**EXAMINING AND QUANTIFYING THE MODERATING REPURCUSSIONS OF CORPORATE FIDELITY ON RETENTION PRACTICES OF TALENTED WHITE-COLLAR WORKERS IN INFORMATION TECHNOLOGY INDUSTRY**

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**ABSTRACT**

This research focuses on establishing an empirical relationship between organisational commitment and talent retention practises. Performance management, work-life balance, and training and development are taken into account. A questionnaire is used to collect data from 187 TCS, Infosys, and WIPRO employees. Numerous analyses of mediation have revealed that the relationship between organisational commitment and talent retention is moderated by talent management practises. Analysis of the correlations demonstrates that talent management has a favourable effect on talent retention.

**Keywords:** *Talent Management Practices, Organizational Commitment, Training and Development, Work life Balance, Performance Management, Retention of White-Collar workers*

**INTRODUCTION**

In global competitive world, organization’s ability to captivate, recruit, develop, sustain and engage talented white collar jobbers has become core strategic component of corporate world success. In the modern corporate universe the collective term for human resource practice of attracting, developing and sustaining right employee is called Practises in talent management. The organised method of talent retention is referred to as talent management. David Watkins coined the phrase "talent management," which was created by McKinsey Consultants in 1990. The phrase "talented employees" refers to individuals who excel in terms of competences and accomplishments and provide the biggest contributions to the organization's competitive advantage. The concept of organizational commitment means psychological state aids decision to keep working for the same company. It is the level and consistency of an employee's commitment to the company. Additionally, it's a mindset that conveys how devoted a worker is to the company. "The policies and practises used by businesses to keep valuable employees from leaving their jobs" is the definition of talent retention. Key employee retention is essential for an organization's long-term success since it guarantees a contented staff and talented minds. Organisations need to develop plans for keeping workers with them for a long time. Organisations can use a variety of tactics to keep their staff happy and productive, including performance management, work-life balance, and training and development. It is possible to define training and development as a management strategy that aids in eliciting the desired attitude and conduct towards a position. job-life balance, to put it simply, is the degree to which people are equally committed to and satisfied with their job and family responsibilities. The term "performance management" refers to a broad range of administrative tasks intended to track, evaluate, and tweak both employee and group performance. This study focuses on assessing the organisational commitment's mediating role in relationships with work-life balance, training and development, performance management, and the retention of talented individuals. David Watkins first proposed the idea of talent management, which McKinsey Consultants expanded upon in 1990. Employees who succeed in accomplishments and competences are referred to as "talented employees" since they significantly boost the organization's competitive edge. Organisational commitment refers to a mental state that affects a person's decision to stay with the same company. It reflects an employee's loyalty and captures the breadth and consistency of their dedication. For an organisation to be successful over the long term, it is essential to ensure employee satisfaction and talent retention. Talent retention is described as the tactics and practises targeted at keeping valued workers from leaving their positions. Training, development, work-life balance, and performance management are just a few of the many tactics that organisations must consider in order to keep people for an extended period of time. Management practises like training and development help employees develop the attitudes and behaviours they want to see at work. Simply put, "work-life balance" refers to how people manage their engagement and contentment while juggling obligations to their families and their professional lives. The goal of performance management is to monitor, assess, and modify both individual and organisational performance. In particular, this study focuses on examining how organisational commitment mediates the connections between training and development, work-life balance, performance management, and the retention of talented workers. David Watkins first proposed the idea of talent management, which McKinsey Consultants expanded upon in 1990. Employees who succeed in accomplishments and competences are referred to as "talented employees" since they significantly boost the organization's competitive edge. Organisational commitment refers to a mental state that affects a person's decision to stay with the same company. It reflects an employee's loyalty and captures the breadth and consistency of their dedication. For an organisation to be successful over the long term, it is essential to ensure employee satisfaction and talent retention. Talent retention is described as the tactics and practises targeted at keeping valued workers from leaving their positions. Organisations need to develop plans to Training, growth, work-life balance, and performance management are among the measures taken to keep employees for an extended length of time. A management technique called training and development fosters the desired attitudes and behaviours towards a work. Simply put, "work-life balance" refers to how people strike a balance between their engagement and contentment at work and their obligations to their families. Management practises known as performance management entail monitoring, evaluating, and adjusting both individual and organisational performance. In particular, this study focuses on examining how organisational commitment mediates the connections between training and development, work-life balance, performance management, and the retention of talented workers.

**REVIEW OF LITERATURE**

**Atis Anis et.al (2011),** The authors of the paper "Impact of Organisational Commitment on Job Satisfaction and Talent Retention in the Pharmaceutical Industry" explain how strong organisational commitment among employees can improve talent retention and job satisfaction.

**Jeannette Van Dyk & Melinde Coetzee (2012),** The authors of the research "Retention factors in relation to organisational commitment in medical and information technology services" discovered that retention factors and organisational commitment had a substantial link.

**Shruti Lamba & Nirmala Chouddhary (2013),** The author of the research "Impact of HRM practises on Organisational Commitment of Employees" stated that HRM practises including training and development, remuneration, and welfare activities have a big impact on organisational commitment.

**Somayyeh Nobarieidishe et.al (2014),** The authors of the article "The Relationship between Talent Management and Organisational Commitment in International Division of Tejarat Bank, Iran" discovered a strong correlation between employee commitment and attracting talent. They also claim that the advantages of manpower planning boost employee commitment and productivity.

**Syed Mohammad Azeem & Nadeem Akhtar (2014),** Work life balance and job happiness are critical for fostering and increasing organisational commitment among healthcare employees, according to the article titled "The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees."

**Ghanbar Amir Nejad (2015),** According to the author of the research "Effects of Talent Management on Engagement Employee with Performance Evaluation of the Role of Mediator among the Directors of Elementary Education Arena of Ahwaz," talent management has a good and significant impact on organisational commitment.

**Uday Bhosale & Pradeep Kumar (2015),** Through correlation analysis, authors in the study "Performance Management System and Organizational Commitment" showed that the Performance Appraisal System and Organizational Commitment are positively connected.

**Umamaheswari & Jayashree Krishnan (2016),** The authors of the paper "Work Force Retention: Role of Work Environment, Organization Commitment, Superior Support, and Training and Development in Ceramic Sanitary Ware Industries in India" revealed that the work environment, superior support, and training and development are crucial factors in determining an employee's organisational commitment.

**RESEARCH METHODOLOGY**

**Research Design:** The main goal of this study is to find out how organisational commitment mediates the relationship between talent management strategies and skilled employee retention. A descriptive methodology guides the research.

**Data Collection:**  187 TCS, Infosys, and WIPRO employees provided the data, which was gathered. The businesses are chosen based on their NASSCOM rankings for the years 2015–2016. Through the use of a standardised questionnaire, the data was gathered. Websites and publications were consulted to gather the secondary data.

**Sampling Plan:**  To determine which samples are needed, convenience sampling is utilised.

**Description of Instrument:** There are six sections to the structured questionnaire. Six multiple-choice questions about organisational details are included in Part A. 8 five-point Likert Scale statements on training and development, work-life balance, and performance management are found in each of Parts B, C, and D. Each of Parts E and F contains 10 statements on a five-point Likert scale. Strongly Disagree to Strongly Agree on a five point scale.

**Research Framework:** The study's independent, mediating, and dependent variables are organisational commitment, talent retention, and talent management strategies. Training and development, work-life balance, and performance management make up the independent variable talent management practises.

**Tools for Analysis:** The considerable association between organisational commitment and talent retention is discovered using Pearson Correlation. To determine how organisational commitment and talent management strategies interact The SPSS Macro for Multiple Mediation is based on Preacher and Hayes (2008).

**HYPOTHESIS OF THE STUDY:**

**Hypothesis 1:** Organizational Commitment serves as a mediator in the correlation between Training and Development and the Retention of Talent.

**Hypothesis 2:** The relationship between Work-Life Balance and Talent Retention is mediated by Organizational Commitment.

**Hypothesis 3:** Organizational commitment acts as a mediator in the interaction between performance management and talent retention.

**Hypothesis 4:** Organizational commitment and talent retention have a good relationship.

**LIMITATIONS:**

* The study is done in Information Technology Industry in India, may not be applied to other industries and IT industry in other countries.
* The number of respondents involved in research may not be adequate. So the findings of this study can’t be generalized to huge population.
* Certain factors has been left out that might have significant impact on talent management and Talent Retention.

**ANALYSIS AND INTERPRETATION**

**Mediating effect of Organizational Commitment in relationship with Training and Development and Talent Retention.**

Dependent Variable: Talent Retention

Independent Variable: Training and Development

Mediating Variable: Organizational Commitment

Table 1: Mediating effect of Organizational Commitment in Relationship with Training and Development and Talent Retention.

|  |  |  |  |
| --- | --- | --- | --- |
| Effect | Relationship | Coefficient | Significance |
| a-path | TD-OC | 4.728 | 0.000 |
| b-path | OC-TR | 0.588 | 0.000 |
| c-path – Total Effect | TD-OC-TR | 2.794 | 0.000 |
| c’ – Direct Effect | TD-TR | 0.040 | 0.754 |

**Figure 1: Depicting** **Mediating Effect of Organizational Commitment on Employer Branding and Employee Retention**

Organizational Commitment

 a =4.728 b = 0.588

 Training and Development

 Talent Retention

c = 2.794

 c’ = 0.040

The relationship between training and development and talent retention is totally mediated, according to the above table, by organisational commitment. Additionally, the existence of organisational commitment demonstrates a statistically significant link between talent retention and training and development. This supports Hypothesis 1, demonstrating that the relationship between training and development and talent retention is entirely mediated by organisational commitment.

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**Mediating effect of Organizational Commitment in relationship with Work Life Balance and Talent Retention.**

Dependent Variable: Talent Retention

Independent Variable: Work Life Balance

Mediating Variable: Organizational Commitment

Table 2: Mediating effect of Organizational Commitment in relationship with Work Life Balance and Talent Retention.

|  |  |  |  |
| --- | --- | --- | --- |
| Effect | Relationship | Coefficient | Significance |
| a-path | WLB-OC | 4.110 | 0.000 |
| b-path | OC-TR | 0.583 | 0.000 |
| c-path – Total Effect | WLB-OC-TR | 2.512 | 0.000 |
| c’ – Direct Effect | WLB-TR | 0.176 | 0.0864 |

**Figure 2: Depicting** **Mediating Effect of Organizational Commitment on Employer Branding and Employee Retention**

Organizational Commitment

 a =4.110 b = 0.583

 Work Life Balance

 Talent Retention

c = 2.512

 c’ = 0.176

From the above table, It is implied that the relationship between work-life balance and talent retention is fully mediated by organisational commitment. In the context of organisational commitment, it is also discovered that there is a statistically significant relationship between work-life balance and talent retention. So, premise one is validated. Work Life Balance and Talent Retention are thus totally mediated by organisational commitment.

**Mediating effect of Organizational Commitment in relationship with Performance Management and Talent Retention.**

Dependent Variable: Talent Retention

Independent Variable: Performance Management

Mediating Variable: Organizational Commitment

Table 3: Mediating effect of Organizational Commitment in relationship with Performance Management and Talent Retention.

|  |  |  |  |
| --- | --- | --- | --- |
| Effect | Relationship | Coefficient | Significance |
| a-path | PM-OC | 4.865 | 0.000 |
| b-path | OC-TR | 0.713 | 0.000 |
| c-path – Total Effect | PM-OC-TR | 2.437 | 0.000 |
| c’ – Direct Effect | PM-TR | 0.040 | 0.254 |

**Figure 3: Depicting** **Mediating Effect of Organizational Commitment on Employer Branding and Employee Retention**

Organizational Commitment

 a =4.618 b = 0.598

 Performance Management

 Talent Retention

c = 2.804

 c’ = 0.042

From the above table, It is implied that organisational commitment entirely mediates the link between talent retention and performance management. In the presence of organisational commitment, it is also discovered that there is a statistically significant correlation between performance management and talent retention. So, premise one is validated. Performance Management and talent retention are thus totally mediated by organisational commitment.

**The correlational effect between Organizational Commitment and Talent Retention.**

The relationship between Organizational Commitment and Talent Retention is checked through Pearson Correlation.

Table 4: Pearson Correlation coefficient between Organizational Commitment and Talent Retention

|  |
| --- |
| Pearson Correlation |
|  | Organizational Commitment | Talent Retention |
| Organizational Commitment | 1 | 0.756 |
| Talent Retention  | 0.756 | 1 |

The result in table 4, the association between organisational commitment and talent retention is favourable and significant. As a result, Hypothesis 4 is true. As a result, Organizational Commitment and Talent Retention are positively correlated.

**CONCLUSION**

The current study also offers empirical support for the organisational commitment's balancing function in the relationship between talent management strategies and talent retention in the information technology sector. The three talent management methods of performance management, work-life balance, and training and development were successfully identified and confirmed in this study. Between the mentioned independent factors (Training and Development, Work-Life Balance, and Performance Management) and the dependent variable of talent retention, organisational commitment, a thorough mediation role is played. Employee engagement to the company is increased, which promotes talent retention, when they receive thorough training for professional growth, achieve an acceptable work-life balance, and experience effective performance management..

**SCOPE FOR FURTHER RESEARCH**

The study can be expanded upon in the following areas. Selected businesses can be compared to one another. The scope of this study could be increased by grouping respondents according to geographic characteristics like state or region, allowing for a comparison examination. This strategy would explore the studied variables more thoroughly and perhaps include other aspects. Further research could benefit from examining the mediating impact of other linked components. Notably, the findings show that organisational dedication has a favourable and significant impact on talent retention.

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