their perception in a psychological manner Joyce, S., Herreman, J., & Kelly, K. (2007). Rational and transparent perceptions are requested from the employees to reveal their personal experience with talent management practices in IT companies and the existing career development opportunities, their perception of retention strategies and their dynamic decision-making skills in the work environment. The perception of the employees is obtained through an online survey conducted during May and June 2023. The employees in the IT companies are contacted online and are particularly website based to survey through the official Email. Most of the employees are royally enthusiastic in expressing their perception towards existing talent management practices in their IT companies. The main aim of the online survey used to ascertain the personal and organisational information of the employees in IT companies, information about the talent management practices and other information about wide-scale career opportunities available in the work environment, indigenous retention strategies of the IT companies and the personal involvement of employees in taking their dynamic decision-making more suitable and appropriate for the IT companies. There is a framework for the questionnaire to control the perception of the employees and also to justify the rational approach of the employees towards the questionnaire. Participants are allowed to express their opinion and rate them on the psychological scale. The main focus is given to their perception towards talent management practices in IT companies, followed by their autonomy in making crucial decision-making in the work environment. Decision-making skills are considered the major outcomes of rigorous talent management practices in IT companies. The main talent management components measured for this research are performance appraisal system, potential appraisal methods, employee participation and loyalty to the

organisation. The major outcomes, namely decision-making, are divided into 3 components individual decisions, team decisions and emergency decisions, respectively. The mediating variables of the present research encounter career development opportunities and employee retention strategies in IT companies. The ordinal scale indicators are used to derive the exact perception of the employees regarding talent management perception as well as decision-making abilities. There are allowed to express their opinion using the five-point scale, which has the assigned meanings of strong agreeability to strong disagreeability.

The email contacts to the employees of IT companies located in the metropolitan city of Chennai brought 522 usable and rational opinions transparently from the employees. These opinions are systematically transformed into numerical values according to the assigned psychological scales. These players and their numerical assignments are useful to compute the numerical values, which can be used as both discrete type of random variables as well as continuous type random variables. These types of random variables are assigned to independent variables, mediating variables and dependent variables, respectively Kontoghiorghes, C., & Frangou, K. (2009).

The independent variables are the components of talent management strategies, namely performance appraisal system, potential appraisal methods, employee participation and loyalty to the organisation, and the mediating variables are career opportunities of employees and retention strategies of IT companies. The dependent variables are the components of the decision-making skills of the employee, namely individual decisions, team decisions and emergency decisions. These components and their opinion on the psychological scale are computed through the averaging method to convert them into continuous types of random variables. These continuous types of random variables can be used for all the rigorous statistical domains.

After computing the continuous types of random variables for the components of talent management practices, career opportunities, retention strategies and decision-making skills, they become highly conducive for the application of multivariate

statistical tools. In this scenario of independent variables along with moderating variables and dependent variables, the researcher assumed the moderating variables as Covariates to find the interactive effect between independent and dependent variables. To identify the relationship between independent and dependent variables as far as to measure the interactive effects of mediating variables with both independent and dependent variables, a general linear model (GLM) is used to find the interactive effects successfully. The generalised linear model can also be used to estimate the system of equations related to all three components of the dependent variable's decision-making skills. The system of exogenous regression equations (Zellner 1962) and their error terms are computed to measure the nature of the interactive relationship between mediating variables, career opportunities, and retention strategies with the three components of the decision-making skills of the employees. The correlated errors among the three systems of equations for the individual variables individual decision-making, team decision-making and emergency decision-making are useful to explain the nature of the interaction between independent and dependent variables. This general linear model also tests the existence of endogenous interaction among independent variables, mediating variables and dependent variables to the principle of the least square method. The regression coefficient estimators and their asymptotic significance for the system of regression equation are useful to measure the least squares between the variables. These regression coefficients are also useful for finding the High Correlation between independent and dependent variables. The individual correlation values and highly correlated values among the variables are estimated in this generalised linear model. The residual terms and the correlation values are also considered important factors in measuring the interactive effects among the independent and dependent components. The coefficients estimated in the generalised linear model are useful to identify the cross relationship of the system of linear multiple regression equations. Simultaneous care is taken to investigate whether the independent variables in these different regression equations are interrelated. The generalised linear model also consists of cross equation constraint test exactly estimate the

interactive effects among the variables. At the same time, it is very important to identify the heteroscedasticity prevailing among the dependent variables of the decision-making skills of the employees. Three different generalised linear models are computed for the three dependent variables, and the results of derived according to 3 different R-square values. This model is completely computed based on the principle of least square models, and they are robust enough to compute the independent regression analysis for the three dependent variables. The main effects and the secondary effects of both independent and mediating variables are also computed in this model.

5. Results and Discussion

The generalised linear model regression has the potential to establish the interactive relationship between talent management practices and their components, as well as the subsequent decision-making skills of the employees due to the implementation of talent management. This analysis computes adjusted R-square values and F values to prove the consolidated relationship between the performance appraisal system, potential appraisal system, employee participation and loyalty with three types of decision-making skills individual decision, team decision and emergency decision, respectively, in the backdrop of mediating variables, career opportunities and employee retention strategies.

Table 1: Interactive Effects of Talent Management and Individual Decision Making

Type	Variables and Statistics	Co-efficient Values	Sig
Computed statistics	Adjusted R-square	.365	.000
	F-Value	4.128	.000
	Constant	1.657	.000
Independent variables	Performance appraisal system	0.354	.000
	Potential appraisal system	0.214	.000
	Employee Participation	0.417	.000
	Loyalty	0.247	.000
Mediating variables	Career opportunities	0.319	.000
	Retention strategies	0.365	.000
Interaction	Talent management and Career opportunities	0.369	.000
Dependent Variables	Individual decision making	NA	NA

Table 1 indicates the adjusted R- square values and F-values can reveal a significant relationship with the dependent variable individual decision-

making. The statistical significance of the coefficients of the first regression coefficients (All the values are greater than .3) reveals the involvement of talent management practices of IT companies in influencing the individual decision-making skills of the employee's Lewis, R. E., & Heckman, R. J. (2006). The individual decision-making of the employees in IT companies depends upon their performance in the organization and their potential knowledge to accomplish any assignment within the organization. The transcendental participation of employees and their depth of loyalty can reveal the confidence level of individuals to make dynamic decision-making. Similarly, the mediating variables of career opportunities and employee retention strategies also have significant correlation values to reveal their cumulative contribution to motivate the employees for individual decision-making. This also further proved the positive relationship between the components of talent management and the mediating variables of career opportunities and supported Proposition 1.

Table 2: Interactive Effects of Talent Management and Team Decision Making

Type	Variables and Statistics	Values	Sig
Computed statistics	Adjusted R-square	.312	.000
	F-Value	3.954	.000
	Constant	1.206	.000
Independent variables	Performance appraisal system	0.347	.000
	Potential appraisal system	0.309	.000
	Employee Participation	0.344	.000
	Loyalty	0.305	.000
Mediating variables	Career opportunities	0.324	.000
	Retention strategies	0.307	.000
Interaction	Talent management and Career opportunities	0.369	.000
Dependent Variables	Team decision making	NA	NA

Table 2 stands as a testimony to the influence of talent management practices on the second dependent variable, team decision-making. Talent management practices, particularly performance appraisal systems and employee participation, strongly influence the team decision-making skills of the employees Locke, E. A., & Latham, G. P. (1990). In the case of mediating effect, the career opportunities stand first in influencing the employees to involve in collective team decision-making. At the same time, the generalized model proved the positive relationship between talent management practices in IT companies and team

decision-making of employees, and this supports proposition 2.

Table 3: Interactive Effects of Talent Management and Emergency Decision Making

Type	Variables and Statistics	Values	Sig
Computed statistics	Adjusted R-square	.301	.000
	F-Value	3.358	.000
	Constant	1.017	.000
Independent variables	Performance appraisal system	0.308	.000
	Potential appraisal system	0.319	.000
	Employee Participation	0.321	.000
	Loyalty	0.309	.000
Mediating variables	Career opportunities	0.304	.000
	Retention strategies	0.311	.000
Interaction	Talent management and Decision-making skills	0.369	.000
Dependent Variables	Emergency decision making	NA	NA

Table 3 explains the influencing mechanism of talent management practices in IT companies and their influence on emergency decision-making skills. Among talent management practices, employee participation is predominant in influencing the employees to make emergency decision-making Evans, J. R., & Jack, E. P. (2003). It is flowed by a potential appraisal system that reveals the potentiality of the employees to make emergency decision-making in the work environment. These emergency decision-makings are also influenced by the mediating variable employee retention strategies; it creates a cumulative interactive effect on the emergency decision-making. The interactive correlation between talent management practices and the decision-making skills of the employees is significant to support Proposition 3.

6. Findings and Suggestions

This depth research ascertained that the talent management practices in IT companies depend upon the individual performance of the employees and their inward potentiality to accomplish any job assigned to them in the work environment. The depth of participation and job involvement of the employees are the consequences of talent management practices in IT companies. The loyalty of the employees towards the IT companies is the indicator of successful talent management practices.

The successful implementation of talent management practices creates a significant influence on the individual decision-making skills of the

employees as well as their collective team decision-making skills. The emergency decision-making skills of individual employees can be obtained from effective talent management practices. Talent management empowers employees to show their sense of belongingness and the responsibility to participate in organizational development activities. The mediating factors of career opportunities and employee retention strategies create a cumulative influence on the decision-making skills of the employees to reveal their measure of empowerment.

7. Limitations and Directions for Future Research

The present research is limited to the personal factors of employees, particularly regarding the designation in IT companies. The talent management strategies are different concerning the designation of the employees. These different types of employees in different designations have control over talent management practices. Some of the talent management practices are more suitable and appropriate for all types of employees, and some of the talent management practices are only suitable for top-level management. These restrictions are abundantly found in this research paper. The research is also restricted to specific talent management practices more popular among IT companies, which may not be suitable for other manufacturing sectors. The study is restricted to top IT companies in the study area, whereas the talent management practices may not be followed in medium-scale and small-scale IT companies. The sample size is limited to 522; the more the sample size may lead to different relationships between independent and dependent variables. This research is limited to the two defined mediating variables, namely. Opportunities and employee retention strategies these mediating effects may among employees in different industries.

The present research mainly focused on finding the role of talent management practices in improving the decision-making skills of the employees; therefore, future dynamic researchers can pursue the research comparing talent management practices and their effectiveness in IT companies as well as other manufacturing companies. The role of career opportunities and employee retention strategies can

create a significant influence on the decision-making skills of the employees. Therefore, future meticulous researchers can focus on measuring the direct role of career opportunities, career development, career planning, and different employee retention strategies in the organisational development of different industries. The decision-making skills of the employees have proximity with employee empowerment for a separate study can be undertaken by the interested researchers to identify the relationship between the employee empowerment factors and factors affecting their decision-making skills.

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