GLOBAL WORKFORCE TALENT MANAGEMENT IN IT INDUSTRY

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Abstract
The paper focuses on the talent management in IT industry with special reference to select dimensions. The select dimensions of the study include role of role conflict and turnover intention on talent management. Since, the talented employees have significant scope in the productivity of the IT industry, the IT industry has been facing the problems of employee attrition and this is being influenced by the organizational problems sucha as role conflict of the employees, the turnover intention which is based on various other factors. The paper is an attempt to evaluate the significance of role conflict and turnover intention on the talent management pertaining to select IT companies. The study is based on primary data sources collected as part of the doctoral thesis on 'Global Workforce Talent Management in IT Industry' to be submitted to Dravidian University, Kuppam, Chittoor District.

Keywords: Role Conflict, Turnover, Attrition, IT Industry, Talent Management.

1) Influence of Role Conflict on Talent Management

Role conflict was defined as the extent to which a person experienced pressures within one role that were incompatible with pressures within another role (Kopelman, et al., 1983). Role conflict could arise from several different sources. For example, it was possible that requirements for different roles might compete for a person's limited time resources or it could occur due to various strains associated with multiple roles. Role conflict occurs as individuals attempt to balance their family and home roles with their professional roles. Work-time studies indicate that dual-earner families and single-parent families are working longer hours than ever and feeling more and more conflicted (Clarkberg & Moen, 2001; Gerson & Jacobs, 2001).

The depletion argument of inter-role conflict, according to Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964, p.19), is defined as the "simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with another." Opposing pressures arise from engaging in multiple roles, and these pressures can be incompatible by requiring different roles to compete for a person's limited time resources as well as the strains associated with one or more roles (Kopelman, Greenhaus and Connolly, 1983; Rothbard, 2001).

Multiple roles could compete for a person's time where time spent on activities within one role could not be devoted to activities within another role (Greenhaus and Beutell, 1985). As Lobel (1991) discussed, this utilitarian view of role investment placed one role against another thereby creating a win-loss equation - time invested in one role depletes time devoted to another. This could occur in two different ways. First, time pressures associated with one role may make it physically impossible to comply with expectations from another role. Second, time pressures may also produce a preoccupation with one role while attempting to meet the demands of another role (Bartolome and Evans, 1979). According to Greenhaus and Beutell (1985), role demands would not be met if a person was physically absent from a role or was mentally preoccupied with another role. In addition, it was also suggested that people not only sought pleasure but also invested time coping with role displeasure (Rothbard and Edwards, 2003). Therefore, the depletion argument was based on work-family research that examined the conflict between work and family roles in an individual's life. Individuals' engagement in multiple roles in response to role demands caused strain.

2) Analysis on the Perception of it Employees on the Impact of Role Conflict

To analyze the perceptions of the IT employees of 3 software companies on various aspects of role conflict, the following model is developed. Most of the researchers classify the conflict into role, task and relationship conflicts. Relationship conflict occurs when there are some misunderstandings among your feelings or attitude that create tension (Jehn and Mannix, 2001). Conflict is produced due to some interpersonal issues, political norms, values and personal taste (Amason, 1996; De Dreu and Van de Vliert, 1997; Jehn, 1995, 1997). Relationship conflict occurs when group members are incompatible with each other related to personal issues i.e. social events and gossips (Amason et al., 1995).

Relationship conflict also means that the conflict occurs due to attitudes, values, interpersonal style (De Dreu, Weingart, 2003). Relationship conflict also occurs because of the disliking for one another due to some personal reasons and the disputes as well because of some political views, values and beliefs. The divergent and often incompatible goals within the organizations frequently result by ambiguous role expectations and role conflict among individuals. In complex organizations individuals are constantly exposed to a variety of expectations from both themselves and others according to their

organizational roles. Kahn et al. (1964) have introduced a theory of role conflict which sees stress resulting from incompatible expectations and unclear expectations. (Rizzo, House, and Lirtzman, 1970) supported the Kahn et al. theory and also found with the help of available data that there is a negative relationship between role conflict or role ambiguity and job performance.

Incompatibility towards goals is the absence of clear role expectations or standards by which performance is to be evaluated. Jehn and Mannix (2001) said that task conflict occurs when two or more persons disagree about completion of task. Basically it occurs when there is an intra-group conflict. It happens when disagreement within members of a team relating to difference of opinion and ideas. Jehn (1995) defined that, task conflict refers to conflict on ideas and opinions about facts among the group members. Task Conflict is the result of disagreement about allocation of funds, implementation of policies and decisions about procedures (De Dreu et al., 2003). Jehn (1994) said that task conflict can help in overall increase in team performance. Simons & Peterson (2000) argue that task conflict helps in effectiveness of decision making. There are some studies that found that there is a positive correlation between task conflict and employees performance (Jehn, 1994).

Table 1: Employees Rating On Conflict Dimensions At Work Place

S. No	Statement	Rating					Total N	Total (wf)	Weighted Score (wf/w)
		Strongly Agree (+2)	Agree (+1)	Neutral	Disagree	Strongly Disagree			
STATEMENTS ON RELATIONSHIP CONFLICT									
1	Rumors in the workplace gives negative results in the performance	152	135	59	29	15	390	410	1.1
2	Incapability of the employee in dealing the project is criticized in meetings.	100	102	125	48	15	390	254	0.7
3	Role of an employee is often misguided by the senior colleagues/project managers	18	36	65	132	139	390	-60	-0.2
4	Frequent change of role is often creating disturbance at work place.	146	153	12	50	29	390	395	1
5	Assignments are mostly short term oriented and create confusion to the employees.	102	145	56	62	25	390	287	0.7
6	Personal problems of the employees are often focused more.	56	79	162	48	45	390	143	0.4
7	Religious festivals and beliefs are given poor importance at work place.	35	58	159	82	56	390	46	0.1
8	Too much of external influence create gossips and misunderstanding between employees.	126	84	70	65	45	390	271	0.7
STATEMENTS ON ROLE CONFLICTS									
1	Targets assigned for each task is highly complex to execute.	58	78	59	108	87	390	86	0.2
2	Employee shifted from one project to another platform results in conflict.	164	125	25	48	28	390	405	1
3	Target based hike and incentives results in conflicts.	132	125	32	66	35	390	323	0.8
4	Employees are unaware about tasks that they need to perform.	29	50	12	146	153	390	-38	-0.1
5	Professional relations at work place are very low.	56	62	125	91	56	390	83	0.2
6	Supervisors/team leaders create nervousness by assigning complex assignments.	102	125	58	58	47	390	271	0.7
7	Employee relations are poorly treated.	56	58	125	78	73	390	92	0.2

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Impact Factor: 4. 695
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IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

	STATEMENTS ON TASK CONFLICT								
1	Team leader often gives less importance to the ideas generated by employees.	125	98	69	56	42	390	292	0.7
2	Employee views are often ill treated.	83	78	52	125	52	390	119	0.3
3	Creativity in task execution is prohibited.	84	68	135	54	49	390	182	0.5
4	Allocation of responsibilities and decisions are made one way.	142	112	52	59	25	390	337	0.9
5	Procedures to complete the task are not well explained.	91	115	62	69	53	390	228	0.6
6	Employees are completely unaware about how to complete the task as a team.	102	125	58	58	47	390	271	0.7
7	Team members are provided less co-ordination in executing the tasks.	82	86	84	75	63	390	175	0.4

Source: field survey results From the results on employees rating on various aspects of relationship conflict dimension, it is observed that, majority of the employees have shown positive intent towards the problems of rumors, criticizing the employees at meetings, disturbance at work place and the problem of external influence and also short term orientation. From these, it is to observe that, employees of the 3 select software companies had a common opinion that, rumors at work place will create a problem by negatively influencing the employees' performance. Further, it is also observed that, employees have given disagree rating to the factors including company's focus on festivals, misguiding and the spreading of personal problems of employees at work place. These show that, employees are positive and the company is also maintained environment of relationship in a positive way. With reference to weighted scores, highest value is achieved for statements, i.e., rumors at workplace give negative results in the performance and also highest rating was also achieved for the statement, i.e., frequent change of role is often creates disturbance at work place. With regard to the results on the statements on role conflict dimension, it is observed that, highest weight was achieved for the statement, i..e, employee shifted from one project to another platform results in conflict. Further, it is also observed that, employees have opined that, target based hike and incentives results in conflicts. Least weight was achieved for the statement, i.e., employees are unaware about the tasks that they need to perform; this indicates that, employees are not agreed to this statements. Results on the statements on task conflict clearly revealed that, highest weight was achieved for the statement, i.e., allocation of responsibilities and decisions are made one way, this indicates that, there is no uniformity or according to the worth of the employee when the company assigns the responsibilities. Further it is also observed that, next highest weight was achieved for the statements, i.e., team leader often gives less importance to the ideas generated by employees and also employees are completely unaware about how to complete the task given by the management as a team. This indicates that, employees are clearly dissatisfied regarding the task mechanism implemented for them by the company.

3) Employee Turnover Intention
Employee turnover is inevitable. The term "turnover" means that employees" permanent leaving or discontinuation of employment relationship of an employee with the organization. It has become a major challenge especially for the IT/ITES sector in India. Despite of slowdown, there are ample job opportunities and a huge demand of skilled professionals resulting in effortless job switching. In 2012, attrition in IT services reported as 28%, retail and consumer goods 16%, retail store-level 30%, healthcare 10% and hi-tech 14%.

Intent to leave is a more complex phenomenon as compared to the actual turnover and has received attention by many researchers. Managers and researchers consider turnover a problem because of costs associated with it (Lucas et al., 1987 and Soon et al., 2005). Scholars commonly view turnover and its proxy, turnover intentions as the form of withdrawal (Price, 2001). However, there is a distinction between turnover and turnover. The term „turnover" represents the actual turnover behavior, the movement of the employees" to other organizations (Price, 2001), while the terms „turnover intention" represent the employees" behavioral intention which is employees" perceived probability of leaving the current organization (Cotton & Tuttle, 1986). Employee turnover remains as a persistent problem for the organization. When the high performing employees leave, it leads to detrimental effects on the existing employees in the department and the organization as whole. Intent to leave is even more dangerous for the organizations, as it ends the affective commitment of the employees which in turn undermines the efficiency and productivity of the organization. Moreover, in some occasions, it threats the organization's long term survival (Brereton, Beach, & Cliff, 2003). This study, therefore, focuses on the relationship between talent management attitude and turnover intention instead of the actual turnover of IT professionals. According to the previous researches few factors leading to high turnover intentions in the organizations are job dissatisfaction, lack of

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Impact Factor: 4. 695
Peer Reviewed & Indexed Journal

IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

commitment, workplace stress, increased work hours, lack of employee friendly policy etc. All of these factors are by-products of the organizational working environment. However, the work environment alone is not responsible for the high turnover rates in the organizations. Few behavioral aspects also contribute towards high turnover intentions or actual turnover in the organizations. Turnover Intentions According to Mobley (1977), turnover intention is described as the cognitive process of thinking, planning, and desiring to leave a job. To know employees turnover intentions is rather more difficult, than the actual turnover in the organizations. Knowing turnover intent in advance can help organizations take preventive measures and discourage the employee from leaving. Otherwise, employer can do nothing except to bear the expenses of selecting and training new hires (Cohen and Cohen, 1983). A turnover intention is a mental decision prevailing between an individual‟s approach with reference to a job to continue or leave the job (Jacobs and Roodt, 2007). "Turnover is an important issue for management, particularly in the prevailing labour market conditions. The turnover intent is found to be positively associated with the actual turnover. Employee turnover is not always because of external opportunities, sometimes it is because of unhealthy work-environment and practices. Employee turnover is not only a concern to the human resource department but also to the organizational due to its adverse effects on the organizational performance.

4) Perception of Employees on Reasons for Employee Turnover Intention
With a view to critically analyze various reasons encouraged for employee turnover intention, 17 reasons are cross examined and presented in the following table on a likert scale.

Detailed survey is made to analyze the perceptions of the IT employees of sample size 390 on various aspects of employee turnover intention towards various parameters. These statements are categorized into 17 which purely describes the various reasons which forces high to the employee for turnover intention from existing company. 5 point rating scale is applied to analyze the rating. Weighted scores and the ranks are assigned in order to estimate which reason carries maximum weight. From the analysis on the statements, the following observations are made.

Majority of the sample respondents have given 'Strongly Disagree' rating to the statements including IT employees have reached the age of supper annuation, workloads are too heavy, Conflicts or problems with immediate supervisor, lack of empowerment or influence on the job and another job closer to home or easier commute. These results show that, employees have not in a belief that, getting super annuation as a major for turnover intention. Further, they also assume that, workloads are not too heavy and also they have given a problem for the issues on conflicts or problems with immediate supervisor. Employees have strongly opposed to the statements regarding as the factor that another job closer to home or easier commute and also for non job-related factors. With reference to the statements which have achieved highest agree and strongly agree cases, it is observed that, employees are keen for the dissatisfaction with job or work responsibility which may encourage them for turnover intention. Further, inadequate use of their talent, work-life balance issues, job-insecurity due to contract hiring and project hiring, lack of promotional opportunities, lack of training and developmental opportunities, opportunity to earn more pay elsewhere, concern about the direction of the organization and its leaders and work cohesion, team work are the major influencing factors for them to opt turnover intention.

Table 2: Employees' Rating towards Reasons for Employee Turnover Intention from the Software Job

| S. No | Parameter | Rating | | | | | Total N | Ranks |
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree		
1	IT employees have reached the age of super annuation or physically not capable of spending at systems.	174	119	52	19	26	390	13.5
2	Dissatisfaction with job or work responsibilities	62	48	87	105	88	390	7.5
3	Inadequate use of employee's skills and abilities	49	102	59	102	78	390	9
4	Workloads are too heavy	146	153	12	50	29	390	12
5	Work-life balance issues	27	83	84	70	126	390	5.5
6	Conflicts or problems with immediate supervisor.	113	115	106	50	6	390	11
7	Job insecurity, fear of job loss	1	22	83	101	183	390	3
8	Lack of promotional opportunities	27	83	84	70	126	390	6
9	Lack of training and developmental opportunities	5	11	43	61	270	390	1
10	Feelings that pay levels are unfair relative to others	62	45	87	105	88	387	7.5

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Impact Factor: 4. 695
Peer Reviewed & Indexed Journal

IJMSRR
E- ISSN - 2349-6746
ISSN -2349-6738

	within the organization						
11	Opportunity to earn more pay else where	16	11	53	54	256	390	2
12	Opportunity for a better health-care package	45	108	87	88	62	390	10
13	Concerns about the direction of the organization and its leaders	10	59	55	54	212	390	4
14	Organization culture such as work cohesion, team work, trust, collaboration	55	66	62	32	175	390	5.5
15	Lack of empowerment or influence on the job	174	119	52	19	26	390	13.5
16	Another job closer to home or easier commute.	300	62	25	3	0	390	15
17	Non job-related factors (e.g., spouse is moving, returning to school, provide care for children)	174	119	52	19	26	390	13.5

Source: field survey

For the given rating, weighted averages are applied, based on the rating, ranks were given from highest value to lowest. Among the ranks, it is clearly observed that, lack of training for technology up gradation, developmental opportunities in different software platforms has been achieved first rank which clearly indicates that, employees have given highest priority to training and lack of training is certainly encouraging them more for turnover.

The remaining ranks are given to the statements for opportunity to earn more pay elsewhere, job insecurity, concerns about the direction of the organization, organization culture. Dissatisfaction with job, feelings that pay levels are unfair. Least ranks were achieved for health benefits from the company, conflicts, heavy workloads, lack of empowerment, non-job related factors. The last rank has been achieved to the reason or factor, i.e., another job closer to home or easier commute.

Overall, the perceptions of the IT employees on various reasons/factors with reference to key for employee turnover intention, it is clearly observed that, lack of proper training and development especially in case of junior level cadre employees, encouraging opportunities to earn more pay, job insecurity, concerns about the direction of the organization and its leaders, organization culture have been encouraged the employees more to get influenced for turnover intention.

5) Perception of it Employees on the Present Status on Turnover Intention
To understand the present situation that IT employees are facing in the present company and their perception on turnover intention, survey is made by analyzing the level of status on 10 statements which gives their intention towards turn over from the present company.

Table 3: Employees Rating On Present Status On Turnover Intention

S. No	Attribute	Rating					Total N
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
1	I want to remain at my current job	120	112	70	53	35	390
2	I don't want to leave my current job	100	102	125	48	15	390
3	I do not have plans to leave my current job	59	102	102	48	79	390
4	I do not intend to find a new job	146	153	12	50	29	390
5	I am more concern about spending time with family.	70	84	102	78	56	390
6	Unusual working hours and stressful environment is creating burden to me.	50	115	106	80	39	390
7	Work pressure and targets by the company stressing me to think of talent management.	52	78	68	107	85	390
8	Lack of support from senior officials will encourage to leave the job	70	84	126	65	45	390

| 9 | Financial growth is the most important key for talent management. | 189 | 120 | 35 | 25 | 21 | 390 |
| 10 | Family concerns and health are motivating for leaving the job. | 120 | 112 | 70 | 53 | 35 | 390 |

Source: field survey

From the observation on various statements, and the rating specified by the employees of 3 software companies, it is observed that, with reference to employees perception on remain at the current job, majority of them have given 'strongly agree' and 'agree' rating and the weighted average have found 0.8 which shows that, majority of the IT employees are agreed to remain at current job. With reference to plans to leave current job, majority of them have given 'neutral rating'. With regard to perception on 'do not intend to find new job', it is observed that, majority of them have given neutral rating'. And for the statement on 'more concern about spending time with family', it is observed that, majority of them have given 'neutral rating'. And for the statement on 'unusual working hours and stress environment is creating burden', majority of them have given 'agree' rating which indicates that, they will stress because of unusual working hours and late shifts.

Employees have given 'strongly agree' rating to the statement on financial growth is the most important key for talent management and also family concerns and health are motivating for leaving the job. Overall, the results clearly specifies that, employees are not keen to shift from the present job and also they have opined that, unusual working hours, financial growth, family concerns and time they spent for family are the key concerns in the present job to think or to make a decision on talent management

6) Conclusions
The study revealed that the employees of IT companies have been working under a structured environment and due to the rising competition among the companies, IT companies have been utilizing the services of employees on various roles and sometimes this role change will lead to role conflict and creating dissatisfaction to the employees. Further, the turnover intention is also creating pressure to the companies as the employees keep thoughts on job change and this will lead to attrition. Keeping in view of these influencing factors, the companies while managing the talented employees who play vital role in the effectiveness of the productivity of the organization should maintain a right balance in terms of creating and getting services of the employees on a well framed work responsibility and providing better welfare measures and motivation to the employees the problem of turnover intention can be minimized.

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