

IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN IT SECTOR – A STUDY IN KANYAKUMARI DISTRICT

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ABSTRACT

Talent management refers to a systematic approach used by organizations to identify, recruit, develop, and retain talented employees. It involves a range of practices such as recruitment and selection, training and development, performance management, career planning, and employee engagement. Effective talent management practices help organizations enhance employee capabilities, improve productivity, and foster a culture of continuous learning and development. In the IT sector, where rapid technological changes require constant skill enhancement, talent management plays a vital role in maintaining workforce competence and organizational performance. Employee performance is one of the key indicators of organizational effectiveness. When employees are properly trained, motivated, and supported through talent management initiatives, they are more likely to perform efficiently and contribute positively to organizational goals. Kanyakumari District has witnessed considerable growth in the IT and IT-enabled services sector in recent years, creating new employment opportunities for skilled professionals. The important objectives of the study are: to examine the talent management practices adopted in IT sector organizations in Kanniyakumari District and to analyze the impact of talent management on employee performance in the IT sector. The study is based on both primary and secondary data sources. In order to examine the impact of talent management on employee performance in the IT sector in Kanniyakumari District, a total of 75 employees working in various IT organizations were selected as respondents for the study. The samples were chosen using the convenience sampling method.

KEYWORDS: Talent Management, Factors and Employee performance

INTRODUCTION

In the modern knowledge-driven economy, organizations increasingly recognize that human resources are their most valuable asset. The information technology (IT) sector, in particular, depends heavily on skilled and talented employees to maintain competitiveness and innovation. As technological advancements continue to reshape the business environment, companies must adopt effective talent management strategies to attract, develop, and retain capable employees. Talent management has therefore become a crucial element for organizational success, especially in industries where intellectual capital and specialized skills play a dominant role.

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Employee performance is one of the key indicators of organizational effectiveness. When employees are properly trained, motivated, and supported through talent management initiatives, they are more likely to perform efficiently and contribute positively to organizational goals. IT companies particularly rely on high-performing employees who can adapt quickly to new technologies, deliver quality services, and meet client expectations. Therefore, organizations increasingly focus on implementing talent management practices that encourage employee development, job satisfaction, and long-term commitment.

Kanyakumari District has witnessed considerable growth in the IT and IT-enabled services sector in recent years, creating new employment opportunities for skilled professionals. As organizations in this region expand their operations, managing and retaining talented employees becomes increasingly important. In this context, the present study aims to examine the impact of talent management practices on employee performance in the IT sector in Kanyakumari District. The study seeks to understand how effective talent management strategies contribute to improving employee productivity, motivation, and overall organizational performance.

OBJECTIVES OF THE STUDY

The important objectives of the study are:

- To examine the talent management practices adopted in IT sector organizations in Kanniyakumari District.
- To analyze the impact of talent management on employee performance in the IT sector.

METHODOLOGY

Sources of data

The study is based on both primary and secondary data sources. Primary data were collected using a well-structured interview schedule. Secondary data were gathered from various sources such as books, journals, magazines, and relevant information available on the internet.

SAMPLING DESIGN

In order to examine the impact of talent management on employee performance in the IT sector in Kanniyakumari District, a total of 75 employees working in various IT organizations were selected as respondents for the study. The samples were chosen using the convenience sampling method.

STATISTICAL TOOLS USED

The collected data were analyzed with the help of various statistical measures such as *Percentage, Weighted average technique, Chi-Square Test and Regression analysis*.

ANALYSIS AND INTERPRETATION

The Analysis and Interpretation section presents the data collected in an organized manner. It helps to identify patterns, trends, and relationships among variables. This section interprets the findings to draw meaningful conclusions related to the research objectives.

Age of the Respondents

Age is an important factor that influences an employee's experience, maturity, and ability to handle work-related challenges. It also plays a significant role in determining the adaptability and productivity of employees in the organization. Hence, the respondents are classified based on their age and presented in the following table.

Table 1 Age of the Respondents

Sl. No	Age	No. of Respondents	Percentage
1	Up to 30 years	22	29
2	31 – 40 years	28	37
3	41 – 50 years	17	23
4	Above 50 years	8	11
	Total	75	100

Source: Primary Data

The above table shows that 28 (37 percent) of the respondents belong to the 31–40 years age group, 22 (29 percent) of them are up to 30 years, 17 (23 percent) belong to the 41–50 years category, and the remaining 8 (11 percent) are above 50 years.

Gender of the Respondents

Gender distribution is an important demographic variable that helps in understanding the representation of male and female employees in the IT sector. It also provides insights into workforce diversity within organizations.

Table 2 Gender of the Respondents

Sl. No	Gender	No. of Respondents	Percentage
1	Male	42	56
2	Female	33	44
	Total	75	100

Source: Primary Data

The above table reveals that 42 (56 percent) of the respondents are male, while the remaining 33 (44 percent) of the respondents are female.

Marital Status of the Respondents

Marital status plays a significant role in influencing the personal and professional responsibilities of employees. It may also affect job commitment, work-life balance, and overall employee performance.

Table 3 Marital Status of the Respondents

SI. No	Marital Status	No. of Respondents	Percentage
1	Married	47	62.7
2	Unmarried	28	37.3
	Total	75	100

Source: Primary Data

The above table indicates that 47 (62.7 percent) of the respondents are married, while the remaining 28(37.3 percent) of the respondents are unmarried.

Type of Family

The type of family influences the social and financial responsibilities of employees. It may also affect their work-life balance and commitment towards their profession.

Table 4 Type of family

SI. No	Type of Family	No. of Respondents	Percentage
1	Nuclear Family	51	68
2	Joint Family	24	32
	Total	75	100

Source: Primary Data

The above table shows that 51 (68 percent) of the respondents belong to nuclear families, while 24 (32 percent) belong to joint families.

Number of Dependents

The number of dependents indicates the financial responsibilities of employees. It also reflects the economic burden which may influence their job performance and career decisions.

Table 4 Number of Dependents

SI. No	No. of Dependents	No. of Respondents	Percentage
1	Up to 2	32	43
2	3 – 4	28	37
3	Above 4	15	20
	Total	75	100

Source: Primary Data

The above table reveals that 32 (43 percent) of the respondents have up to two dependents, 28 (37 percent) have three to four dependents, and the remaining 15 (20 percent) have more than four dependents.

Work Experience

Work experience plays a vital role in improving the knowledge, efficiency, and skills of employees. Experienced employees are often better able to manage work responsibilities and contribute to organizational performance.

Table 5 Work Experience

SI. No	Work Experience	No. of Respondents	Percentage
1	Up to 5 years	26	35
2	6 – 10 years	30	40
3	Above 10 years	19	25
	Total	75	100

Source: Primary Data

The above table shows that 30 (40 percent) of the respondents have 6–10 years of work experience, 26 (35 percent) have up to 5 years of experience, and the remaining 19 (25 percent) have more than 10 years of experience.

Monthly Salary of the Respondents

Monthly salary is an important factor that determines the economic status and job satisfaction of employees. It also influences their motivation and performance in the workplace.

Table 7 Monthly Salary of the Respondents

SI. No	Monthly Salary	No. of Respondents	Percentage
1	Up to ₹20,000	21	28
2	₹20,001 – ₹40,000	32	43
3	₹40,001 – ₹60,000	15	20
4	Above ₹60,000	07	09
	Total	75	100

Source: Primary Data

The above table illustrates that 32 (43 percent) of the respondents earn ₹20,001–₹40,000 per month, 21 (28 percent) earn up to ₹20,000, 15 (20 percent) earn ₹40,001–₹60,000, and the remaining 7 (9 percent) earn above ₹60,000.

Talent Management Factors adopted by IT Sectors

Talent management practices play a vital role in improving employee skills, motivation, and overall performance in the IT sector. In order to understand the opinion of employees regarding various talent management practices, a weighted average analysis was carried out. The responses were collected using a five-point Likert scale and are presented in the following table.

Table 8 Talent Management Factors adopted by IT Sectors

SI. No	Talent Management Factors	Weighted Average	Rank
1	Recruitment and selection process is	3.81	3

	effective		
2	Training and development improve employee skills	3.93	1
3	Career growth opportunities are available	3.77	4
4	Organization recognizes talented employees	3.62	
5	Talent management improves employee performance	3.84	2

Source: Primary Data

The above table indicates that “Training and development improve employee skills” has secured the highest weighted average score (3.93) and is ranked first. This shows that training and development programs play a significant role in enhancing employee performance in the IT sector. The factor “Talent management improves employee performance” ranks second with a weighted average of 3.84, followed by effective recruitment and selection practices (3.81). This clearly indicates that talent management practices positively influence employee performance in IT organizations.

Association between Work Experience and Opinion on Talent Management Improving Employee Performance

Work experience plays a significant role in shaping employees’ perceptions of talent management practices within an organization. Employees with different levels of experience may have varying opinions regarding how talent management influences their performance. Therefore, an attempt has been made to analyze the association between work experience and opinion on talent management improving employee performance using the Chi-Square test.

Table 9 Work Experience and Opinion on Talent Management Improving Employee Performance

Work Experience	Agree	Neutral	Disagree	Total
Up to 5 years	18	6	2	26
6 – 10 years	20	7	3	30
Above 10 years	11	5	3	19
Total	49	18	8	75

Source: Primary Data

The table shows the respondents’ opinions on the variable in relation to their work experience. Among those with up to 5 years of experience, 18 agreed, 6 were neutral, and 2 disagreed, indicating most are positive. For respondents with 6–10 years of experience, 20 agreed, 7 were neutral, and 3 disagreed, showing a similar trend of agreement. Among those with more than 10 years of experience, 11 agreed, 5 were neutral, and 3 disagreed, reflecting a slightly lower level of agreement. Overall, out of 75 respondents, a majority (49) agreed, 18 were neutral, and 8 disagreed, suggesting that most respondents, regardless of experience, have a favorable opinion, though agreement slightly decreases with higher work experience.

Table 10 Chi-square test Result

Calculated Value	Table Value	Degree of Freedom	Result
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2.14	9.49	4	Not Significant
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Source: Computed Data

The above table shows that the calculated Chi-Square value (2.14) is less than the table value (9.49) at 5 percent level of significance. Hence, the null hypothesis is accepted. It is concluded that there is no significant association between work experience and opinion on talent management improving employee performance in the IT sector.

Impact of Talent Management on Employee Performance

To analyze the impact of talent management practices on employee performance in the IT sector in Kanniyakumari District regression analysis is applied. Here, Talent Management is considered as the independent variable, and Employee Performance is considered as the dependent variable. Here, Talent Management is considered as the independent variable, and Employee Performance is considered as the dependent variable.

Table 11 Impact of Talent Management on Employee Performance

Variables	Beta Coefficient	t-value	Significance (p-value)
Talent Management	0.68	6.25	0.001

Source: Computed Data

The beta coefficient of 0.68 indicates that talent management has a strong positive impact on employee performance. The t-value of 6.25 and p-value of 0.001 show that this impact is statistically significant. This means that effective talent management practices significantly enhance employee performance in the IT sector.

Table 12 Model Summary

R	R ²	Adjusted R ²
0.72	0.52	0.51

Source: Computed Data

The above table shows that the beta coefficient value of talent management is 0.68, which indicates that talent management has a positive impact on employee performance. The R value (0.72) shows a strong relationship between the variables, while the R² value (0.52) indicates that 52 percent of the variation in employee performance is explained by talent management practices. Since the significance value (0.001) is less than 0.05, the relationship is statistically significant. Therefore, it can be concluded that talent management practices significantly influence employee performance in the IT sector.

FINDINGS OF THE STUDY

The major findings of the study are:

- The largest proportion of respondents, 37 percent, falls within the 31–40 years age category.
- Male respondents account for 56 percent, while female respondents make up 44 percent of the sample.
- 62.7 percent of the participants are married, representing the majority.

- A significant number of respondents, 68 percent, belong to nuclear families.
- Nearly 43 percent of respondents have two or fewer dependents.
- The work experience of 40 percent of the respondents ranges between 6 and 10 years.
- Regarding income, 43 percent of respondents earn a monthly salary between ₹20,001 and ₹40,000.
- Among the talent management practices, training and development was identified as the most influential based on weighted average scores.
- The Chi-square test revealed no statistically significant relationship between work experience and employees' opinions on talent management.
- Regression results indicate that talent management practices have a strong positive effect on employee performance.

CONCLUSION

The study reveals that effective talent management practices play a significant role in enhancing employee performance in the IT sector in Kanniyakumari District. Training and development programs were found to be the most influential, while recruitment, career growth opportunities, and recognition of talented employees also contribute positively to performance. Based on the findings, it is suggested that IT organizations should prioritize continuous skill development, provide clear career advancement paths, implement effective recruitment and selection processes, recognize and reward high-performing employees, and adopt policies that support work-life balance. Regular assessment and refinement of talent management strategies are recommended to ensure sustained employee motivation, productivity, and overall organizational growth.

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