

Learning and Development and Its Impact on Talent Management: A Study in IT Companies Hyderabad

Sirisha Damaraju

Research Scholar,

SMAT, JNIAS-JNTUA, Hyderabad.

Introduction:

Learning & Development (L&D) is an unending and irreplaceable resource for building employee skills, enhancing employee motivation, talent management, contributing to productivity and engagement. It is particularly invaluable when the learning activities are linked to the employees' developmental goals identified in the performance management process. IT companies depend on learning to skill-up not only their employees but also their customers and channel partners. Similarly effective talent management (TM) is a top priority in organizations everywhere. Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business-/operation-critical roles. Three-fifths undertake talent management activities and most believe they are at least fairly effective (1). Most organisations encourage and enable the development of L&D activities to some extent. "In the current economy, talent management is a key aspect to business success as it allows companies to retain top talent while increasing productivity. Learning and development is the logical process for talent management, and hence preparing employees and leaders for future responsibilities."(2)

Objectives:

1. To know the impact of learning and development activities on Talent management in IT companies.
2. To know the association between designation and their opinions on learning and development activities and its impact on talent management.

3. To understand the association between experience and their opinions on talent management and its impact on learning and development activities.

Hypothesis:

HYPOTHESIS 1:

H01: There is no significant association between designation and their opinions on Learning and development activities and its impact on Talent management

HYPOTHESIS 2:

H0 2: There is no significant association between experience and their opinions on talent management and its impact on learning and development activities.

Research Methodology:

Research is confined to IT industries Hyderabad. The researcher has used both descriptive and analytical type of research design for his research study. The main objective of using descriptive research is to describe the existing strategies. It mainly involves surveys and fact finding enquiries of different kinds. The researcher has also used analytical research design to analyze the existing facts from the data collected from IT employees (human resources).

Reliability:

With Cronbach's alpha reliability test the following

Cronbach's Alpha	No. of Items
0.734	08

HYPOTHESIS 1: H₀1: There is no significant association between designation and their opinions

on Learning and development activities and its impact on Talent management

Designation* Learning and development activities and its impact on Talent management.

Crosstabs:

Crosstab			Learning and development activities and its impact on Talent management					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
DESIG	Sr. level	Count	1	7	0	19	24	51
		% within DESIG	2.0%	13.7%	0.0%	37.3%	47.1%	100.0%
	Middle level	Count	198	276	28	322	75	899
		% within DESIG	22.0%	30.7%	3.1%	35.8%	8.3%	100.0%
	Jr. level	Count	5	14	0	21	6	46
		% within DESIG	10.9%	30.4%	0.0%	45.7%	13.0%	100.0%
Total		Count	204	297	28	362	105	996
		% within DESIG	20.5%	29.8%	2.8%	36.3%	10.5%	100.0%

Chi-square test:

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	89.437 ^a	8	.000
Likelihood Ratio	69.611	8	.000
Linear-by-Linear Association	13.483	1	.000
N of Valid Cases	996		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.29.

From the above table chi square is significant (sig. value is < 0.05), reject null hypothesis. It means that there is a significant association between designation and their opinions on talent management and its impact on learning and development activities. It means that talent management and its impact on learning and development activities are dependent on designation.

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.300	.000
	Cramer's V	.212	.000
N of Valid Cases		996	

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

The strength of association between designation and their opinions on talent management and its impact on learning and development activities are 21.2%.

Result:

Null Hypotheses	Sig. Value	Result	Strength of Association
H0: There is no significant association between designation and their opinions on talent management and its impact on learning and development activities.	0.000	Rejected	21.2%

HYPOTHESIS 2: H₀₂: There is no significant association between experience and their opinions on talent management and its impact on learning and development activities

Experience * Talent Management and its impact on L&D Activities

H₀₂: There is no significant association between experience and their opinions on talent management and its impact on learning and development activities

Crosstabs:

Crosstab			Talent Management and its impact on L&D Activities					Total	
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
experience	1-5 yrs	Count	179	28	18	57	5	287	
		% within experience	62.4%	9.8%	6.3%	19.9%	1.7%	100.0%	
	6-10 yrs	Count	25	253	5	184	29	496	
		% within experience	5.0%	51.0%	1.0%	37.1%	5.8%	100.0%	
	11-15 yrs	Count	0	13	5	100	47	165	
		% within experience	0.0%	7.9%	3.0%	60.6%	28.5%	100.0%	
	15-20 yrs	Count	0	3	0	21	24	48	
		% within experience	0.0%	6.2%	0.0%	43.8%	50.0%	100.0%	
	Total		Count	204	297	28	362	105	996
			% within experience	20.5%	29.8%	2.8%	36.3%	10.5%	100.0%

Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	717.275 ^a	12	.000
Likelihood Ratio	677.661	12	.000
Linear-by-Linear Association	325.480	1	.000
N of Valid Cases	996		

a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 1.35.

From the above table chi square is significant (sig. value is < 0.05), reject null hypothesis. It means that there is a significant association between experience and their opinions on talent management and its impact on learning and development activities. It means that talent management and its impact on learning and development activities are dependent on experience.

		Value	Approx. Sig.
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Phi	.849	.000
	Cramer's V	.490	.000
N of Valid Cases		996	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

The strength of association between experience and their opinions on talent management and its impact on learning and development activities are 49.0%.

Null Hypotheses	Sig. Value	Result	Strength of Association
H ₀ 2: There is no significant association between experience and their opinions on talent management and its impact on learning and development activities.	0.000	Rejected	49.0%

Findings of the study:

1. Learning and development activities and its impact on talent management the responses are as follows.
2. 2.0% of senior level employees, 22.0% employees of middle level, 10.9% employees of junior level, feel that they strongly disagree that Learning and development activities has impact on talent management
3. 13.7% of senior level employees, 30.7% employees of middle level, 30.4% employees of junior level, feel that they disagree that Learning &development activities has impact on talent management
4. 0.0% of senior level employees, 3.1% employees of middle level, 0.0% employees of junior level, feel that they are neutral that Learning &development activities has impact on talent management
5. 37.3 % of senior level employees, 35.8% employees of middle level, 45.7% employees of junior level, feel that they are agree that Learning &development activities has impact on talent management
6. 47.1% of senior level employees, 8.3% employees of middle level, 13.0% employees

- of junior level, feel that they are strongly agree that Learning &development activities has impact on talent management
7. 62.4% of employees with 1-5 years of experience, 5.0 % employees with 6-10 years of experience, 0.0% employees with 11-15 years of experience, 0.0% of employees with 15-20 years of experience, feel that they strongly disagree that Learning &development activities has impact on talent management.
 8. 9.8% of employees with 1-5 years of experience, 51.0 % of employees with 6-10 years of experience, 7.9% of employees with 11-15 years of experience , 6.2% of employees with 15-20 years of experience, feel that they disagree that Learning &development activities has impact on talent management.
 9. 6.3% of employees with 1-5 years of experience , 1.0 % employees with 6-10 years of , 3.0% of employees with 11-15 years of experience, 0.0% of employees with 15-20 years of experience, feel that they are neutral that Learning &development activities has impact on talent management as per their experience.
 10. 19.9% of employees with 1-5 years of experience, 37.1 % employees with 6-10 years of experience, 60.6% employees with 11-15 years of experience, 43.8% of employees with 15-20 years of experience, feel that they agree that Learning &development activities has impact on talent management as per their experience.
 11. 1.7% of employees with 1-5 years of experience, 5.8 % employees with 6-10 years of experience, 28.5 % employees with 11-15 years of experience, 50.0% of employees with 15-20 years of experience, feel that they strongly agree that Learning &development activities has impact on talent management as per their experience.



International Journal of Research in Management Studies

A Peer Reviewed Open Access International Journal
www.ijrms

From the above we come to a conclusion that from the obtained significant value (< 0.05) reject null hypothesis. It means that talent management and its impact on learning and development activities are dependent on designation and the strength of association between designation and their opinions on talent management and its impact on learning and development activities are 21.2%. Similarly, from the obtained significant value (< 0.05), reject null hypothesis. It means that talent management and its impact on learning and development activities are dependent on experience and the strength of association between experience and their opinions on talent management and its impact on learning and development activities are 49.0%.

Reference:

1. Learning and development, annual surveyreport, CIPD, 2015, pg-20-21.
2. The Impact of learning and development on Talent management, Suhail.t.Shamieh, Fitch learning, April-2015, Pg. 54-55.
3. Anthony Landale (1999). Gower Handbook of Training and Development. Gower Publishing, Ltd. ISBN 9780566081224.
4. Diane Arthur (1995). "Training and Development". Managing Human Resources in Small & Mid-Sized Companies. AMACOM Div American Mgmt Assn. ISBN 9780814473115.
5. To learn more, refer to this article by Chelsea Pollen from Google, who outlines the ways in which online social tools can be used for development:
<http://www.elearnmag.org/subpage.cfm?section=reviews&article=19-1>.