

“AN EMPIRICAL STUDY OF LINKING BETWEEN TALENT AND KNOWLEDGE MANAGEMENT WITH RESPECT TO IT INDUSTRIES IN PUNE, MAHARASHTRA (INDIA).”

-Yadav Deepti M., Research Scholar, (M.Phil. M.B.A.) HR- Information System Department of Commerce and Management, Shivaji University, Kolhapur, Maharashtra

-Dr. Bholu Sarang S., Research Guide, (Ph.D., M.B.A.) Marketing Management Associate Professor at Karmaveer Bhaurao Patil Institute of Management Studies and Research, Varye, Satara, Maharashtra

ABSTRACT

This paper aims to explain systematic applied study of Talent Management (TM) and Knowledge Management (KM) assembly in an Information Technology (IT) industry in Pune, Maharashtra (India). Scope of research study compacts IT organizations in Pune, Maharashtra (India). This article kindles talent management and knowledge management connecting variables and its effectiveness in performance of 93 IT based firms situated at Pune. The employees who are working in organizations and creates their own creations with own talents are called as “Knowledge workers” also termed as “Talents” for an organization. These creation is shared, transformed , captured in organizational process for organizational strategies termed as “Knowledge” Catherine L Wang et.al (2003).The objectives of this research study is to study the concept of talent management and knowledge management and examines different aspects of its connecting variables and

its performance efficiency in IT organizations. Findings of the study will help IT organizations to improve their Talent Management and Knowledge Management connecting process and factors to enhancing overall performance and effectiveness. Researcher provide Talent Management (TM) and Knowledge Management (KM) linking model on the basis of empirical analytical study.

Keywords: Talent, Talent Management(TM), Knowledge, Knowledge Management (KM), Information Technology (IT) firms

INTRODUCTION

Preliminary aspect in business areas of most IT firms is ‘Knowledge Management’ (KM) and ‘Talent Management’ (TM). Knowledge Management process deals with creating, capturing, storing and dissemination of the knowledge in an organization with technology and people. Therefore both Knowledge and Talent Management concepts carries same

essence of linking (Danijela Jelenic 2011). (Thi Nguyet Que Nguyen, 2010) describes in their research as KM capability is a multi-viewed concept. It can be viewed from different angle as social, infrastructure, process, technical and infrastructure capability. These factors are acting as linking factor between KM and TM. Hugh Scullion et.al (2007) Meyer (2006) identifies benefits of collaboration of knowledge, ideas, knowledge and its value in MNC throughout geographical boundaries. It indicate that organizational knowledge management (KM) System and Talent Management (TM) are very important aspects of IT organization's overall performance.

REVIEW OF LITERATURE AND LINKING OF BOTH TALENT MANAGEMENT AND KNOWLEDGE MANAGEMENT CONCEPTS

There are causes to study these concepts simultaneous and finding out variables as Cindy et.al (2012) states need of examining these concepts from empirical perspectives. Vlad et.al (2012) illustrates talent management importance in knowledge based economy. Elizabeth A.Smith, (2001) proposed work centered talent aspect in crating knowledge. Frank M. Horwitz et.al (2006) states for effective and efficient knowledge strategies similar human resource strategies can be used. Zartaj Kasm (2011) states all organizations should align HR strategies and talents to boost knowledge system in an organization.

Literature that shows Knowledge and Talent management common variables as 'strategy' by N. Venkateswaran (2012), 'People' by Rocha et.al (2008), HR process by Nick Bontis et.al

(2002), 'Talent management process' by Eoin Whelan, David G. Collings and Brian Donnellan (2010), culture and structure by Ying-Jung Yeh et.al (2006). Nada K. et.al (2001) Focused institutional and organizational dimensions as talents and learnings for knowledge creation and knowledge conversion. Nieto et.al (2013) have proposed framework provides a procedural executiveness of Business Process Modelling and Service Oriented Architecture (Structure) with talent aspect. From all these literature reviews researcher has find out linking variables as- People, Process, Technology, Strategy, Culture, Organizational value, Learning and Development from knowledge and talent management and tested its relationship on empirical basis.

OBJECTIVES OF RESEARCH

1. To study the basic theory of Talent Management (TM) and Knowledge Management (KM).
2. Investigate various linking or connecting aspects of Talent Management and Knowledge Management and its related variables.
3. Evaluating Talent Management and Knowledge Management linking with respect to performance of IT organizations in Pune and suggest ways to improve talent and knowledge management linking strategies.

HYPOTHESIS

H1 IT Organizations indicating better performance in organizational Talent Management (TM) which are also using organizational Knowledge Management (KM).
H2 Relationship between performance of organizational Talent Management and

Knowledge Management efficiency is strong. There is strong association among reliant variables of knowledge and talent management as process, people, organizations strategies, technology, values, organizational learning, organization culture, and organizational development.

RESEARCH METHODOLOGY GRAPHICAL

Researcher has collected Data of 93 IT organizations by stratified sampling method from the various stratum of IT organizations like IT Consulting , Network admin and data security provider, IT software and QA testing, IT telecom and CRM , IT hardware's and electronics ,IT embedded, KPO, BPO, E- Commerce and IT software and financial management¹. Primary data is collected with nominal, ordinal and interval scale with the help of 3 structured schedules. Data is collected from HR heads, IT heads and Strategic Business Unit (S.B.U) heads. Analyzed data is presented with the help of tabulation method. Secondary data of the research study include concepts related to talent management and knowledge management, linking variables, competency mapping and learning organization. Secondary data is collected with the help of research journals, books and authentic research related websites. Reliability and validity of the data is checked by Cronbach's Alfa and Split-half method. Values as per both methods are 0.8 and 0.6 respectively.

SIGNIFICANCE OF RESEARCH

As present research deals with study of knowledge management and talent management

linking variables and finding its association. An anticipated model which shows association between knowledge and talent management will help organization to formulate future strategies according to talent aspect, to compete successfully in future environment, use of peoples talents to organizational knowledge sharing and in this way integrate knowledge based talent management system and organizations competencies to expand organizations development, values, organizational learning, culture and all human resource context.

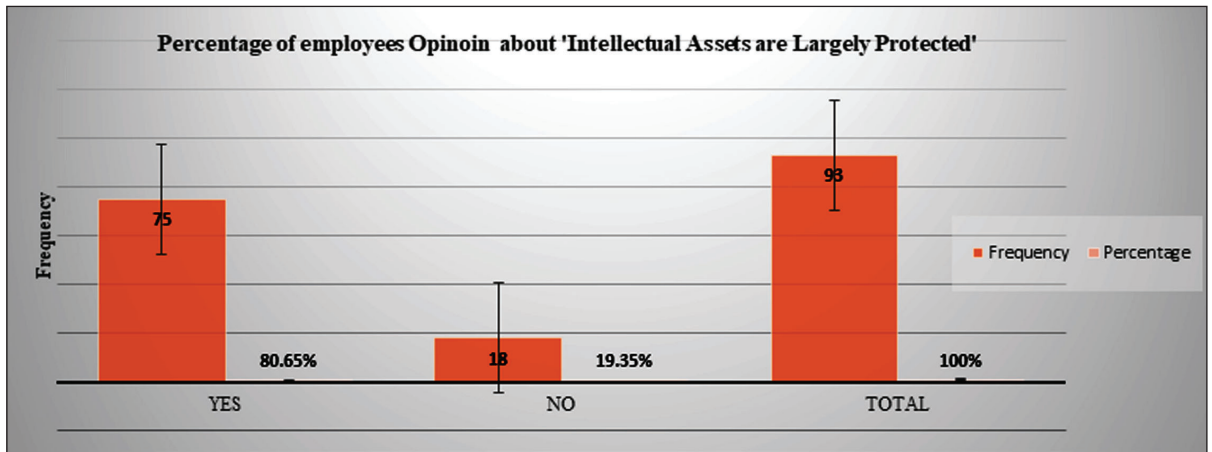
This research will help IT organizations and IT professionals in judging key areas of connecting factors, its special effects and effectiveness of talent and knowledge management organizational process.

SCOPE OF RESEARCH

The geographical scope of research is restricted to Information Technology (IT) industry in Pune, Maharashtra state of India. Conceptual scope include knowledge management, organizational talent management with respect to linking factors like people, process, technology, organizational strategy, organizational culture, values, learning and development and organizational learning. Analytical scope include tabulation, percentage, weighted average, ranking, descriptive statistical analysis as co-relation and inferential analysis as one- way Anova and spearman's co-relation method. Normality of data is checked with Cronbach's Alfa and Split-half method.

ANALYSIS OF PRIMARY DATA AND HYPOTHESES TESTING

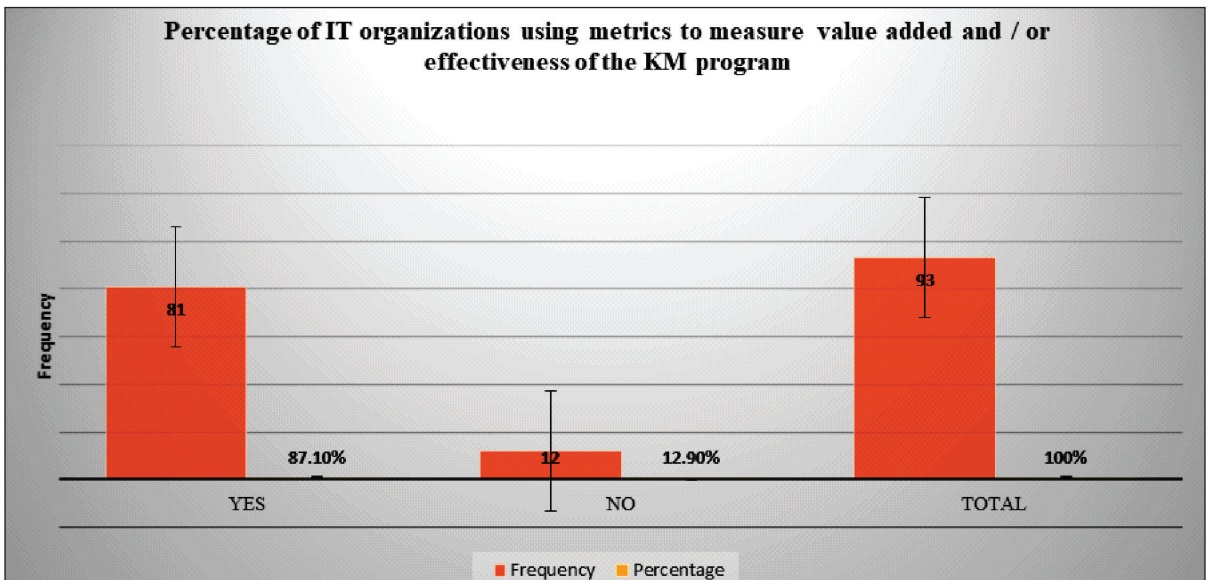
Figure 1: Percentage of largely protected intellectual assets in existing organizations systems



Source: (Field Data)

Above Figure1: indicates that 80.65 % of IT organizations shows presence of Systems to convert intellectual knowledge into organizational knowledge.

Figure 2: Scenario of IT organizations using metrics to measure value added and / or effectiveness of the Knowledge Management (KM) programs



Source: (Field Data)

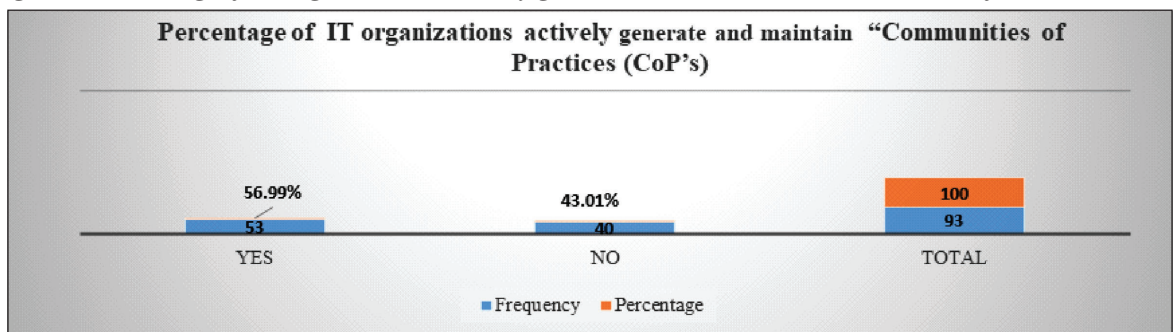
Above Figure 2: indicates that majority i.e. 87.10 % of IT organizations are implementing metrics to measure value added and / or effectiveness of knowledge management (KM) programs.

Figure 3: Recent status of respondent IT organizations with respect to the following performance criteria
Source: (Field Data)



Above Figure 3: shows that out of total 93 sample IT organizations, majority i.e. 83.87 % of IT organizations shows current significance on innovations applications, 78.49 % of organizations gaining advantage of competitiveness and 79.57 % shows better performance in revenue growth. It indicates overall good current significance of status of IT organizations.

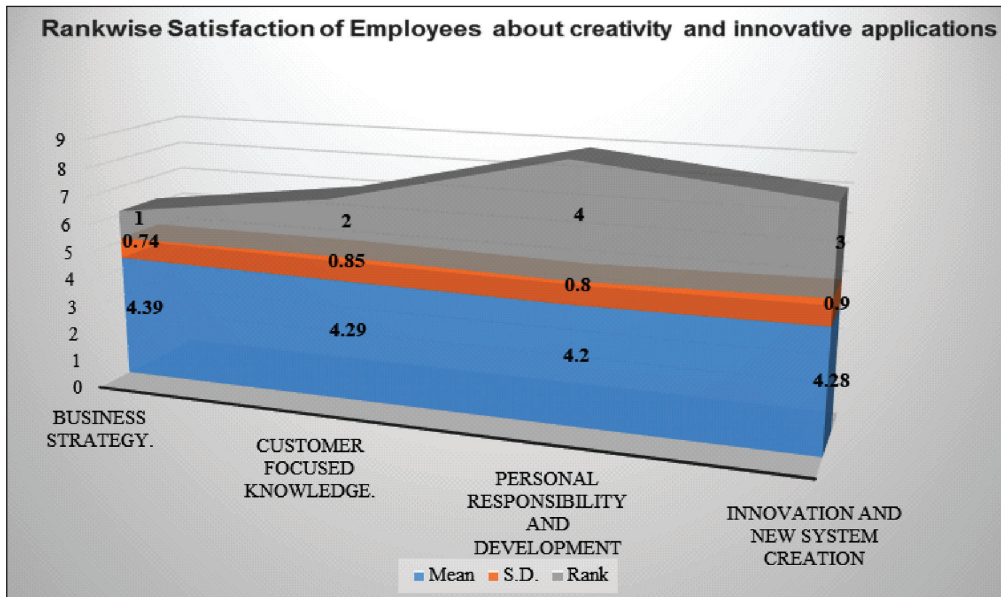
Figure 4: Percentage of IT organizations actively generate and maintain “Communities of Practices (CoP’s)



Source: (Field Data)

Above Figure 4: shows that majority i.e. 56.99 % of IT organizations actively generate and maintain “Communities of Practice (CoP’s) in their own system.

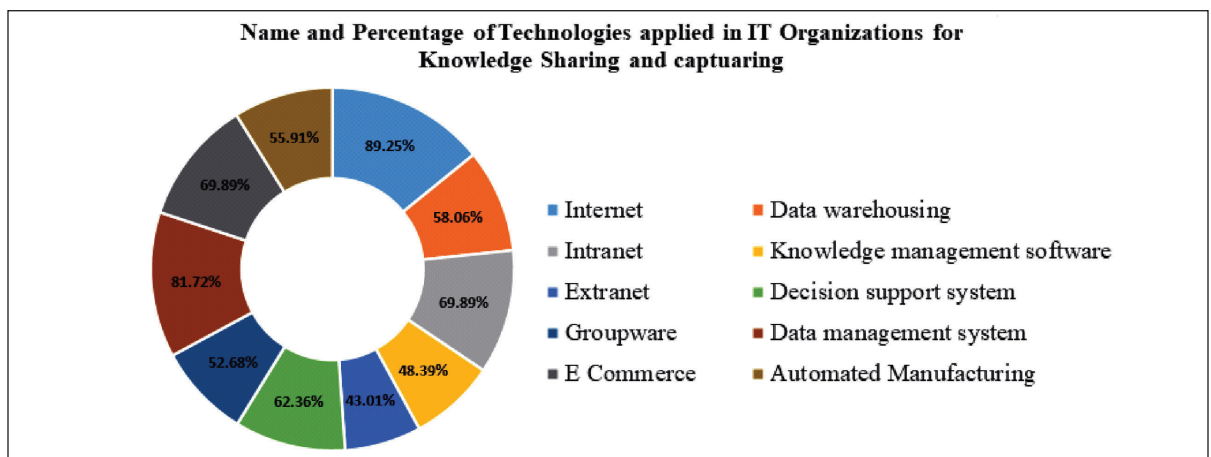
Figure 5: Rank wise satisfaction level of IT respondents about creativity and innovative application in an organizations



Source: (Field Data)

Above Figure No. 8.5 states that majority of respondent IT organizations are applying business strategy (Mean 4.39), customer focused knowledge (Mean 4.29) and innovations and new systems creation (Mean 4.28) aspect for application of creativity in knowledge management as rank first, second and third respectively. Standard Deviation (S.D.) ranges from 0.74 to 0.90.

Figure 6: Technologies applied in an IT organizations for Knowledge creation, sharing and transformation



Source: (Field Data)

Above Figure 6: indicates types of technologies and integration of technologies present in an IT organization to knowledge creation, sharing and transformation. It indicates that maximum respondent organizations i.e. 89.25 % are using internet, 58.06 % are implementing Data warehousing system technology, 69.89 % IT organizations having Intranet, 48.39 % are using Knowledge Management Software (KMS), 43.01 % of showing Extranet facilities, 62.36 % has been using Decision Support System (DSS), 52.68 % organizations shows Groupware's , 81.72 % are implementing Data Management System (DMS) , 69.89 % of an organization are having E-Commerce and 55.91 % of IT organizations having their own automated manufacturing systems. It reveals that maximum i.e. 89.25 % of IT organizations having internet technology, 81.72 % are using Data Management System (DMS) and 69.89 % organizations have intranet and E- commerce as satisfactory technologies for knowledge creation, capture and sharing.

Hypotheses Testing

H1- Organizations indicating better performance in organizational Talent Management (TM) which are also using organizational Knowledge Management (KM).

Table 1: Normality Test of Kurtosis and Skewness about better performance in talent management of IT organizations

Sr. No.	Test Variables	Total Samples	Normality Test	Statistics	Standard Error	'Z' Value
1.	Mean of all variables of Talent management performance	93	Skewness	-0.20	0.25	0.8
			Kurtosis	-0.59	0.49	1.2

Source: (Compiled by researcher)

Above table:1 shows that both Skewness and kurtosis values of 'Z' for talent management variables for performance mean are less than standard 'Z' value as +1.96 to -1.96. Therefore Skewness and kurtosis values are significant. Therefore it statistically shows evidence that data distribution is normal.

Table 2: One –way ANOVA test for organizations showing better performance in Talent management and also using of Knowledge management

ANOVA					
Mean of Talent Management Performance variables					
	Sum of Squares	d.f.	Mean Square	F	Sig.
Between Groups	8.97	4	2.24	15.8	0.000
Within Groups	12.53	88	.142		
Total	21.50	92			

Source: (Compiled by researcher)

Above table 2: shows that the value of 'P' is significant. It shows that organizations indicating better performance in organizational Talent Management (TM) which are also using organizational Knowledge Management (KM) has scope for further interpretation.

H2 - Relationship between performance of organizational Talent Management and Knowledge Management efficiency is strong. There is strong association among reliant variables of knowledge and talent management as process, people, organizations strategies, technology, values, organizational learning, organization culture, and organizational development. To test this hypothesis Spearman's rank co-relation is used as a nonparametric test.

Table 3: Spearman's Rank Correlation Analysis Between Talent Management (TM) and Knowledge Management (KM) Variables

Sr. No.	Correlation variables of Talent Management performance and Knowledge Management efficiency	Co-relation of coefficient Value (R)	Significance Conclusion
1.	Aggregate Talent Management (TM) performance and Knowledge Management (KM) efficiency	0.7	Significant moderate positive co-relation with this variable
2.	Talent Management Performance and Knowledge Management efficiency with 'Process' as linking factor	0.5	Significant low positive co-relation with this variable
3.	Talent Management Performance and Knowledge Management efficiency with 'People' as linking factor	0.3	Significant low positive co-relation with this variable
4.	Talent Management Performance and Knowledge Management efficiency with 'Strategy' as linking factor	0.5	Significant low positive co-relation with this variable
5.	Talent Management Performance and Knowledge Management efficiency with 'Technology' as linking factor	0.4	Significant low positive co-relation with this variable
6.	Talent Management Performance and Knowledge Management efficiency with 'Organizational value' as linking factor	0.1	Significant low positive co-relation with this variable
7.	Talent Management Performance and Knowledge Management efficiency with 'Organizational Learning' as linking factor	0.3	Significant low positive co-relation with this variable
8.	Talent Management Performance and Knowledge Management efficiency with 'Culture' as linking factor	0.5	Significant low positive co-relation with this variable
9.	Talent Management Performance and Knowledge Management efficiency with 'Development' as linking factor	0.6	Significant moderate positive co-relation with this variable

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

Above Table 3: shows correlation between overall Average Talent Management (TM) Performance and Average Knowledge Management (KM) Efficiency with respect to process, People, Strategy, technology, organizational Value, organizational learning, Culture and Development. It indicates that there is significant moderate positive correlation between overall talent and knowledge management efficiency as co-relation coefficient value is 0.7 which is nearest to standard perfectly positive value +1.00. Whereas it shows moderate positive co-relation between organizational development variable as value is 0.6 which is also nearest to standard perfectly positive value +1.00.

FINDINGS

1. Majority i.e. 80.65 % of IT organizations shows presence of system which convert intellectual knowledge to organizational knowledge, it shows there is existence of positive coordination between use of human talents and application of it to organizational knowledge.
2. Majority i.e. 87.10 % of IT organizations shows knowledge management system in which are using metrics to gauge the value added and / or effectiveness of the Knowledge management program. It also reveals that these organizations have some definite process for measuring performance of knowledge management. It indicates coordination between performance of knowledge management and talent management with respect to process.
3. Majority of IT organizations current status is satisfactory i.e. 83.87 % of organizations have significant benefits on innovations, 79.57 % on revenue growth and 78.49 % are improving against competitive advantage.

4. Majority i.e. 56.99 % respondent IT organizations have actively generate and maintain "Communities of Practice (Cop's).
5. Majority of IT organizations are applying business strategy, customer focused knowledge and innovations and new systems creation for applying creativity in knowledge management as ranks first, second and third respectively. It shows linking of knowledge management performance with respect to strategy.
6. Majority of IT organizations i.e. 89.25 % are using internet technology, 81.72 % are conducting their process through Data Management System (DMS), and 69.89 % has intranet facilities and E-commerce technologies for knowledge management. It shows better utilization of technological resources for talent and Knowledge capturing, sharing and transformation.

SUGGESTIONS

Empirical evidences and analytical study of knowledge and talent management concepts shows positive co-relationship with respect to linking variables as process, people, technology, organizational culture, strategy, values, organizational learning and organizational development.

- 1) To improve organizational talent strategy and organizational learning IT organizations have to set organization standards according to its objectives, Analyze competency gap, organize training and upgrade linking of collection, dissemination of individual 'talent' procedures and retaining of talents with organization.
- 2) Organizations talent management procedures can be effectively improved with technology so IT organizations should develop mechanism for

integrating individual efforts and technology for strategic advantage.

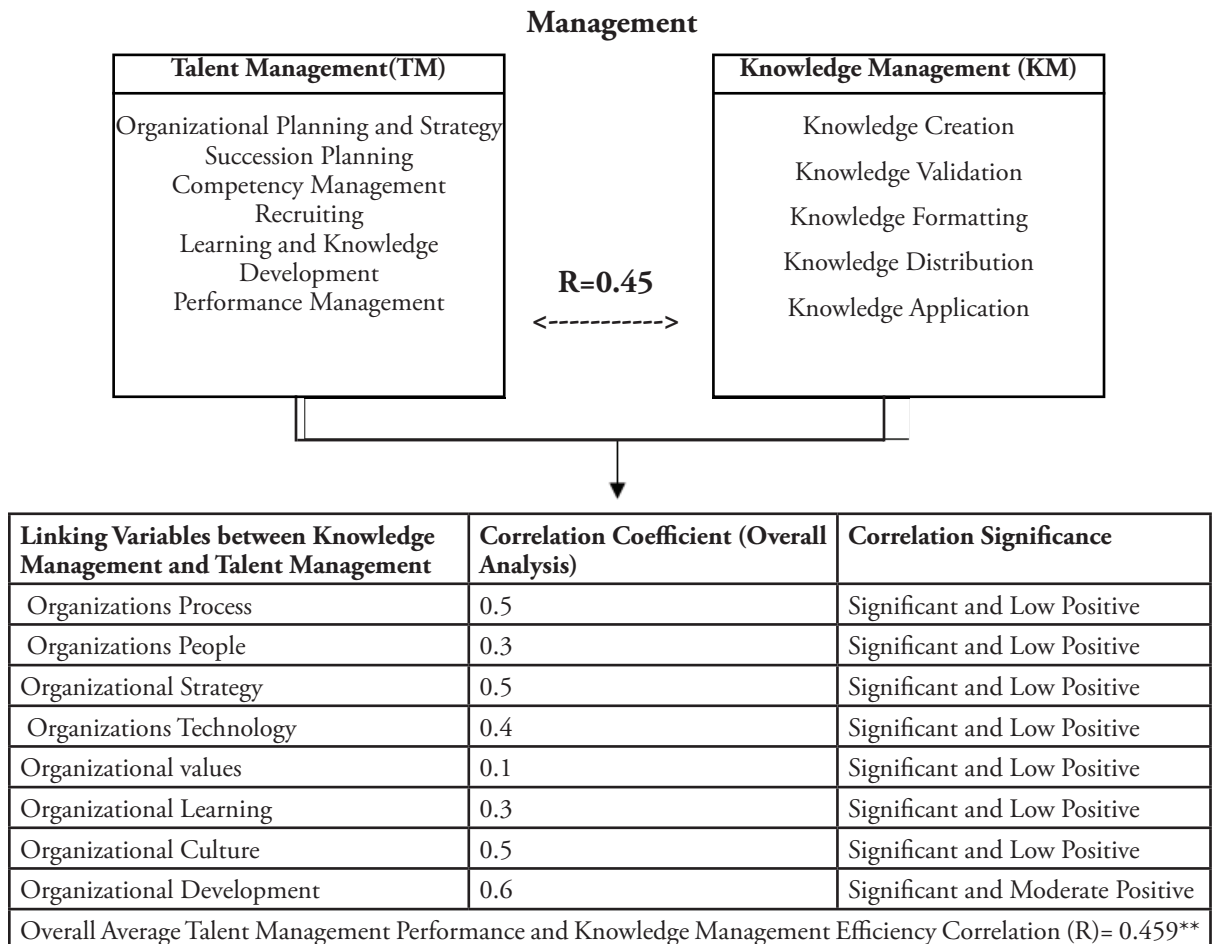
3) IT organizations should develop some metrics of scales to gauge continuous performance of an organization with respect to customer focus, inventory, cost, revenue, Return on Investment (ROI) as well as people, quality, competitive advantage, technological enhancement, customer service and process.

4) Organizational knowledge Management system effectively utilized by only organizational

talents therefore organizations should find way of acquiring individual talents and retain it to organizational systems knowledge by using organizational learning, cultures, participative leadership and effective talent management practices.

5) IT organizations should focus on developing their own models to connect various dimensions between human talents and organizational knowledge management system. The possible suitable model based on the research is as follows

Figure 7: Linking factors and correlation values between Knowledge and Talent Management



Source: (Compiled by researcher)

CONCLUSION

Knowledge based culture and efficient 'talents' performance are acting as a primary wheels to compete IT organizations in current scenario. In the current research researcher has studied knowledge and talent management connecting variables and conceptual analysis of linking with respect to IT organizations in Pune, Maharashtra,

India. From the research analysis it can be concluded that if organizations would conduct good coordination between organizational talent and knowledge management then it can face challenges of competitive environment. This will leads to competent employees, learning organizations and knowledge based organizational culture.

References

1. Cindy Wang-Cowham. (2011). developing talent with an integrated knowledge-sharing mechanism: an exploratory investigation from the Chinese human resource managers' perspective. Human Resource Development International, 14 (4), 391–407.
2. Cindy Wang-Cowham, Ken Kamoche, Carole Tansley & Paul Iles. (2012). Talent Management and Knowledge Management: toward a Critique and Theoretical Integration. OLKC Conference in Valencia, 25-27 April 2012, (pp. 1-13).
3. Ivan Svetlik, Eleni Stavrou-Costea. (2007). "Connecting human resources management and knowledge management". International Journal of Manpower, 28 (3/4), 197-206.
4. Levitt, B., and J.G. (March. 1988). Organizational Learning. Annual Review of Sociology, 319–340.
5. M. Konigova & H. Urbancova. (2012). Use Of Knowledge Employees In Talent Management. Scientia agriculturae bohemica , 43 (1), 39–45.
6. Marian Carcary. (2012). Managing Your People Assets – A Focus on the IT Talent Pool. Innovation Value Institutes White Paper, 1-7.

1. <http://www.fundoodata.com/index.php>, 09/06/2019, 07:00 p. m.