

CHAPTER: III

RESEARCH METHODOLOGY

Research Methodology:

The validity of any research depends on the systematic method of collecting the data and analyzing the same in a logical and sequential order. In the present study, an extensive use of both primary and secondary data was made.

3.1 Area of the Study

Bengaluru was chosen purportedly for this study, because this metropolitan city is one of the major regions of software and services in India.

3.2 Hypotheses of the Study

The present study has been attempted to investigate the Talent management practices and its impact on organization productivity and employee talent retention and to identify the reasons to attract, motivate, reward and retain the talented employees of IT sectors. The study also evaluates how talent management practices help in providing a coherent framework for management to increase productivity, and improve recruitment, retention and commitment. Hence the null hypotheses formulated, based on the above points, are as follows:

- There is no significant relationship between designation and talent management practices of respondents.
- There is no significant relationship between age and talent management practices of respondents.
- There is no significant relationship between sex and talent management practices of respondents.

- There is no significant relationship between experience and talent management practices of employees.
- There is no significant difference between designation and talent management practices of respondents.
- There is no significant difference between age and talent management practices of respondents.
- There is no significant difference between sex and talent management practices of respondents.
- There is no significant difference between experience and talent management practices of respondents.
- There is no positive relationship between selected twelve measured variables and the latent variable ‘Talent Management Practices’.
- There is no significant difference between age and impact of talent management practices of HR Managers.
- There is no significant difference between sex and impact of talent management practices of HR Managers.

3.3 Data Collection Method

The present study has been mainly based on survey method. Primary data have been collected by issuing questionnaires directly to the respondents who are working in IT sector. For collecting primary data two questionnaires have been prepared and administered – one for the IT company employees and the another for the IT company HR managers.

Twelve special areas namely, Employee benefits and policies, Commitment to values, Customer focus, Satisfaction with the salary and benefits, Developing others, Innovation, Managing performance, Quality commitment, Results orientation, Stimulating open climate, Team work, Engagement towards the

impact of talent management practices have been focused on in the first questionnaire, prepared for the employees in IT sector (Appendix A). The second questionnaire, which was prepared for the HR managers, cover the aspect of business transformation, maintaining leadership position, overall development, workforce assisting the organization, systematic approach, identification of talent through competencies and results, potential to acquire new talents, leveraging existing talents and retaining the current potential in IT sector (Appendix B). Personal observations, discussions with the employees, visits to IT industry and interview with HR managers have also helped to understand the impact of talent management practices.

Secondary data required for studying the profile of all the IT companies which were operating during the study period from Bengaluru district have been collected from the various related websites, journals, news papers and reference books.

3.4 Sample Selection

The focus of this study was to establish the extent to which talent management practices were being utilized within the IT sector in Bengaluru. In Bengaluru, IT is one of the booming sectors that has large number of companies which involved in software development area. As the focus of talent management is on people, it was decided to choose the component with the highest people concentration for the study, namely the IT group. During the research period, the exact number of IT companies in Bengaluru could not be established. In view of these restrictions, the researcher decided to compile a list of all the major IT groups found in Bengaluru which are available in directory of IT companies (www.fundoodata.com). From this directory the researcher had chosen 15 IT companies, which exist for three years continuously, of criteria.

Simple Random technique was employed to select the sample respondents from the selected 15 IT companies and selecting of 50 employees from each and totally 750 employees were chosen. And 15 HR manager has been selected from 15 IT companies on the basis, one manager from each company.

3.5 Survey design

After an extensive literature review of the subject area, questions were generated and a questionnaire drawn up separately for employees and HR Managers for the selected 15 IT companies. The employee questionnaire consisted of twelve sections and the HR manager questionnaire consisted of eleven sections. The questionnaire was prepared with a five-point Likert scale, the scale ranged from strongly disagree (1), disagree, (2), neutral (3), agree (4) to strongly agree (5).

3.5.1 Discussions and Informal Interviews

In order to know the talent management practices, several rounds of discussions were held with knowledgeable persons in the field of talent management, HR managers and also with the Research Supervisor for clarifications.

3.5.2 Pre-test

The questionnaire meant for the respondents was pre-tested with 25 respondents from various categories in IT Company and 3 HR managers. After pre-testing, necessary modifications were made in the questionnaire to fit in the present study.

3.5.3 Approach to assess the extent of effect of Talent Management Practices

The difference in the extent of opinion of IT employees between the different types of respondents based on their Designation, Department, Age, Gender and Experience was studied by means of Percentages, Mean Score, Range, Standard Deviation, Two-way tables, Chi-squared test, Multiple Regression Analysis and Factor Analysis (Principle Component Analysis). Further Henry Garrett Ranking Technique also used to find out the attractive compensation method in future.

3.6. Period of the Study

The review of literature took one year period. The primary data were collected for a period of one year from the respondents covering all the selected 15 IT companies in Bengaluru. Web Resources were also referred to collect the latest information about the performance of Talent Management Practices. The analysis and interpretation of the data were taken another six months. The last six months period was used for rough drafting and final form of the thesis.

3.7 Administration of Questionnaire to IT sector Employees

All the respondents were contacted in person to clarify any doubt in filling the questionnaire. Sixty three statements were included in the questionnaire to decipher the impact of talent management practices practiced by the IT companies. The variable pertaining to the talent management practices were prepared on a five point scale to give maximum accuracy in response to the statement. The scale ranged from 'strongly agree' to 'strongly disagree' and one statement is a ranking questionnaire which ranks 'I' as the highest, 'V' as the least.

3.7.1 Scoring Method

The scores for rating have been assigned as five for ‘strongly agree’, four for ‘agree’, three for ‘neutral’, two for ‘disagree’ and one for ‘strongly disagree’. For each ranking a score was given, i.e., 5 for the ‘highest rank’ and 1 for the ‘lowest rank’. The overall score has been calculated based on the rating and ranking of variables with a maximum score of five for each variable answered. The total of the individual score has been taken as the total scores for the impact of talent management practices and also for the future analysis. Higher score has indicated higher opinion on IT company employees on the impact of Talent Management Practices.

3.7.2 Variables used for the study

The impact of Talent Management practices on IT sector employees were measured by considering 12 dependent variables. These variables were identified after having discussion with the few experts of IT authorities and also by referring to available literature, as shown below

1. Employee benefits and policies
2. Commitment to values
3. Customer focus
4. Satisfaction with the salary and benefits
5. Developing others
6. Innovation
7. Managing performance
8. Quality commitment
9. Results orientation
10. Stimulating open climate
11. Team work
12. Engagement

3.8 Administration of Questionnaire to IT sector HR Mangers

After briefing about the purpose of the study, HR managers were requested to answer the queries in the questionnaire. Ninety eight statements were included in the questionnaire to decipher the degree of Talent Management practices practiced by IT sectors. The variables pertaining to Talent Management practices were prepared on a five point scale to give maximum accuracy in response to the statements. Out of 98 statements, 43 statements were rating scale questionnaire ranged from ‘strongly agree’ to ‘strongly disagree’ and 45 statements is a ranking questionnaire which ranks ‘I’ as the highest, ‘V’ as the least

3.8.1 Scoring Method

The overall rating for employee perception about the impact of talent management practices of IT sector was calculated by adding up all the rating and ranking assigned to each of the 98 statements by the respondents which were marked from ‘strongly agree’ to ‘strongly disagree’ and from rank I to rank V. For each rating a score was given, i.e., 5 for ‘strongly agree’, 4 for ‘agree’, 3 for ‘neutral’, 2 for ‘disagree’ and 1 for ‘strongly disagree’. For each ranking a score was given, i.e., I for the ‘highest rank’ and V for the ‘lowest rank’. The higher the score the better has been the impact of talent management practices in IT sector.

3.9 The Tools used for Data Analysis

The first objective namely to examine the factors that influences the Talent Management Practices of employees in IT sector has been accomplished by using chi-square analysis.

The second objective to determine the importance of each factor and its influence on Talent management practices of employees IT sector have been analysed using ANOVA

Identifying the reasons to attract, motivate, reward and retain the talented employees have been analyzed, using Henry Garrett Ranking technique for the third objective

Factor analysis and Multiple regression have been applied to examine how talent management practices helps in providing a coherent framework for management to increase productivity, and improve recruitment, retention and commitment.

The fifth objective, namely, to determine how talent management practices affect the HR Managers has been found out, using the ANOVA test.

The last objective to find out the reasons which affects the employee turnover and retention in HR manager point of view has been analyzed using Henry Garrett Ranking Techniques. The Data Analysis has been carried out with the help of Statistical Package for Social Science (SPSS 20).