EMPLOYEE PERCEPTION TOWARDS TALENT DEVELOPMENT PRACTICES IN TELECOM SECTOR

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ABSTRACT

The human capital has become the key factor in determining the success of any organization. The current research is focussed on the study of telecom sector. It is the largest revenue generator and also a major creator of jobs in India. The competition in this sector is high and hence in order to sustain, these organizations need robust talent management system. . The sample for further survey is drawn from the other three companies- Bharti- Airtel, Vodafone and Idea. The sample size was 236 employees. Although employees are satisfied with the prevailing TM practices, there is scope of improvement. The employees perceive the developmental opportunities as the key to talent management. But this is practically not the complete truth, as the integrative approach of talent management is the Best Practice.

Keywords: Talent management, perception, perceptual map, telecom sector, talentism.

INTRODUCTION

The human capital has become the key factor in determining the success of any organization. "Human talent-the combined capacity and will of people to achieve an organisation's goal – is a productive resource like no other. A Company remains competitive only if it acquires, develops and uses knowledge faster than the competition. Any firm can have the same technology as another company; any product can be copied. Competitive advantage is ephemeral as firms constantly seek new ways to create value." (Cheese,P; Thomas,R; Craig, E; 2008) Hence, talented workforce is highly in demand. The "War for Talent" is evident. Talentism is the new capitalism (Michael Haid, 2012).

Talent management is a process and needs integrative approach, pervading all aspects related to the human capital of the organization, right from acquisition to development and retention. The current research is focussed on the study of telecom sector. It is the largest revenue generator and also a major creator of jobs. The competition in this sector is high and hence in order to sustain, these organizations need robust talent management system.

LITERATURE REVIEW

Talent management is a very old concept which had been informally in use in many fields like arts, entertainment, sports and also by the business houses. (Simonton, 2011). But the formal mention of the concept "Talent Management" can be attributed to the study "The War for Talent" by Mckinsey. (Michaels, Handfield-Jones, & Axelrod, 2001). This study was based on the high tech boom times of the late 1990s,which witnessed the high demand for talented employees against the low supply, and hence instigating the War for talent. There is considerable evidence

that shows organization worldwide are having difficulty finding the right talent(Finegold etal. ,2001; Roper, K ,2009; Maya .M and Thamilselvan;2012; Jeff Schwartz, 2011; Kavanagh, 2010; Kazmin, Pearson, Robinson, & Weitzman, 2011; Meisinger, 2008; Michaels, et al., 2001; Payne, 2008; Sridharan, 2007).

The literature related to talent management includes the employee acquisition, employee development, employee engagement and employee retention. (Kamil et al, 2011; Maya .M and Thamilselvan ,2012; Kule Lagunas,2012). The employee retention requires a planned approach and hence the selective hiring, career planning, performance evaluation and feedback, training and development should be planned and executed properly. (Kule Lagunas ,2012; Eric et al. 2012)
 The researchers consider that TM practices improvise organizational Performance. (Kamil et al, 2011; Collings, D.G. and Mellahi, K. (2009)) Tarique,I and Schuler,R (2012)have studied the global talent management strategy.

Collings, D.G. and Mellahi, K. (2009) has proposed to apply strategic talent management systems to achieve organizational performance but considers that the employee attitude and behaviour are key moderating variables in achieving the success. The talent management strategy and processes contributes to the development and growth of the employees.(Anand, 2004)

There have been quite a few studies to analyze the perception of the employees towards TM Practices. But most of these are based on IT sector. (Finegold etal. ,2001; Roper, K ,2009; Maya .M and Thamilselvan;2012) Roper, K(2009) studied the NGO sector and the study reflects that the employees' perception of talent management practices are related to the tenure of the employee with the organization and also the employee engagement activities.

Finegold, David and Mohrman, Susan (2001) concludes that the talent management and retention factors differs on the basis of age group, gender, region to which they belong and also the cadre- managerial or non managerial.

Plansoongnern et. al. (2011) studied leading cement companies of Thailand. The study suggests that to retain the talent in the organization, supportive top management and proper talent management planning is required. Besides that the culture and climate of the organization is also important.

The current paper is an effort to map the employee perception of the major players of the telecom sector in India. Bharti Airtel ranks one with the market Share of 19.50 percent, followed by Reliance Communications with market Share of 16.70 percent. Third in the rank is Vodafone with market Share of 16.40 percent followed by Idea Cellular with market Share of 11.90 percent. Hence, together these four companies capture the major telecom market.

Hypothesis

After the literature review the following null hypothesis could be formulated:
1. TM practices do not have significant impact on the satisfaction of employee with work.
2. Supportive HR Staff does not have significant impact on the satisfaction of employee with work.

RESEARCH METHODOLOGY

The research is based on the study of talent management practices in the telecom companies in India. For the sake of this study, the sample is drawn from three telecom companies, which has the highest market share. The survey to know the awareness of talent management practices among the employees was conducted in four companies. Since, the employees of one of the companies were not aware of the talent management practices at their workplace, so it was dropped from the survey sample. The sample for further survey is drawn from the other three companies- Bharti-Airtel, Vodafone and Idea.

The sample size was 236 employees. The data has been collected through questionnaire with the following sections: Biographical information, Awareness about TM practices, Satisfaction with the company, HR support and TM Practices. The questions on problems related to HR system were measured on the scale of 1-3, where "1" denotes always, "2" denotes sometimes and "3" denotes never. TM practice questions have following scale: 1 denotes average, 2 denote satisfied and 3 denotes highly satisfied.

For talent management questions, we have done cluster analysis based on attributes like training & development, support from reporting manager, self development process, employee engagement program, self assessment tools, and opportunity at work place, talent management system, talent development process and grievance handling mechanism and have formed three clusters analyzing the attributes in SPSS. Perceptual mapping exercise on preference of employee's towards a particular telecom company and analyzed the underlying attributes important for their preference.

The study aims to identify the talent management awareness and also the perception of the employees towards the prevailing talent management practices in these companies. The main focus for the study of talent management practices is on Talent evaluation, development and engagement.

Hypothesis testing

1. TM practices do not have significant impact on the satisfaction of employee with work. Table 5 shows the chi square test, considering satisfaction with work as dependent variable and the other TM practices as the independent variable. The significance level of all the TM variables is less than .05, so it can be concluded that the TM practices have significant impact on the satisfaction of the employee with work.
   Hence, the hypothesis is rejected.
2. Supportive HR Staff does not have significant impact on the satisfaction of employee with work.

Table 5 shows the chi square test, considering satisfaction with work as dependent variable and the HR support as the independent variable. The significance level of the HR support is less than .05, so it can be concluded that the TM practices have significant impact on the satisfaction of the employee with work. Hence, the hypothesis is rejected.

DISCUSSION

The research shows that although talent management has become an important process for the organization, but not all the organizations implement this, which is evident from the fact that out of four top telecom companies in India, only three has set up the talent management process. The other observation is that mostly all the companies are focussing upon the talent development aspect of the TM process. They also implement policies regarding the grievance handling mechanism and employee engagement which act as catalyst to strengthen Talent management in the organization. The mean for talent development process is 1.93 and of grievance handling mechanism is 1.97, on the scale of 1-3, which shows that both these processes need more attention from the employer, as the employees do not seem to be very satisfied with these variables. (Table 5 Descriptive statistics)

HR department does have an important role in boosting employee morale and hence they are expected to provide support to the employees. The HR department in telecom sector seems to be robust as the employees report that that they get required support from the HR and do not confront problems with the HR system.

The main reason for satisfaction with the workplace, as quoted by the employees is the organizational culture and higher responsiveness. Few of them have also mentioned about work environment and career growth opportunities.

The cluster analysis based on attributes like training & development, support from reporting manager, self development process, employee engagement program, self assessment tools, opportunity at work place, talent management system, talent development process and grievance handling mechanism have been done and three clusters were formed.

The clusters formed has the tendency to behave in same manner within cluster members, hence while formalizing strategy of approach for better business outcome with members (employees) of cluster, same sets of variables can be taken into account.

The response to the preferred workplace in telecom sector, 50% have preferred Vodafone, 42% have preferred Airtel ,and other 8% preferred Idea.

Combining response of Talent management practices and the preferred work place, we have done discriminant analysis and formed perceptual map using Microsoft Excel **(Table 2,3,4 & Figure 1)**.

The perceptual map gives us closeness of different attributes under observation with the 3 preferred place of work viz. Vodafone, Airtel and Idea.

The results as seen in **perceptual map** is as below: -

Brands	Attributes Associated as per survey
Vodafone	Opportunity at work place, Grievance Handling mechanism of HR, Talent Management System
Airtel	Employee Engagement, Self Development Process, Training & Development
Idea	Talent Development Process, T&D

Perceptual mapping helps us knowing which brand is associated to which attribute which are important for employee in understanding Talent Management process in telecom sector.
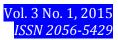
CONCLUSION

We see that the companies invest in talent management practices but it is not seen across all the companies in the telecom sector. There is need to formalize the talent management systems in organization. Although employees are satisfied with the prevailing TM practices, there is scope of improvement. The employees perceive the developmental opportunities as the key to talent management. But this is practically not the complete truth, as the integrative approach of talent management is the Best Practice.

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Table 1: Number of Cases in each Cluster

Cluster	1	88.000
	2	98.000
	3	50.000
Valid		236.000
Missing		.000

Table 2: Employee's Work Place Preference

		Percent	Valid Percent	Cumulative Percent
Valid	Vodafone	50.0	50.0	50.0
	Airtel	41.7	41.7	91.7
	Idea	8.3	8.3	100.0
	Total	100.0	100.0	

Table 3: Standardized Canonical Discriminant Function Coefficients

	Function	
	1	2
Opportunity at workplace	-.135	-.248
Talent management system	.417	-.252
Talent Development Process	.230	.878
Grievance Handling	-.151	-.192
Training & Development	.275	.628
Support from authorities	.475	-.515
Self Development Program	.307	.223
Employee Engagement Program	-1.262	1.001
Self Assessment Tools	.143	-1.102

Table 4:Functions at Group Centroids

Name of the company	Function	
	1	2
Vodafone	.022	-.309
Airtel	-.369	.302
Idea	1.710	.349

Figure 1: Perceptual Map

Table 5

Descriptive Statistics

	N	Mean	Std. Deviation
The self assessment tools validity and reliability	236	2.34	.705
The employee engagement program	236	2.24	.746
The opportunity given at workplace	236	2.20	.633
The self development program	236	2.19	.793
The training & development facilities	236	2.12	.763
The support from reporting manager in developing oneself	236	2.12	.740
The talent management system of the company	236	2.08	.647
The employee grievance handling mechanism	236	1.97	.760
The talent development process	236	1.93	.843
HR support	236	.97	.181
Problems confronted with HR system	236	.36	.514
Valid N (listwise)	236		

Test Statistics

	Problems confronted with HR system	HR support	The opportunity given at workplace	The talent management system of the company	The talent development process	The employee grievance handling mechanism	The training & development facilities	The support from reporting manager in developing oneself	The self development program	The employee engagement program	The self assessment tools validity and reliability
Chi-Square(a,b,c)	146.983	205.085	68.881	201.966	72.339	98.915	103.254	17.220	12.339	23.322	44.068
df	2	1	2	3	3	3	3	2	2	2	2
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.002	.000	.000

a 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 78.7.

b 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 118.0.

c 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 59.0.

Correlations

		Satisfaction working with the company	Problems confronted with HR system	HR support	The opportunity given at workplace	The talent management system of the company	The talent development process	The employee grievance handling mechanism	The training & development facilities	The support from reporting manager in developing oneself	The self development program	The employee engagement program	The self assessment tools validity and reliability
Satisfaction working with the company	Pearson Correlation	.a	.a	.a	.a	.a	.a	.a	.a	.a	.a	.a	.a
	Sig. (2-tailed)		.	.	.	.	.	.	.	.	.	.	.
	N	236	236	236	236	236	236	236	236	236	236	236	236
Problems confronted with HR system	Pearson Correlation	.a	1	.130*	-.066	-.142*	-.101	-.143*	-.152*	-.246**	-.205**	-.310**	-.193**
	Sig. (2-tailed)	.		.046	.309	.029	.121	.028	.020	.000	.002	.000	.003
	N	236	236	236	236	236	236	236	236	236	236	236	236
HR support	Pearson Correlation	.a	.130*	1	-.088	.025	-.015	.115	.275**	.157*	-.074	-.192**	-.043
	Sig. (2-tailed)	.	.046		.178	.707	.818	.078	.000	.016	.256	.003	.512
	N	236	236	236	236	236	236	236	236	236	236	236	236
The opportunity given at workplace	Pearson Correlation	.a	-.066	-.088	1	.581**	.313**	.368**	.197**	.312**	.331**	.294**	.302**
	Sig. (2-tailed)	.	.309	.178		.000	.000	.000	.002	.000	.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The talent management system of the company	Pearson Correlation	.a	-.142*	.025	.581**	1	.698**	.560**	.428**	.441**	.400**	.382**	.496**
	Sig. (2-tailed)	.	.029	.707	.000		.000	.000	.000	.000	.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The talent development process	Pearson Correlation	.a	-.101	-.015	.313**	.698**	1	.581**	.383**	.286**	.426**	.242**	.411**
	Sig. (2-tailed)	.	.121	.818	.000	.000		.000	.000	.000	.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The employee grievance handling mechanism	Pearson Correlation	.a	-.143*	.115	.368**	.560**	.581**	1	.565**	.431**	.491**	.405**	.434**
	Sig. (2-tailed)	.	.028	.078	.000	.000	.000		.000	.000	.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The training & development facilities	Pearson Correlation	.a	-.152*	.275**	.197**	.428**	.383**	.565**	1	.548**	.470**	.429**	.495**
	Sig. (2-tailed)	.	.020	.000	.002	.000	.000	.000		.000	.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The support from reporting manager in developing oneself	Pearson Correlation	.a	-.246**	.157*	.312**	.441**	.286**	.431**	.548**	1	.571**	.442**	.412**
	Sig. (2-tailed)	.	.000	.016	.000	.000	.000	.000	.000		.000	.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The self development program	Pearson Correlation	.a	-.205**	-.074	.331**	.400**	.426**	.491**	.470**	.571**	1	.616**	.678**
	Sig. (2-tailed)	.	.002	.256	.000	.000	.000	.000	.000	.000		.000	.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The employee engagement program	Pearson Correlation	.a	-.310**	-.192**	.294**	.382**	.242**	.405**	.429**	.442**	.616**	1	.850**
	Sig. (2-tailed)	.	.000	.003	.000	.000	.000	.000	.000	.000	.000		.000
	N	236	236	236	236	236	236	236	236	236	236	236	236
The self assessment tools validity and reliabilit	Pearson Correlation	.a	-.193**	-.043	.302**	.496**	.411**	.434**	.495**	.412**	.678**	.850**	1
	Sig. (2-tailed)	.	.003	.512	.000	.000	.000	.000	.000	.000	.000	.000	
	N	236	236	236	236	236	236	236	236	236	236	236	236

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

a. Cannot be computed because at least one of the variables is constant.