Impact of Talent Management and Knowledge Management on Employee Performance in Indian IT Industry: An Empirical Research

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Abstract

This research article aims to explore the composition of "impact of talent management and knowledge management determinants on employee performance". The research article relates reliability test, data reduction using Exploratory Factor Analysis (EFA) and multiple linear regression on a sample of 395 respondents and condenses a set of 19 items into a list of six talent management and knowledge management determinants. The present study proposes a model of the impact of talent management and knowledge management determinants on employee performance. This investigation establishes that talent development, talent identification, talent strategizing, knowledge store, knowledge organizing and knowledge acquiring are influencing significantly on employee performance. So, IT firms can improve talent management and knowledge management determinants. This will helps to improve the performance of an employee.

Keywords: Talent Development, Talent Identification, Talent Strategizing, Knowledge Store, Knowledge Organizing, Knowledge Acquiring and Employee Performance.

Introduction

 The improvement of information technology is advancing alongside the advancement of the occasions. An organization can't be isolated from the requests of innovative advancement. To accomplish an employee objective, it is obvious that the job of innovation is required. Thusly, HR that are solid, expert, and quality are required in doing the association's activities so the association can examine and expect any progressions that happen in the business environment by giving a responsive, exact, powerful and productive reaction. HR is an essential variable in all lines of Employee action as a determinant of strategy bearing and employee execution in accomplishing anticipated objectives. Besides, in confronting business contest in the current data innovation time, the opposition is more intricate and the opposition is more forceful and monstrous, hence every association is needed to have dependable, quality,

and expert HR in doing functional exercises of the association. Subsequently, an association's objectives can be accomplished on the off chance that worker execution exercises can be boosted appropriately. Performance exercises did by workers are their obligations as a representative in light of organization performance guidelines. To accomplish the presentation objectives of workers are needed to have a decent exhibition or steady employments that are run expertly both straightforwardly and in a roundabout way that add to the organization both as far as partners and the interests of representatives themselves claimed by the organization.

One of the variables that can work on the exhibition of each worker is individual elements. Where, the singular elements are obtained from the actual representatives like ability the board, information the executives, and preparing viability. Ability the board is a progression of cycles to recognize, create, keep up with and place the perfect individual perfectly positioned in an organization. Notwithstanding ability, science, instruction, and preparing additionally should be considered in getting ready and further developing representative execution as quality and serious HR. Progressively extreme rivalry on a gigantic and globalized premise urges organizations to keep on working on the exhibition of their representatives with the goal that what is the organization's objectives can be accomplished Knowledge has become exceptionally conclusive, along these lines its obtaining and use should be overseen appropriately with regards to further developing worker execution. Information the executives is a progression of cycles of making, imparting and applying organization information as figuring out how to further develop worker and associates' execution.

Literature Review

Interest as ability the board can create talent management and produce work with the great exhibition so it tends to be seen that there is a critical connection between ability the executives and worker execution (Bethke-Langenegger, et al, 2011). Talent is a movement that deliberately adds to the improvement of possible gifts. Talent the board is relied upon to work on

upper hand, Employee execution and augment Employee productivity. In talent management, the investigation incorporates three cycles, to be specific contribution, course, and production (Kusumowardani and Suharnomo, 2016).

Moreover, (Pella and Afifah 2011) revealed talent as essential administration to deal with the progression of talent in an organization that means to guarantee the accessibility of talent supply and change the right laborers to the right work and time considering the association's fundamental targets and the need of association activities or association business. Ability the executives hypothesis imparted by (Moczydlowska 2012) is that ability is a valuable kind of data and exercises taken by a collaborator. With regards to talent, where inventiveness is the embodiment, this happens on the grounds that numerous realities about the idea of talent are utilized in Employee the board techniques. Talent can't be estimated and seen as being better than expected however is estimated in wording that match assumptions. Overall talent the executives is connected with preparing being developed procedures, recognizing ability holes, progression arranging, and enrolling, choosing, instructing, spurring, and keeping up with capable workers through different drives (Groves, 2007).

Organizations that utilization talent as one of their human asset the executives methodologies attempt to make the most ideal connecting the pursuit, commitment, choice, preparing, advancement, upkeep, advancement and move of representatives to be connected with the organization's primary business. As per (Muhyi, et al 2016) Talent the board can be an exhaustive vital way to deal with distinguishing, assessing, creating and apportioning skilled HR to help the exercises of accomplishing the best exhibition and association. The attention is on the significance of distinguishing ideal gifts, by ascertaining the effect of venture on the organization's capacity to accomplish vital and functional objectives that match or surpass assumptions. While (Cappelli 2009) contends that: talent the board is worried about tracking down the ideal individual with the right capacities for the right position. The more unmistakable cognizance of associations about these gifts, then, today they are battling to get significantly competent agents, both by means of looking from outside similarly as from getting ready and recuperation.

(Dr. S. Mohana et. al. 2021) the paper applies information decrease utilizing CFA on an example of 222 sample respondents and diminishes a bunch of 13 factors into a rundown of 3 intelligible ability the executives' determinants. The current review proposes a model of the effect of ability the executives' determinants on the worker work execution. The investigation discovered that ability maintenance, initiative and prizes are affecting altogether on the worker work execution. Along these lines, IT organizations can further develop worker work execution by concentrating above factors. This will assist with working on the efficiency in the association.

(Dr. T. Narayana Reddy et. al. 2021) this investigation was coordinated to explore causing factors (work to family battle, family to work battle, work support, family support tension and elements) impact work strain of IT specialists. The data of this study was quantitative accumulated through review from 256 respondents from different IT associations of Chennai city. The delayed consequences of the current audit uncover that there is a basic positive association between causing factors with work

pressure. The concentrate similarly inspects the idea for future assessment.

Performance is a picture of the level of achievement of the execution of a program of activities or courses of action in getting the targets, objections, vision, and mission of the relationship as spread out through the fundamental planning of an affiliation. According to (Simanjuntak 2011) execution is the achievement of results on the execution of explicit tasks. (Prawirosentono 2012) uncovered that show is the work that can be achieved by an individual or social occasion in a relationship, by following their different subject matter experts and commitments to achieve the objections of the affiliation concerned genuinely, not mishandling the law and by complying to norms and ethics. However (Tash, et al 2016) laborer execution is described as the achievement of work by someone in a relationship by expecting risk for each situation to achieve together the objectives of the association's relationship according to regulation, guidelines, and ethics.

Additionally, according to (Badrianto, Y., and Ekhsan, M. 2019) execution can be assessed expecting to be an individual or get-together of laborers at this point have measures or standards of benchmarks set by the affiliation. Consequently, if without the goals and targets set in the assessment, the introduction of an individual or affiliation may not be known whether there are no benchmarks for progress. However, (Turere 2013) determines that 3 factors can additionally foster execution, including the quality and limit of laborers to research, supporting workplaces, and supra workplaces. (Robbins 2011) states that the strategy for assessing specialist execution should be apparent through thought about the going with things: sum, quality, and reasonableness. These three things will become indications of the assessment of execution factors in this survey.

Research Problem

Talent management is a worldwide HR methodology pointed toward distinguishing, creating, conveying, and holding high-expected representatives in an organization. Most of investigations discovered that ability the board rehearses are the main effects on worker work execution in any organization, as indicated by the above writing. Many investigations have been attempted in different areas of different areas to decide ability the executives. Be that as it may, there have been not many examinations in the data innovation industry. Understanding ability, the executives rehearses in the data innovation industry and their impact on worker exhibitions are the center difficulties in ability the board.

Objectives

1. To identify the talent management and knowledge management determinants in Information Technology sector.
2. To assess the influence of talent management and knowledge management determinants on employee performance.

Hypotheses

Ho1: There is no significant relationship between talent management determinants on employee performance.

- **Ho1.1:** There is no significant relationship between talent strategizing on employee performance.
- **Ho1.2:** There is no significant relationship between talent development on employee performance.

- **Ho1.3:** There is no significant relationship between talent identification on employee performance.

Ho2: There is no significant relationship between knowledge management determinants on employee performance.

- Ho2.1: There is no significant relationship between knowledge store on employee performance.
- Ho2.2: There is no significant relationship between knowledge organizing on employee performance.
- Ho2.3: There is no significant relationship between knowledge acquiring on employee performance.

Sampling Design

The sampling approach adopted for the study is two-phase judgmental sampling. In the first phase, the list of the fifteen IT companies which figured in the list published by Fortune-Hay Group's Annual Study as 'India's Most Admired Companies' in 2021 was identified as depicted in Table 1. As the list is the ranking of organizations, first ten ranked companies were selected for data collection. In the second stage, the employees who had three years of experience were factored out of the talent pool of employees in the shortlisted companies. The actual units of observation were then identified using the non-probabilistic approach of convenience sampling through online and offline modes of contact to end up with 395 employees in the final sample.

Table: 1. List of IT Companies in India's Most Admired Companies, 2021

Rank	Name of the company
1	Cognizant
2	Microsoft India
3	TCS
4	Intel India
5	Sysco Systems India
6	Infosys
7	Wipro
8	IBM India

Source: Fortune India (2021)

Data Collection Method A total of 500 questionnaires along with a letter of introduction were distributed to participants through online and offline modes as presented in Table 1. 250 questionnaires were distributed through online and 250 questionnaires were distributed in person. Among the online questionnaires, 209 usable responses were received with 83.6 per cent response rate, whereas offline questionnaires yielded 186 useable responses with 74.4 per cent response rate. Thus, the total sample size of the study came to be 395 respondents.

Table: 2. Details of Data Collection

Flat form	No of Questionnaires Distributed	No of Responses	No of Usable Responses	Response Rate (percentage)
Online	250	209	209	83.6
Offline	250	186	166	74.4
Total	500	395	375	94.4

Instruments used for Data Collection

The questionnaire was used as the instrument for data collection. The validity and reliability of the questionnaire were confirmed using expert review and pre-testing. Expert review to confirm the validity of the instrument was conducted among seven practitioners from different IT firms and three academicians. The practitioners were HR Heads/Directors of their respective organizations and the academicians were experts in HR domain, both with minimum 10 years of experience. The comprehensibility, bias, and appropriateness of the identified items of the instrument were assessed by the experts.

Statistical Tools

- Reliability Test
- Exploratory Factor Analysis
- Multiple Linear Regression

Data Analysis & outcome

Reliability & Validity Test

Table: 3. Reliability Test

Cronbach's Alpha	N of Items
0.863	19

The internal consistency of the survey of 19 inquiries with a worth of the Cronbach's Alpha is 0.863, which shows that information is 86.3 percent reliable and valid.

Exploratory Factor Analysis

Table: 4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	2633.996
	Df	171
	Sig.	.000

Prior to continuing for factor investigation the qualification of the information must be tried by leading KMO-Bartlett's test. This test is a proportion of inspecting ampleness and multivariate ordinariness among factors. The KMO esteem in this study is 0.840 > 0.5 which says that the example taken is satisfactory. Bartlett's Test of Sphericity esteem is 0.000 < 0.05, demonstrate multi ordinariness among factors. Henceforth Factor Analysis is considered as a fitting strategy for additional examination of the information.

Eigen Values

The underlying parts are the quantities of the factors utilized in the Factor Analysis. Nonetheless, not every one of the 19 factors will be held. In the current examination, just the 6 elements will be removed by joining the applicable factors. The Eigenvalues are the differences of the variables. The complete section contains the Eigenvalue. The principal element will constantly represent the most change and henceforth have the most noteworthy Eigenvalues. The following element will represent as a significant part of the extra change as possible and a similar will go on till the last variable. The level of change addresses the percent of all out difference represented by each element and the aggregate rate gives the combined level of fluctuation account by the present and the previous variables. In the current examination, the initial 6 variables clarify 66.821 percent of the difference. The pivot amounts of the squared stacking address the dissemination of the fluctuation after the varimax turn with Kaiser Normalization. The varimax pivot attempts to augment the fluctuation of every one of the component.

Table: 5. **Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.787	30.458	30.458	5.787	30.458	30.458	2.743	14.434	14.434
2	2.015	10.604	41.062	2.015	10.604	41.062	2.108	11.095	25.529
3	1.414	7.443	48.505	1.414	7.443	48.505	2.100	11.052	36.581
4	1.353	7.121	55.625	1.353	7.121	55.625	2.079	10.941	47.522
5	1.132	5.957	61.583	1.132	5.957	61.583	1.893	9.965	57.487
6	.995	5.238	66.821	.995	5.238	66.821	1.773	9.334	66.821
7	.858	4.518	71.339						
8	.735	3.870	75.209						
9	.676	3.559	78.768						
10	.609	3.207	81.975						
11	.519	2.730	84.705						
12	.471	2.477	87.182						
13	.456	2.401	89.583						
14	.447	2.354	91.937						
15	.384	2.023	93.960						
16	.376	1.979	95.939						
17	.305	1.605	97.544						
18	.270	1.422	98.966						
19	.196	1.034	100.000						

Extraction Method: Principal Component Analysis.

Based on Varimax Rotation with Kaiser Normalization, 6 variables have been separated. Each component is established of that large number of factors that have factor loadings more prominent than 0.5. 19 factors were clubbed into 6 elements. 6 elements were separated from the 19 factors utilized in the review. These 6 extricated factors clarified 66.821 percent of the inconstancy in talent knowledge and management determinants of professionals.

Rotated Component Matrix

The Rotated Component Matrix addresses the turned element loadings, which are the connections between's the factors and the variables. The element segment addresses the turned elements that have been removed out of the all out factor. These are the center elements, which have been utilized as the last element after information decrease.

Table: 6. Rotated Component Matrix[a]

S. No.	Statements	Eigen Value	Factor Name
1	Professionals leaving out of the association are exposed to sufficient information move and the KT is reported.	0.840	Talent Development
	Workers leaving out of the association are exposed to sufficient information move and the KT is reported.	0.824	
	There are casual diverts of correspondence present in association to help with obtaining of information.	0.784	
2	There are standardized metrics/parameters to identify high potential employees.	0.807	Talent Identification
	Organization conducts potential assessment to identify high potential employees.	0.737	
	A reliable committee effectively review the high potential nominations	0.644	
3	There are easygoing redirects of correspondence present in relationship to assist with getting of data.	0.744	Talent Strategizing
	The use case doc, Design doc, Code base, Developer Test Case and the Test Results are chronicled appropriately	0.740	
	Knowledge Repository is available for the Account	0.663	
4	The data acquired through group gatherings is appropriately refreshed in the information bases, with legitimate information skimming of undesirable data.	0.850	Knowledge Store
	Appropriate security component is conveyed to keep up with validation	0.828	

and fix the no folding of Employee information resources.					
	Data innovation on the web and disconnected devices helps us for KM	0.561			
5	Organization has a clear talent strategy which guides how organization will attract, identify, develop, deploy and retain high potential Employees	0.792	Knowledge Organizing		
	The CEO demonstrates visible ownership for the effective execution of the talent strategy.	0.737			
	Line manager is held accountable for the effective implementation of the talent management process	0.693			
6	Organization provides mentoring and buddying schemes to facilitate career and personal development.	0.820	Knowledge Acquiring		
	Organization provides 360 degree feedback based on the performance feedbacks gathered from number of sources.	0.796			
	Organization provides external and internal coaching for developing specific skills.	0.566			

The above network gives the connection of the factors with every one of the separated variables. Normally, every one of the factors is exceptionally stacked in one component and less stacked towards different elements. To recognize the factors, remembered for each component, the variable with the most extreme worth in each line is chosen to be important for the particular element. The qualities have been high eased up in every one of the lines to bunch the 19 factors into 6 center elements barring low stacking factors.

Multiple Linear Regression

In order to access the impact of talent management determinants on employee performance as a dependent variable, enter a method of multiple linear regressions was used.

Table: 7. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.503[a]	.537	.247	.877	1.656

a. Predictors: (Constant), Talent Development, Talent Identification, Talent Strategizing

b. Dependent Variable: Employee Performance

The relapse table 7: sums up the model execution through the accompanying insights.

- R: R addresses the numerous relationships co-effective with the reach lies between - 1 and +1. Since the R-esteem is 0.503 really intends that there is a high sure connection between the ==talent management practices== and Employee execution.
- R Square: R^2 represents the coefficient of assurance which lies somewhere in the range of 0 and 1. Since the R square worth is 0.537 for example 53.7 percent of the clarified variety is there in the Employee Performance.
- Durbin-Watson measurement: From the above table 7 the Durbin-Watson measurement esteem is 1.656. It is nearer to the standard worth 2. In this way, that the supposition has more likely than not been met.

Table: 8. **ANOVA**[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	96.332	3	32.111	41.791	.000[b]
	Residual	285.065	371	.768		
	Total	381.397	374			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Talent Development, Talent Identification, Talent Strategizing

The ANOVA (Table. 8) covers that the F measurements of the relapse model is statically huge at 0.05 levels inferring the decency of attack of the relapse condition.

Table: 9. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.147	.215		5.322	.000
	Talent Strategizing	.243	.041	.279	5.972	.000
	Talent Identification	.249	.041	.277	6.095	.000
	Talent Development	.185	.044	.196	4.221	.000

a. Dependent Variable: Employee Performance

Table 9 indicates normalized relapse coefficients which show the strength of effect and its positive/negative course. It additionally includes t and huge qualities to approve the speculation outlined to gauge the critical effect of aspects of talent management determinants on the employee performance.

The multiple regression equation of this model is:

$$Y \text{ (Employee Performance)} = 0.279 \text{ (Talent Strategizing)} + 0.277 \text{(Talent Identification)} + 0.196 \text{ (Talent Development)} + 1.147 \text{(Constant)}$$

- Table 9 shows Beta value as 0.279 which indicates positive impact of talent strategizing on the Employee Performance. Since the T value is 5.972 and significance value is 0.000 which is less than 0.05, so the talent strategizing has a significant impact on performance of IT employees. Hence, null hypothesis *Ho1.1: There is no significant relationship between talents strategizing on employee performance is rejected.*

- Table 9 shows Beta value as 0.277 which indicates positive impact of talent identification on the Employee Performance. Since the T value is 6.095 and significance value is 0.000 which is less than 0.05, so the talent identification has a significant impact on performance of IT employees. Hence, null hypothesis *Ho1.2: There is no significant relationship between talent developments on employee performance is rejected.*

- Table 9 shows Beta value as 0.196 which indicates positive impact of talent development on the Employee Performance. Since the T value is 4.221 and significance value is 0.000 which is less than 0.05, so the talent development has a significant impact on performance of IT employees. Hence, null hypothesis *Ho1.3: There is no significant relationship between talent identification on employee performance is rejected.*

Histogram and Normal P-P Plot
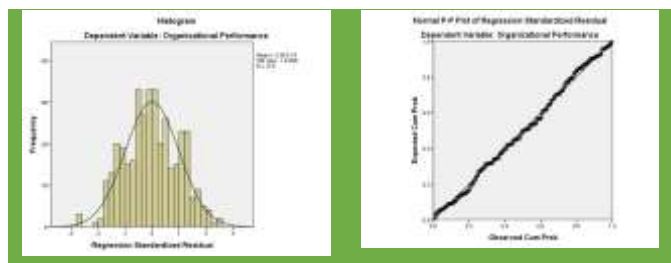
The relapse buildup conveyance is checked for ordinariness by utilizing histogram and likelihood plot diagram and viewed as good as in Figure 1. The relapse variate is found to meet the supposition of ordinariness.

Multiple Linear Regression

In order to access the impact of knowledge management determinants on Employee Performance as a dependent variable, enter a method of multiple regressions was applied.

Table: 10. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.621[a]	.586	.381	.794	1.852

a. Predictors: (Constant), Knowledge Store, Knowledge Organizing, Knowledge Acquiring

b. Dependent Variable: Employee Performance

- R: R addresses the numerous connections co-proficient with the reach lies between - 1 and +1. Since the R-esteem is 0.621 really intends that there is a high sure connection between the knowledge management determinants and Employee execution.
- R Square: R2 represents the coefficient of assurance which lies somewhere in the range of 0 and 1. Since the R square worth is 0.586 for example 58.6 percent of the clarified variety is there in the Employee Performance.
- Durbin-Watson measurement: From the above table 10 the Durbin-Watson measurement esteem is 1.852. It is nearer to the standard worth 2. In this way, that the presumption has more likely than not been met.

Table: 11. **ANOVA**[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.244	3	49.081	77.766	.000[b]
	Residual	234.153	371	.631		
	Total	381.397	374			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Knowledge Store, Knowledge Organizing, Knowledge Acquiring

The ANOVA (Table 11) uncovers that the F measurements of the relapse model is statically critical at 0.05 levels inferring the integrity of attack of the relapse condition.

Table: 12. **Coefficients**[a]

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.208	.158		7.641	.000
	Knowledge Acquiring	.245	.042	.293	5.801	.000
	Knowledge Organizing	.245	.044	.273	5.503	.000
	Knowledge Store	.172	.046	.189	3.760	.000

a. Dependent Variable: Employee Performance

Table 12 signifies normalized relapse coefficients which show the strength of effect and its positive/negative course. It likewise includes t and critical qualities to approve the speculation outlined to quantify the huge effect of dimensions of talent management determinants on the Employee Performance.

The multiple regression equation of this model is:

$$Y \text{ (Employee Performance)} = 0.293 \text{ (Knowledge Acquiring)} + 0.273 \text{(Knowledge Organizing)} + 0.189 \text{ (Knowledge Store)} + 1.208 \text{(Constant)}$$

- Table 12 shows Beta value as 0.293 which indicates positive impact of knowledge acquiring on the Employee Performance. Since the T value is 5.801 and significance value is 0.000 which is less than 0.05, so the knowledge acquiring has a significant impact on performance of IT companies. Hence, null hypothesis *Ho2.1: There is no significant relationship between knowledge stores on employee performance is rejected.*

- Table 12 shows Beta value as 0.273 which indicates positive impact of knowledge organizing on the Employee Performance. Since the T value is 5.503 and significance value is 0.000 which is less than 0.05, so the knowledge organizing has a significant impact on performance of IT employees. Hence, null hypothesis *Ho2.2: There is no significant relationship between knowledge organizing on employee performance is rejected.*

- Table 12 shows Beta value as 0.189 which indicates positive impact of knowledge store on the Employee Performance. Since the T value is 3.760 and significance value is 0.000 which is less than 0.05, so the knowledge store has a significant impact on performance of IT employees. Hence, null hypothesis *Ho2.3: There is no significant relationship between knowledge acquiring on employee performance is rejected.*

Histogram and Normal P-P Plot
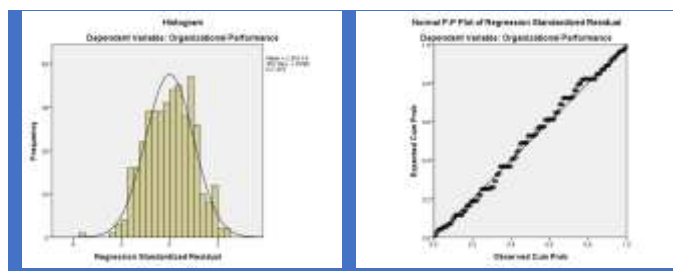
The relapse buildup dispersion is checked for ordinariness by utilizing histogram and likelihood plot graph and viewed as good as in Figure 2. The relapse variate is found to meet the supposition of ordinariness.

Results Summary

Table: 13. Results Summary of talent and knowledge management determinants on employee performance.

Talent and Knowledge Management Determinants	Sig. (P value)	Remark
Talent Development	.000	Rejected
Talent Identification	.000	Rejected
Talent Strategizing	.000	Rejected
Knowledge Store	.000	Rejected
Knowledge Organizing	.000	Rejected
Knowledge Acquiring	.000	Rejected

Suggestions

- The managements of the IT companies applying of different ways of executing ability the board and information the executives in further developing Employee Performance. In view of the aftereffects of the examination directed, they have huge outcomes.

- Workers ought to have the option to more readily deal with their gifts and information, either from past experience or from courses, preparing given by the organization. Workers ought to have the option to keep an adequate presentation and have the option to work on their ideal execution to add to hierarchical turn of events, particularly in IT Industry.

- For future examination, it ought to have the option to foster a model or re-test the exploration theoretical model to acquire support for the discoveries of this review.

Conclusion

The study examined the influence of talent management and knowledge management determinants on employee performance. Concluded that talent strategizing and knowledge acquiring had highest impact on employee performance followed by talent development, talent identification, knowledge store and knowledge organizing.

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