

Impact of Talent Management Practices among Multi-generational Workforce of Technopark, Thiruvananthapuram

Cinderella Treasa D

Research Scholar, Iqbal College, Peringammala, Kerala.

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ABSTRACT

Talent Management is one of the most relevant practices in the Human Resource departments in various organisations. The effectiveness of the practices can vary from one individual to another. There are several practices that affects every single individual in different ways. The study aims at identifying various talent management practices in the technopark, Thiruvananthapuram. The objective of the study is to analyse the impact of here talent management practices among different generations of workforce in the Technopark. Thus, the population of the study includes individuals working in the technopark in IT sector and ITES.

The findings of the study shows that the talent management practices are more effective and beneficial for the Gen Z category of employees, who are the eldest generation in the sector. The young talents are reluctant to work in the same company for a longer period.

Keywords: Talent Management Practices, Multigenerational workforce, Human resource management.

INTRODUCTION

Talent Management at its heart is a matter of anticipation of the need for the human resources in an organisation and then setting out a plan to meet the requirements. Difficulties or failures in the talent management has been the source of pain for the Human Resource Managers for a while. In an organisation there exists a mix of different generations and the management of talents from these multiple generations

has made it more difficult for the managers. There exist several substantial differences in the attitudes, behaviour, style of communication technical skills and more. So, it's known that one of the common challenges that is faced in today's workplace is managing different generations (De Lestrage, 2019). In spite of just focusing on segmenting the employees on the basis of generation, the managers of talent should make a tailor approach based on the similar fundamentals of what the employees need. The similarities among the individuals may look slightly different based on the type of organisation but the top performers will only stay with the company which offers them with a scope of growth and development. The effective management of these different generations in a workplace requires the understanding of their differences and similarities. Then occurs a lot of problems among the employees due to their generational differences and it can affect their performances. There exists a chance of clash between the older generations in the organisation with the younger generation which results from their ego. This mainly happens when the older generations with more experience is managed by a younger generation with some extra qualifications. So, it has been important for the managers to bring all the generation to work together without any conflicts and achieve success individually and by collaborating altogether for the effective organisational performance.

The main thing that the managers need to keep in mind is to not dwell on the differences between the generations much. At the same time there are certain stereotypes attached with different generations like younger generations addicted to Smartphone but there is no evidence that it can affect the performance of them in the workplace. (Ghosh, 2019). It is required to build a collaborative relationship with individuals of different age groups and it turns out to be extremely beneficial for the individuals. Mutual or cross generational mentoring is of great benefits to the individuals. It helps in balancing each other and also leads to a more effective and prompter problem-solving decisions. Different generations can be good at different things and have different talents so it is necessary to make maximum out of them. (Momtazian, 2019). To make this possible it is required to follow a proper management style that is customised to be adopted by each individual or every generation. To get the right output from the right person, the human resource manager and talent manager in the organisation has to provide “right care for the right talent”.

REVIEW OF LITERATURE

Roy (2019) focused on providing introduction to the evolution of talent management, various factors affecting the talent management practices, identifying the significance of talent management practices in an organisation by taking pharmaceutical industry in Sikkim. The researcher identifies the factors that influences the talent management practices and that includes globalisation, knowledge economy, changing world of work, demographic changes, technology etc. The study suggests a shift from the old paradigm to a newly adopted practices of talent management that goes in line with the practices internationally.

Mousa & Ayoubi (2019) investigates the talent management practices of three schools out of 24 public business

schools functioning in Egypt. The aim of this particularly study was to understand the perceptions of the academics towards the talent management practices in the business schools of Egypt. The study indicated that there existed a culture of hiring the known individuals and disengagement and lack of involvement in the work and also had a very limited chance of participation in the decision-making process of the school. There exists inability of the management in retaining the talents effectively.

Pandita & Ray (2018) focused on the relationship between the talent management and employee engagement. The study analyses the impact of the talent management on the employee retention in an organisation. The researchers made an evaluation of all the studies conducted in the area of talent management, employee engagement and retention to benefit their research. The study identifies various strategies adopted for talent acquirement and retention. The major findings of the study are that the productivity in a workplace is not only related with employee satisfaction but also is highly affected by the employee engagement. The study also proposed a “4E framework” talent management model.

Bhattacharya & DK (2017) focused on specific talent management practices of various Indian organisation which helps in retaining talents. Thus, the main focus of the study is on the role of collegiality in the talent management practices in the Indian organisation. The researcher identifies the fact that some of the Indian organisations embrace inclusive human capital development approach and they provide training programmes to all the cross section of employees and encourages them to focus on continuous learning from their previous instructions, inviting their past teachers to conduct interactive sessions. The study concludes by stating that with the collegiality the organisations can better manage their talent and retain them.

Krishnan & Scullion (2016) in their study focused on understanding and

evaluating the dynamic view of talent in the small and medium enterprises in Kerala in the context of talent management. The study provides a theoretical explanation for the difference of talent management in the small and medium sized enterprises. The conclusion of the study stated that while the human resource related problems have been identified in previous research based on the organisational life cycle model, this particular study is the first to examine the notion of talent management and variations in talents in relation with the evolution of the organisational life stages.

Objectives of the Study

1. Identify the talent management practices prevailing in Technopark, Thiruvananthapuram.
2. Evaluate the differences in the impact of talent management practices among the multigenerational workforce of Technopark

RESEARCH METHODOLOGY

The present study is descriptive and analytical in nature and is executed using primary data collected through questionnaire. The present study is carried out among the IT professionals of Technopark, Thiruvananthapuram. Samples were selected through purposive sampling method. The population of the study consists of IT professionals of technopark, Thiruvananthapuram. The IT professionals of Technopark Thiruvananthapuram are the sample unit for the study. The sample size for the study is 120 where equal representation is collected from three categories of age which is 40 each from every group. Primary data is collected from IT professionals of Technopark, Thiruvananthapuram through questionnaire method. Secondary Data has been collected from journals, websites, annual reports, newspapers and magazines. The data collected from the respondents are coded, classified and analysed using Statistical Package for Social Sciences (SPSS). The statistical tools used for analysing the

collected data were Descriptive Statistics and One Way ANOVA.

I. Talent Management Practices in Technopark

Employer Branding: The term “branding” is more related to the marketing side of the organisation. The things related to company like the company logo, brand messaging and the perception of consumers about the company all are related to employer branding. Employer Branding is simply referred to as the company’s reputation as an employer about what it actually brings in hand for the employees. It helps the organisation to attract the talents and retain the best ones in the organisation which is crucial for the growth and success of the organisation. It is so important because it is the business identity for the company, and that’s what makes the company a good employer in the job market (Kunnsman, 2020).

In house development programmes: In house training refers to the training programmes for the development of the employees in the organisation where they work. The main aim of providing in house training for the employees is to reduce the cost and time required for training otherwise. Cost effectiveness is the major benefits of in-house training and development programmes. Keeping those training programmes in house helps the company to increase the flexibility and to bring the required changes in to the organisation. It helps the employees in quickly getting the desired change in attitude or behaviour and improvement or development of the desired skills. The employees in the organisation gets personal supervision and attention. It helps in providing quality work by the employees to the organisation.

Secondments: It refers to a temporary transfer to other role away from the primary job. Secondments can be both external and internal. Internal Secondments refers to the

process of temporarily deploying a staff from one department to another department which requires appropriate skills and knowledge to undertake specific responsibilities which cannot be covered by the existing role. This role is expected to be carried on for a limited duration even though there are occasions where these secondments offer opportunity to assess whether it is required for a long term. External secondment is a more complex method to arrange, since the legal details which includes payment terms agreed in writing. The employee remains same for the seconded and they lend the employees to other company. Secondments helps the employees to develop skills outside the usual role of the employee and thus gives the opportunities of networking. It also involves swapping jobs temporarily among the employees.

Job rotation: It is a practice where the employees are moved from one job to another within the organisation to achieve the objectives of the company. It refers to a pre-planned approach with the objective of testing the skills of the employees and their competencies in order to place them for the right job. It helps in reducing the boredom of doing the same job every day and also explores the talents of the employees. It helps in serving the purposes of both the employee and employer at the same time. It helps in discovering the hidden talents and skills and to determine where the individual is best at. The method of job rotation helps in exploring the interests and gaining experience in other fields of operations.

Job Shadowing: It refers to a practice where the individuals are provided with a unique opportunity to find out how other people work and what roles involves. It helps in developing deeper knowledge. It helps the employees to adapt faster than self-learning and thus it reduces the effort and time to study jobs. In other words, Job shadowing is a practice where the employees spend time following a

professional as they commit to work. The practice may take from anywhere which would be for a few hours to several weeks to get a clear idea about the current career opted by the employee. Job shadowing is an effective way of learning about a job of interest. Every job shadowing experience can be different. It can be done as a part of formal programme organised by the company. It is useful in number of ways including to help the employees in deciding whether the job the selected is appropriate for their talent and skills. It is also helpful in finding out if the skills of the employees matches with the job. (Doyle, 2020)

360-degree feedback: The 360-degree feedback is a feedback mechanism where not only just the superior but the peers, direct reports and even consumers evaluate the employees and provides feedback. This process provides feedback about how an employee perceive himself and how others perceive him. The 360-degree feedback mechanism helps the person to understand his personality from an outsider's perspective. Thus, the developmental needs of the employees are revealed. It also helps in increasing the communication teamwork by involving the team members in the development process. For the organisation it helps in taking better care in development of the employees and also at the same time improves the customer by having customers to contribute towards the evaluation (Economic Times, 2021).

Cross Functional Assignments: In an organisation generally each group of employees are grouped on the basis of their speciality. For example, sales team in one group and the marketing team in another. To avoid the stagnation of growth and repetition of work, the cross functional teams are made in the organisation. The cross functional teams are a bunch of people with different expertise working altogether to achieve the common goal of the organisation. This practice also helps in cutting costs effectively. The cross

functional teams are very useful for the improvement of the company. Without the cross functional team the groups or different functional teams could easily overlook obvious weakness and inefficiencies which other departments find glaring obviously (Cope, 2015).

Reverse Mentoring: Reverse mentoring is a practice where a senior employee in the organisation seeks to gain business insights from a younger or a less experienced employee of the same organisation. It is a flip flop situation of typical mentoring relation where a more experienced or an elderly person guides a younger or a less experienced one. The main aim of reverse mentoring is to take advantage of the fresh perspectives of newly recruited youngsters of the organisation. It is an alternative for a third-party mentoring service by hiring mentors to provide the employees relative mentoring required for them. The concept of reverse mentoring is found to be beneficial for both the parties involved namely the mentor and the mentee. (Laskowski, 2015)

Succession Planning: It refers to the process where the organisation ensures that the employees are recruited and provided proper development to fill the key role within the company. Every organisation irrespective of the size requires succession planning. Many of the organisation plans informally and verbally for key role succession. The major benefits for the employees are that if they know that a new role awaits them, they receive a self-esteem and self-respect. This enhances the efficiency and values of the employees in the organisation (M.Heathfield, 2020).

Action Learning Sets: Action learning is a talent or skill development process. It is not management or training for skills in a formal sense, but development focussed. Under the action learning sets each and every individual is supported and encouraged to take action on their issues and challenges. Action learning sets are sometimes topic based where the group of individual agrees to take care of topic in particular. This type of talent management practices is most effective in helping the individuals to solve the problem rather than just solving puzzles. Action learning sets have a facilitator who set develop, facilitate and support the members of the group.

Assessment Programme: In an organisation to evaluate the performance of the employees they perform several assessment programmes. Those assessment programmes provide the basis to know the skills and capability of the individuals working in their organisation. There are several ways to assess the employees which includes 360-degree feedback mechanism, assessment centres, HR accounting, Management by objectives, field review etc. No one single assessment programme provides the details regarding the employee skills and performance. The company has to choose the appropriate programme to evaluate the employees.

II. Analysis on the impact of Talent Management Practices on the Multi-Generational Workforce.

H^o: There is no significant difference between the impact of talent management practices among the multigenerational workforce

Table No: 01. ONE WAY ANOVA TEST RESULT

Source (AGE)	Sum of Squares	Degree of Freedom	Mean Square	F	Sig
Talent Attraction	468.467	2	234.233	8.415	.001
Talent Motivation	466.817	2	233.408	8.942	.001
Talent Deployment and Career Development	309.600	2	154.800	6.839	.002
Talent Learning and Development	264.717	2	132.358	5.070	.008
Talent Retention	264.217	2	1332.108	4.142	.001

Source: Primary Data

The above table depicts that the statistical variation of the mean score of all

the variables namely talent attraction, talent motivation, talent deployment and career

development, talent learning and development and talent retention according to the age of the respondent is found significant with F value of 8.415, 8.942, 6.839, 5.070, 4.142 respectively with p values greater than .05.

Hence, the hypothesis is rejected, which means that there exist differences between the impact of talent management practices among multigenerational workforce.

The table no 2 shows details regarding the impact of talent management

practices among the multigenerational workforce. The measurement of impact is made by analysing the effectiveness of talent management practices towards different variables. The table shows the difference in the impact between the three generations on different variables namely talent attraction, talent motivation, talent deployment and career development, talent learning and development and talent retention.

Table No: 02. Descriptive Statistics of Multigenerational Workforce

		Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Talent Attraction	Gen X	33.366	.851	31.679	35.052
	Gen Y	36.286	.995	34.315	38.257
	Gen Z	37.875	1.05	35.786	39.965
Talent Motivation	Gen X	33.975	.824	32.342	35.609
	Gen Y	35.852	.963	33.943	37.761
	Gen Z	39.212	1.02	37.189	41.235
Talent Deployment and Career Development	Gen X	35.402	.951	33.518	37.286
	Gen Y	33.616	.897	31.838	35.393
	Gen Z	32.040	.768	30.518	33.561
Talent Learning and Development	Gen X	34.549	.825	32.916	36.183
	Gen Y	37.864	1.02	35.840	39.887
	Gen Z	36.937	.964	35.028	38.846
Talent Retention	Gen X	29.874	.930	28.032	31.716
	Gen Y	34.544	1.07	32.392	36.697
	Gen Z	41.608	1.15	39.326	43.889

Source: Primary Data

FINDINGS

IT Professionals above 45 Years of age (Gen X) have higher rate of positive perception regarding the talent management Practices. The attraction rate is found higher for the IT professionals above 45 years of age (Gen X) which means that the company is trying to attract the well experienced individuals with developed skills. The motivation rate is higher among the IT professionals of 45 years of age (Gen X) which may be due to the reason that they are mostly having management position and hence the authority to take decision. IT professionals belonging to the category of below 25 years of age (Gen Z) is found to have higher rate in Talent Deployment and Career Development since they are possibly newer to the organisation.

Companies offer Counselling Services and Succession Plans to their employees for ensuring a better career.

Talent Learning and Development rate is higher for the IT Professionals belonging to the category of individuals between 25 and 45 years (Gen Y) compared to other generations. To ensure effective learning, the senior employees provide coaching to their subordinates and also encourage them to improve their performance. The retention rate is found higher for the individuals above 45 years of age (Gen X) compared to other generations. Companies are facing difficulties in retaining the younger talents in the organisation.

CONCLUSION

Every generation has its own specific requirements. In order to improve the performance of each generation of the employees to their best, the company should focus on providing Talent Management Practices based on the needs of the employees. Instead on implementing a

number of talent managements practices company should focus on implementing the most effective practices suitable for the employees. Talent learning and development is appropriate to be provided for the younger generation (Gen Z). It benefits both the individual and the company for a long term since the younger generations are the long-term resources of the organization. Hence more focus should be given for the talent learning and development of the younger generation. The company should focus on providing better career development opportunities, good working conditions and attractive remuneration to keep the young talents with the company. Human resources are the vital part of the organisation; thus, the study has made an attempt to identify the talent management practices and impact of the same on multi-generational work force in the organisation. Along with studying the impact the study also aims at evaluating the perception level of employees work in the organisation.

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