Crafting code keepers: an in-depth exploration of talent management strategies for sustainable employee retention in the software industry

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Abstract. The execution of initiatives that are focused at employee satisfaction is always required in order to maintain skilled human resources, regardless of whether the firm in question is small, medium, local, or global. The turnover rate of employees has a significant impact on the total performance of an organization, which includes the performance of each individual employee, as well as the profitability of any given company. It is possible that the ineffective administration of human resources is the result of a lack of awareness regarding the significance of working individuals as well as a lack of continual practices regarding talent management. Without regard to the nature and level of the organizations in which the workers are engaged, it is possible to view them as “knowledge banks,” and it is also possible that they are not necessarily positioned at the highest levels of the organization. The primary objective of carrying this research study is to investigate the relationship between the practices of talent management in the information technology sector and the retention of employees. Listed below are the two primary goals that the paper aims to accomplish: to learn about the strategies that are used for talent management in the information technology sector. And to investigate and demonstrate the relationship between the practices of talent management and the maintenance of employee retention. There are a few important results in this study about how to keep employees. It has been seen that workers with less than two years of experience are having a hard time adjusting to their new jobs and aren’t seeing enough career growth. However, experienced workers have seen growth and are able to adapt to the work culture and freedom in their schedules.

Keywords. Talent Management, Employee Retention, Sustainable Practices, Workforce Sustainability

1 Introduction
talented employees and steady work. The people who work for the firm are its most valuable asset since they are the driving force behind the need to keep, manage, and improve the abilities necessary to meet organizational requirements. They are the lifeblood of the business, and their hard work and dedication are the keys to the company's success, which in turn helps keep employees and gives them opportunities to advance in their careers. Talent is an essential component of any firm because it helps with staff management, development, and growth. There is a direct correlation between the two practices—trait management and staff retention—and the subsequent improvement in organizational capabilities as a result of the former's application.

In order to thrive and innovate, any business, no matter what sector it operates in, requires a team of highly competent and talented employees. In order to guarantee the company's success, talent management methods can strengthen the organization's potential to become a successful one. Companies in today's cutthroat business climate have the double whammy of competing for and keeping the best talent. Employing employee retention methods can help businesses hold on to their most valuable workers. Taking these measures encourages workers to stay with their companies for the long haul. Proper job postings should be sent out by the talent management staff in order to attract competent individuals. Descriptions...

Because recruiting and training again requires a lot of time and money, the overall process of keeping personnel is more significant than hiring. Keeping talented and enthusiastic workers on staff has become an important goal for businesses of all sizes and in all sectors. At the same time, impact management has become popular, with its focus on making workers feel appreciated, involved, and empowered.

Employee retention is greatly influenced by impact management. If employees believe their labor and performance are respected, they are more likely to stay with the organization and make meaningful contributions. By fostering a sense of community and commitment, an impact-driven culture decreases employee attrition. In order to keep good employees around, it's important to encourage a good work-life balance. Organizations that prioritize work-life balance for their employees and offer flexibility in the workplace are more likely to retain brilliant individuals who are looking for a happy and supportive work environment. Competitive pay and benefits packages are important, but impact and work happiness are the most important aspects in retaining employees. Boosting employee loyalty is as simple as making sure they get what they deserve for all their hard work.

Keeping talented individuals on staff is a crucial part of talent management. The reason behind this is that retaining top talent is essential to the success of any IT company and can end up being one of their biggest expenses. These employees must remain with the company. In order to retain employees who do not contribute fully to the achievement of the organization's goals, it should do so through voluntary rather than contractual ways. The key to keeping people employed is to provide them with positive reinforcement, foster loyalty, invest in their professional development and the worth of their experiences, and reward them monetarily and otherwise. An organization needs a strategy to handle, train, and keep these...
1.1 Statement of the problem:

The challenges of employee retention have continued to grow in recent years. There are a lot of reasons for the employees for leaving the job positions, starting from dissatisfaction in their job to career growth opportunities. For HR’s, the task of replacing employees has been a never-ending game.

1.2 Significance of the study:

Impact management and employee retention are deeply interwoven aspects of building a successful organization. A well-managed impact culture that aligns employees' work with their values and personal goals can foster a motivated and loyal workforce. Both, impact management and employee retention are indispensable for organizational stability and core components that will help elevate the company's status.

1.3 Scope and Limitations:

This study is carried out for the employees working in Information technology sector in the Hyderabad region in the state of Telangana. However, a sample of around 113 has been taken for the study. The findings can vary depending on the size of the population and the type of sectors. The study has been carried out with the constructs Employee work environment, Employee growth, Value from training and development. The key findings can be better observed by considering the factors additional to the above.

2 Literature review:

Employees are the most important part of any business, and the fact that they are employed is of enormous importance to any corporation. There are a lot of businesses that are taking their efforts to keep a good connection with their human resources seriously (Bisht, Chaube, and Thapliyal, 2016). Whether they are directly or indirectly connected, the policies that are developed and put into effect by the Department of Human Resource management in an organization are directly or indirectly tied with employee retention. It is essential for businesses to give their human resources departments with a variety of resources in order to fulfill the requirements of their employees in a manner that is both professional and ethical. In accordance with the findings of Al-sharafi and Hassan and Alam (2018), the retention of employees is significantly influenced by the manner in which they are treated, motivated, and inspired. A driving factor that enables an employee to become reactive, productive, and efficient is motivation, as stated by Dhanya and Prashath (2019). Motivation is also a driving force. Providing employees with adequate support and motivation would bring about an improvement in the degree of satisfaction and motivation that exists within the workforce, which would ultimately lead to an increase in the value and productivity of the businesses in particular.

The effectiveness of employees working in information technology is determined by taking into account the manner in which the tasks are being carried out. (Saleem & Amin, 2013) The supervisor evaluates the performance of the employees on a yearly basis, on a monthly basis, or on a quarterly basis. This evaluation provides insightful information regarding the employees' well-being. Tzafir (2005) explains that capability building is an essential
component in the process of increasing the efficiency of human resource development. By investing money in training and development activities, employers can give their employees the impression that they are a part of the firm. One of the most important factors that contributes to employee turnover is the working environment. Employees are influenced by the support they receive from their managers, which includes the process of working in line with the goals of the organization that are being pursued (Lussier, 2011). Additionally, the leadership may have an impact directly on the level of pleasure experienced by the workforce through interpersonal interactions and It is also possible to have an impact by altering the policies and culture of the workplace (Yukl & Becker, 2006).

The extent to which managers recognize or compensate their employees and also take measures for their welfare is what is meant by the term "managers' rapport." According to Terera and Ngirande (2014), employers will be more likely to remain in those companies where they perceive that their good attitudes and commitments are acknowledged and valued to a significant degree. According to Phillips and Connell (2003), the percentage of workers who continue to work for the company is the definition of employee retention. This is something that is common knowledge. According to the findings of a study that was conducted by Fitz-Enz in 1997, a business suffers a loss of over one lakh dollars for each executive staff that resigns from their roles and is interested in moving to another company.

In point of fact, the typical amount spent on staff turnover is equivalent to the cost of two years' worth of CTC, and the perks that are supplied can be an extra factor to take into consideration, which is a significant expense. When a company fails to keep its highly gifted employees, it not only hinders the company's financial prosperity but also contributes to the growth of the business. According to Bassi (1997), knowledge and skill management is a process that involves acquiring and sharing capabilities and information in order to enhance the performance of a company. According to Khalid and Nawab (2018), the retention of personnel has been deemed to be the primary priority pertaining to the success of organizations.

One of the most frequent approaches to talent management is to focus on retaining employees, which is an essential component of every firm. "Implementation of combined strategies to enhance workplace productivity by effective processes of attracting skilled human resources, giving training, developing them, retaining them, and using HRs with the necessary skills to meet the current and the future business needs" is the definition of talent management, according to Lockwood (2006). Talent management is a term that was coined by Lockwood. Additionally, the retention of employees is an essential and significant component of management in many firms. It is necessary for any position at a job to have a supportive work environment that is peaceful and coordinated, and supervisors and managers should have faith and belief in their subordinates in order to establish such an environment (Hartline & Bejou, 2012).

The retention of employees is becoming one of the most pressing challenges in today's world because it can lead to the creation of changes in a firm, whether they are positive or negative. The term "employee retention" refers to the policies and practices that companies implement in an effort to eliminate individuals who are capable of leaving their positions. In this context, "this" can refer to the process of planning and carrying out the required action measures that encourage employees to remain linked with the companies for an extended period of time. In order to ensure that the task is carried out without any hiccups, it is essential for any Human Resource professionals and managers to recruit individuals who are knowledgeable and skilled within the organization. Having said that, it is essential to comprehend that the retention of employees is considered to be an even more significant factor than the recruiting.
and staff. According to Ahlrichs (2000), a significant number of organizations have failed to accurately measure the monetary value that is associated with the turnover of dedicated staff members inside their business. In order to cultivate a culture of retention, businesses ought to put into effect a set of procedures and policies that center on a number of requirements. Additionally, this is addressing the expense associated with the replacement of a working worker, as well as the loss of productivity, turnover, and other related issues. The phrase "retention" refers to a situation in which individuals continue to work for their respective companies and remain employed there. As Kgomo and Swarts (2010) point out, keeping human resources is critical to the success of any firm in today's world, regardless of the type of work environment. The research and development conducted by a corporation that is commonly known as EY claimed that staffing, recruitment, and making employees stay are three of the primary variables that might be major concerns that investment firms and people will check when judging the value of the company (Lord, 2000).

3 Conceptual Framework:

Companies’ growth depend on both the managers as well as employee’s performance. Training & development, support from supervisors, and employee retention are foregoers to boost the performance of employees in the IT sectors. The below theoretical framework had been created to explain the relation between supervisors support, capacity training and employee work environment with regarding to moderating variable which is the employee retention. Supervisors support in an organization and training not only just develops the employees morally but either it also boosts their capacities in uplift the productivity and growth of an organization as shown in Figure 1 below (DeJoy & Wilson, 2003).

Fig. 1. Conceptual Framework
3.1. Conceptual framework in current study

H10: Significance is null which is found between the “Training” and “Work Environment”
H1a: Significance exists which is found between the “Training” and “Work Environment”
H20: Significance is null which is found between the “Training” and “Growth”
H2a: Significance exists which is found between the “Training” and “Growth”
H30: Significance is null which is found between the “Training” and “Value out of training”
H3a: Significance exists which is found between the “Training” and “Value out of training”

4 Research Methodology:

4.1 Research Design

The output of any study depends on how effectively and precisely the research process is carried out so that the most valuable outcome could result in the study. Factors that are various in number that indirectly as well as directly impact on the said provisions. The first and initial thing is the design of research. With respect to the theoretical aspects, the considerations of design by authors in fulfilling the purpose of analysis and evaluation of data is considered as the Research Design (Sekara & Bougie, 2016). It is however divided into various analyses which have description analysis, Longitudinal, etc. Present research study uses “Descriptive in Design”, where all factors related to employee retention has measured and calculated. All other substantial factors that are measured and obtained with similar outputs are the methods of Research. They are methods which are efficient for applying which combining the required sets of data. These methods of research which this study considers is “Quantitative” analysis in nature which quantifiers are based with respect to the data received Eliza & Kin (2020). The tool for Data Collection that had been considered in this study is Primary type in which the questionnaires are used for the purpose of data collecting data. The questions are listed in the Appendix of the report which had been collected google forms. The parameters mentioned in this study are four, and due to the space problem this study has restricted to use four. This study employs descriptive research method. Survey instrument has been identified to carry out this study. A list of 17 questionnaires has been prepared which is circulated to all the employees of an Information Technology sector. The participants are selected through random sampling and targeted especially for the employees working around the region of Hyderabad in the state of Telangana. In this descriptive research the data collected will be analyzed to check the statistics of all variables. The questionnaires were asked on a 5 point Likert scale as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree

4.2 Data Collection Methods:

The data is collected using survey questionnaire in a direct method where the participants have directly responded and answered the survey. The data is prepared using google forms and has been sent to participants through various modes. A total of 113 respondents have given their opinion on employee retention. The survey is collected from Male and Female gender participants. The employees responded have 0-1 working exp., 2-5 working exp. and more than 5 working exp.. Respondents working in different modes which are work from office, work from home and hybrid mode have responded. All the responses have been downloaded in excel format.
4.3 Sampling Techniques:

A convenient sampling is selected in this study. Here, in this method of sampling every member from the population have exact chance of selecting the survey. This method is selected in the study as it is the straightforward method of probability. It uses the randomization and the research conducted using this will provide more external and internal validity. As per this sampling the survey questionnaire for employee retention with respect to talent management practices has been distributed randomly in different sources like LinkedIn, IT social media groups, etc.

4.4 Data Analysis Methods:

The collected data has been done by first identifying the missing or improper data. After the data cleaning the Likert scale has been converted into numerical scale where “Strongly Agree as 5, Agree as 4,Neutral as 3, Disagree as 2, Strongly Disagree as 1”. These data in numbers is used for correlation analysis and regression analysis between the variables in the questionnaire. Various statistical analysis methods are used to analyses and observe the talent management practices on employee retentions. Scale reliability analysis and Item reliability analysis have been carried out as a part of Reliability Analysis to find the Cronbach’s $\alpha$ value. Correlation matrix have been found for various variables of the study. The variables:

- Training,
- Value out of training,
- Growth,
- Environment

have been analyzed using the correlation matrix to find Pearson’s r value, df value and P value. Regression for all the variables have been carried out to analyze the relation of dependent variable with independent variables.

4.5 Research Instruments:

An open source statistical tool Jamivo has been used for analyzing the data collected using the survey. The data received from the participants is downloaded as excel. Using Jamovi open source cloud we can upload the data into the software. The software enables us to organize the data with ease. The tool includes various statistical methods like

- T-Test,
- Factorial analysis,
- Reliability test, 01053 (2024)MATEC Web of Conferences 392, 01053 (2024) https://doi.org/10.1051/matecconf/202439201053
5 Data Analysis and Results

Data Presentation and description: 

The data collected from several respondents is analyzed using statistical tools and presented in this section. Initially the reliability analysis is done for both scale reliability and item reliability in the tables.

Reliability Statistics: 

The reliability test is carried out in Jamovi open source software using factor analysis option. The results are shown in the below tables.

The Cronbach’s α for scale reliability is given as 0.817 and for Item reliability for various variables Environment, Growth, Training and Value out of training are given as 0.722, 0.742, 0.858 and 0.729. The standard value for the Cronbach’s reliability is 0.7 and if we observe the reliability of all the items is more than 0.7. Hence we can say that the reliability has been passed as per the above table data.

5.1 Correlation Matrix:

The correlation between all the variables combined calculated and presented in the correlation matrix as given in the table. The pearson’s r value, df and p-value values are given in the table.
The p-value for all the variables are obtained less than 0.001 and as per the value we can say that there is a clear evidence that the null hypothesis is rejected and alternate hypothesis can be considered. However the correlation coefficient varies from variable to variable. Few of the correlations are strong and few are around an average. The p-value obtained with the analysis indicates clearly that the study supports the alternate hypothesis and cancel out the above mentioned null hypothesis. It is clear that the p-value should be very small which is smaller than 0.05 so that null hypothesis can be rejected.

The correlations between individual variables are also calculated and presented in the study. It is clearly observed from the correlations that there is a good correlation between the work Environment and Growth of an Employee. Whereas the correlation between the Growth and Training is less. However the correlation is not up to the mark for Training vs Value out of training which means not all the employees are fully satisfied with the value out of the training provided in their organizations.

### Correlation Matrix

<table>
<thead>
<tr>
<th></th>
<th>Training</th>
<th>Value out of Training</th>
<th>Environment</th>
<th>Growth</th>
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<tbody>
<tr>
<td>Training</td>
<td>Pearson's r</td>
<td>—</td>
<td>df</td>
<td>p-value</td>
</tr>
<tr>
<td>Value out of Training</td>
<td>Pearson's r</td>
<td>0.478***</td>
<td>df</td>
<td>p-value</td>
</tr>
<tr>
<td>Environment</td>
<td>Pearson's r</td>
<td>0.386***</td>
<td>df</td>
<td>p-value</td>
</tr>
<tr>
<td>Growth</td>
<td>Pearson's r</td>
<td>0.252**</td>
<td>df</td>
<td>p-value</td>
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**Note:** * p < .05, ** p < .01, *** p < .001

<table>
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<th>Growth</th>
<th>Training</th>
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<tr>
<td>Growth</td>
<td>Pearson's r</td>
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<td>df</td>
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<td>p-value</td>
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<tr>
<td>Training</td>
<td>Pearson's r</td>
</tr>
<tr>
<td>df</td>
<td>111</td>
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<tr>
<td>p-value</td>
<td>0.007</td>
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<th>Environment</th>
<th>Growth</th>
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<td>Environment</td>
<td>Pearson's r</td>
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<tr>
<td>Growth</td>
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<td>df</td>
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<td>p-value</td>
<td>&lt; .001</td>
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The correlation plot is drawn for training vs value of training which is shown in the below figure. The plot clearly explains that few points lie within the regression line which is the intercept whereas few points are away from the regression line. Overall we can say that less than half of the participants are beneficial and others are not fully agreed with the talent management process as they are not getting value out of the capacity building programs.

Regression analysis has been carried out for the variables where it will give the model fit with respect to other variables in the study. The regression analysis is carried out for Growth vs Training, Growth vs environment and Training vs Value out of training as we know that the employee growth will definitely effect their retention in long run.

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<th>Model Fit Measures</th>
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<th>Model Coefficients - Growth</th>
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<tr>
<td>Predictor</td>
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<td>Predictor</td>
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<td>Intercept</td>
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<td>Training</td>
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Overall the entire analysis described above are given for the employees who are from various work experiences. It is important in the study to categorize the growth in their career as per the work experience. The employee retentions are based on the work environment and growth but it varies from less experienced employees to much experienced persons. Hence the analysis is done with experience vs growth and environment vs growth which is categorical data vs numerical. Anova test is carried out to describe the same.

In the graph shown for Environment Vs Work experience it is clear that employees with less experience have unsuitable work environment compared to employees with more than 5 years’ experience. It can results due to improper guidance on tasks assigned, ineffectiveness.
in assessing the capacity building programs and also less rapport or less support from the managers. However the HRS should make sure that the skills talent who have less experience can be more comfortable in the workplace. It can also happen where the employees with less experience cannot find training programs to provide value to the project tasks assigned. Few times the recession plays an important role in the employee retention and it has been observed that people with less experience with taking up over burden of tasks are more prone to quitting their jobs. The same has been observed with 2-5 years experienced employees.

The career growth is an important factor for any employee to move ahead and achieve his goals in any company. It depends on how the company provides opportunities in terms of giving new opportunities, assigning challenging tasks, compensations and appreciations at different stages, etc. This could be an important factor where the employee shifts from organization to other when he or she doesn't find in the organization they are working.

The growth opportunities are not same as observed in the survey which is done by various employees with different work experiences. In the analysis it is found that the employees with less than 1 year of experience are not agreeing with the growth opportunities they are receiving in their organizations. But the situation is opposite for employees with more experience. As seen in the table it is seen that the mean value of growth opportunities for 0-1 year experience employees is 3.19 and for 2-5 years experienced employees it is 3.54 and for experienced employees it is 4.01 which is higher than the rest. So according the analysis done we can say that the employee retention issue is not same for everyone but it can be varying from employee to employee with the experience.

5.2 Analysis of Research Questions:

The hypothetical statements can be addressed as per all above analysis and results. H1: There is significant relationship found between Training and Work Environment as the value of p is less than 0.001. We can say that effective trainings and providing proper job description.
helps employees to get more comfortable with the work environment. So in this case the null hypothesis can be rejected and alternate hypothesis can be accepted

H2: There is no significant relationship found between Training and growth as the value of p is more than 0.007. We can say that effective trainings and providing proper job description doesn’t helps employees in long run in achieving their career goals and the career growth. So in this case the null hypothesis can be found acceptable to some extent

H3: There is a significant relationship observed between Training and the Value out of the training as the value of p is less. We can say that effective and properly planned trainings and providing proper job description helps employees in getting value and skills which are needed for coping up with the work environment and culture. So in this case the null hypothesis can be found to be rejected and can have chances to choose alternate hypothesis.

5.3 Presentation of Findings:

As a result of the study analysis that was carried out, it has been noted that there is a significant relationship that exists between the practices of talent management and the performance and happiness of employees, which in turn has an influence on the retention of employees. An investigation into a variety of factors, including training, the value that may be derived from training, the working environment, and the development of the employee, has been carried out. On the other hand, each of these is connected to the practices of talent management. After conducting an analysis, it has been determined that the employees are receiving sufficient information and descriptions pertaining to their jobs, as well as training at the prescribed periods (has collected information regarding training over the course of the past six months). On the other hand, not all of the workers are content with the value that they are receiving from the training. There is a significant number of employees that do not totally agree with the value that they receive from trainings and an appropriate job description. It is important to note that the absence of training and comprehension has an effect on the atmosphere of the workplace. It is possible for this to take place when management delegated responsibilities but did not provide sufficient assistance with performance. On top to that, it has an effect on the perks and pay. There is an effect on each and every circumstance and circumstance that occurs at work. Nevertheless, the development segment which our paper talk about the progress in career is not impacted by training but instead has a strong link with the workplace culture of the organization the individual is worked with.

5.4 Discussions:

5.4.1 Interpretation of Results

A thorough literature analysis and research were used to develop the link between techniques for talent management and employee retention. According to the survey, there is a strong correlation between talent management strategies and plans to keep employees. Examining four types of talent management practices—job description and training, value of training, work environment, and growth—the current study forecasts employees' intentions to stay on the job. However, employees with 0–1 working exp., and those with 2–5 working exp., are those who are most affected by employee retention. Additionally, compared to other talent management criteria, the growth component is less important.
5.4.2 Comparison of Previous Studies:

All the practices of talent management will deal related to the firms regarding staffing, training and developing, and also maintaining the human resources (Thunnissen & Buttiens, 2017; Gainey & Clenney, 2006). Earlier authors in various literature had made visible to observe good and strong connection which in line with recruiting process, work performance and no dissatisfaction so that an employee who is satisfied in the company will prefer to associate with firm for good duration of time (Gould-Wiliams, 2003; Pandey, 2019; Tett & Meyer, 1993). In this research study the variable training which is “recruitment and training” showed a little positive impact on retentions but is not that much measured mathematically and significance can be less. The implementations of above policies and techniques can be significantly high but these all should be ignored, as recruiting and training are the preentry events of HR professionals to get and make the talent connect to the organization, finally the retaining chances of employees remaining in same organization. Hence the aim and objective of the talent retention in companies depends on initial recruitment with proper job description and training them accordingly (Huhes et al., 2009; Najari et al., 2004; Tracey & Hikin, 2008; Zang & Sewart, 2017). In this research paper, staff salary, compensations, appreciations and work behaviour of tasks completions, solving complex real world problems can also raise as the high considering parameters which influence the retention of employee that is already discussed in above sections of literature review. Respectable salary and proper compensations are always essentials to attract employees which motivates them and make them stay in the same organization (Lorens & Sazyk, 2010; Misra, 2013; Wash & Talor, 2007). Awards, rewards for best performance and achievements and incentives for retaining for long durations and additional time allocations are the best tools to influence in employee retention process (Gomz-Mejia, 1992; Lorens & Stayk, 2010; Misa et al., 2013; Wash & Talor, 2007). The results for this research paper give confirmations that the one with old research results and outcomes that people working in organization should be provided with effective capacity buildings and provide them the chances which supports all of them and proceed in achieving their goals as well as in aligning organization goals, they will be associated with company for longer time (Ambrosius, 2018; Oman-Gan & Pak, 2016; Tracy & Hikin, 2008; Winmaalen et al., 2016; Fogarassy et al., 2017). In the same way, those employees having career paths and career growth opportunities are likely to be associated and stay longer at the workplaces (Bhatnagar, 2007). At the end we can say that, all our efforts we kept in analyzing data here is chances of employee intends to leave a firm is less when employees get more support in supervision from managers and higher authorities in the firm ent. When employees work in a teams of good coordination and support among them, they build trust and bonding with each other (Kimble, 2011) and this can also become a factor to help in employee retention.

5.4.3 Managerial Implications:

The study presented here supports the argument of talent management practices in an Information Technology organizations and emphasizes their benefits in the terms of improving the work environment and culture, work performance, career growth as well as retention if employees. Outcomes obtained can encourage the managers of the organizations to concentrate on the specific things which the staff will consider which helps them in retaining and being associated with the organizations for long time. There is a clear evidence provided in this research which gives and shows a connection within the practices of talent management and non-quitting of employees, that needs HR personnel’s and higher management officials in taking care with top precautions which guide them by enhancing their development and also the making employees to be associated with the firms.
Companies also need to take care with designing strategies and preparing policies of talent management for retention of employees starting from the staffing, sending relevant job descriptions, hiring. Meanwhile it can be said that strategic recruiting procedure will not guarantees the employees in retaining but it may be the major thing to take suitable human resources and to develop faith, ownership, and accountability in completing the tasks as well as satisfaction the job. A well planned staffing, providing proper job description and a sequence planned capacity building programs can guide the people working in firms to decide their futuristic plans of achieving their goals and align with the company’s mission and vision.

The IT companies could identify techniques in selecting and finding best and talented candidates so that they can provide a suitable and jobspecific capacity building action plans to guide the employees plan and progress in their career path in their career within the same organization.

5.4.4 Theoretical Implications:

This study contributes to the earlier existing knowledge of talent managing practices and employee retention. It quantifies the contribution of HR practices of recruitment, yearly or half yearly or quarterly appraisals, ctc adjustments & compensation and manager supporting in retaining employee in a correlation and regression model that describes the impact of these practices on to the issue related to retention of employee. It also contributes to the social exchange theory, where the employees change from organization to organization in which the practices of talent management which is acting as signaling and as mutual exchange from one firm to other firm, for employees. This research paper study also provides a new path for future fellow researches in the context of talent management practices in multi dimensions for retention of employees in any organization for long term.

6 Conclusion:

This research analysis is carried out here to measure the effect of talent management practices where variables in “talent management is considered as a independent and employee retention as a dependent variable”. Employee retention depends on the Work environment, growth of employee and value they get from the capacity building programs in the organizations. This paper supports the existing research finding of Kibui (2014). In the correlations obtained above after analysis, the results demonstrates that the independent variables are showing a significant effect with the dependent variables. In summary, exchange of employees in the form of turnover to other organizations as a theoretical findings upholds the intensions why employees will have engagement high or low with the tasks, contingent with the economical & social and emotional resources received from their companies, or will be deciding to stay within the organization. Therefore, companies keep on adapting the practice of increase their knowledge as well as their skills to become well performing employees who are recruited into their organizations for potential new roles, identify their knowledge and skill gaps and take measures to boost the competency levels within the human capital in information technology (IT) sector. Companies should also focus on the effective implementation of talent management practices since it can help to attain business missions and raise value to the companies. In addition to the above, this research study contributes the additional knowledge to HR managers to check if there is any improvement in employee retention or not when implementing the proper talent management practices in any company. This research also gives a necessary information on the problems of “talent management and employee retention” which would become useful to the other industrial sectors and relevant domains such as another fellow research aspirants to use the facts after review for their later research.
7 Implications of Study:

The research emphasizes the role of salary increments, compensations on retentions, companies must develop proper performance appraisal system plans which satisfy the employees and increase the objective of associating with the organizations.

The current research study also highlights that the employees having a supporting manager and given freedom in solving tasks and taking decisions with supervisors. Managers and HR professionals should focus on developing and improving individual and group work environment. This research paper shows the directions and recommend to develop a collective and effective implementation of talent management practices for employee retention.

8 Recommendations for Future Research:

The research study here uses cross-sectional dataset for interpreting the best outcomes, but the clear picture of the model we will get for longitudinal data. The study used non-probability sampling technique instead of probability sampling method for the collection of data, but as we know the outcome of the later samples can be more reasonable for generalized output. Because of few of timing consideration, the study use a sample size for the study is 113 which is a small data. However, data can be collected from the other industries well in India for other than Telangana and Andhra Pradesh regions. Owing to the non-collaboration between the organizations in different sectors it has been very onerous to obtain ample information from the respondents as they are reluctant to provide data with 100% facts and do not share their exact technical information and skills, research and development with others for the betterment of employees, which they feel helpful for reaching of company’ goals.

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