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The Influence of Talent Mobility on Employee Performance in South Indian Software Enterprises

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Abstract

Ensuring the continual improvement and performance of employees is a problem for any IT company in a competitive industry. Therefore, it is crucial for organisations to implement staff development methods in order to enhance employee performance. The objective of this study is to examine the impact of talent mobility on employee performance in software firms located in southern India. The survey included a total of 624 workers. The data were analysed using the structural equation modeling (SEM) model with the AMOS 23 software. The findings demonstrate that various dimensions of talent management, such as talent strategy, work/role design, workforce planning, workplace design, recruiting and selection, learning and development/career management, succession management, pay and rewards, diversity, equity, and inclusion, have a significant impact on employee performance.

Keywords: -Talent strategy, workforce planning, workplace design, recruiting and selection, learning and development, succession management, pay and rewards, employee performance.

1. INTRODUCTION

The IT industry in India is significantly contributing to both economic profits and employment opportunities, directly employing over 2.3 million workers. The rapid growth of the IT sector in India may be attributed to the country's significant edge in terms of human resources. The IT sector is highly attractive for employment due to its commendable work environment, enticing compensation packages, and incentives, as well as promising career growth opportunities.

Internal talent mobility has been a top priority. Firms have several new initiatives for staff. Moreover, the technique also diminishes recruitment costs, provides hiring managers with a fresh pool of candidates, and significantly enhances employee growth. In addition, recruiters who are often compensated to find potential candidates are usually restricted from considering internal candidates. The epidemic has heightened the necessity to swiftly and effectively transfer the suitable individuals to the suitable roles. Increasing the number of staff is crucial as the epidemic represents an economic shift rather than only a public health issue. Several corporations made significant efforts to realign their talent.

Many organizations were developing rigorous professional courses and competency frameworks, implementing strict sequence monitoring systems with lengthy talent reviews that involved extensive paperwork. Responsibilities are evolving rapidly; skills become obsolete more quickly than firms can find personnel to fill new positions or responsibilities promptly. Simultaneously, employees anticipate engaging in novel assignments, acquiring adjacent skills, collaborating with new managers and teams, and undertaking global responsibilities. Talent mobility guarantees that the best individuals with the best talents are in the best place at the right time. Talent mobility makes it possible for companies to rapidly adapt to changing environments, releasing and moving crucial abilities across tasks across the organization and borders when needed.

Talent movement assists companies in dynamically developing and aligning their labor force to tactical business requirements. Planning movement permits HR specialists to proactively and strategically move individuals from function to role at any business level to fulfil organizational goals.

Talent mobility describes a worker's potential to move between roles within their organization. Encouraging mobility is an essential component of good talent management, encompassing recruitment, selection, training,

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and workforce preparation. Talent mobility encompasses the company's ability to quickly understand the employees' capabilities, experiences, and career interests. The overarching goal is to move staff members into new roles internally, where existing abilities can be sharpened, and new abilities can be established.

There are still plenty of folks out there who believe movement programs are merely about moving staff members to brand-new internal functions a bit more quickly. The talent movement is about creating a talents development culture and a domino impact throughout the organization.

1) Decrease in Turnover Costs

When a talented staff member leaves, organizations are confronted with a loss of performance, institutional understanding, and client relationships. Not to mention the costs sustained by training a replacement and recruiting.

2) Higher Employee Engagement

A business that uses on-the-job advancement opportunities, like lateral moves or stretches assignments, can increase employee engagement by 30%. It is a significant concern for enterprise companies looking to keep workers engaged and efficient throughout times of extended remote work.

3) Overall Improvement to Performance and Satisfaction

Internal promos can enhance staff member inspiration and morale, resulting in greater efficiency throughout individual teams and the entire company.

2.REVIEW OF LITERATURE

The significance of talent management in achieving organisational performance has significantly increased; nevertheless, there is still a scarcity of consensus regarding the understanding of talent management. Employee morale is a crucial aspect of corporate operations (Sabarirajan, 2016).In today's business environment, characterised by globalisation, innovation, and various socio-economic, geopolitical, and demographic changes, there is an even greater need to focus on identifying, attracting, hiring, retaining, and developing talented individuals to effectively navigate the challenges it presents (Claus, 2019; Reiche, Lee, & Allen, 2019). The delineation between high and popular culture is a prominent feature of postmodernism (Venkateswaran et al., 2019).There is less understanding regarding the development, implementation, and establishment of TM inside firms, much alone its consequences and efficiency. Thunnissen and Gallardo-Gallardo (2019) have conducted a comprehensive analysis of the existing research on TM (Talent Management).Wang et al. (2017) designed a quantitative method to measure and evaluate brain gains, and brain drains with a group of indicators for countries. The deficiency of essential talents and capabilities is an essential hazard to the development prospects of their companies (2017). Moreover, maintaining the quality and amount of talent has been a continuous obstacle for organizations (Vaiman, Collings, & Scullion, 2017).

In their 2016 study, Kerr et al. conducted a comprehensive analysis of global talent mobility. They examined the factors that influence the movement of talented individuals and firms on a worldwide scale. The study also highlighted the significant ramifications of this mobility and explored the role of national gatekeepers in managing the migration of brilliant individuals. Gallardo-Gallardo and Thunnissen (2016) define a gifted individual as someone who combines extraordinary input (such as high potential and great talents) with spectacular outcomes.

Talent management (TM) has experienced rapid growth within the management sector (Collings, Scullion, & Vaiman, 2015). Furthermore, firms employ TM to document, utilise, and safeguard. The resources mentioned are Sparrow and Makram's publication from 2015. The findings indicate an increasing agreement on the most suitable approach for TM, as proposed by Stahl et al. (2012), and the consensus on the contextual significance of TM, as supported by Gallardo-Gallardo et al. (2015) and Khilji, Tarique, & Schuler (2015). Nevertheless, financial considerations are not the sole motivation for talented individuals to relocate to another nation. A considerable proportion of these individuals may choose to leave their native country in search of a more conducive environment where they believe they can be more productive in all areas (Stephan et al., 2015).

Recent customer reviews have evaluated talent management and defined its scope (Sparrow, Scullion, & Tarique, 2014). Talents are considered distinctive and valuable resources that are crucial for achieving long-term competitive advantage. (Dries, 2013). However, a few studies have raised doubts about the effectiveness of talent management strategies, suggesting that they may potentially have negative effects on organisational performance (Mellahi & Collings, 2010; Thunnissen, Boselie, & Fruytier, 2013).

The labour markets in both destination countries and countries of origin also influence decisions about migration. Moreover, several nations offer substantial backing for scientific research, which therefore enables them to recruit a considerable pool of skilled individuals. Academic employment markets in several countries are subject to strict regulations, with recruitment and promotion procedures seldom undergoing changes unless mandated by legislation, resulting in certain locations being more

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favourable for academic careers (Franzoni and Stephan, 2011).

Previous research suggests that achieving organisational goals, satisfying customers, and increasing corporate profits (Bethke-Langenegger, Mahler, & Staffelbach, 2011), improving the efficiency of innovative firms (Chadee & Raman, 2012), and enhancing staff motivation and attitude (Höglund, 2012) are all important factors.

Collings and Mellahi (2009) argue that the foundation of talent management is on assigning significant responsibilities to individuals with prospective talent from both internal and external labour markets. They emphasise the need of adopting a strategic approach to talent management. In order to optimise the composition of these crucial positions, it is essential to emphasise the importance of developing a talent pool and implementing distinctive human resource management strategies for these employees (Collings & Mellahi, 2009).

The value of talent has significantly grown in terms of financial worth, mostly due to the effects of globalisation, the proliferation of new information technology, and reduced transportation costs. They have relocated to different nations in pursuit of improved economic opportunities and to avoid conflicts with family members (Hunter et al., 2009).

The phenomenon of talent mobility has substantial developmental implications for both the nations of origin and destination, as well as for the global economy and society. This subject is currently a crucial and much discussed problem in the field of development on a global scale (Solimano, 2006).

Talent management in organisations has received extensive and long-lasting attention. The book "The War for Talent" by Michaels, Handfield-Jones, & Axelrod in 2001 generated significant enthusiasm in the field of talent management. Talented individuals possess a significant amount of strategic worth and distinctiveness, which may be utilised as a means of progress and a competitive edge (Lepak & Snell, 1999).

Lepak and Snell (1999) suggest that well managed high-performing personnel, who are seen as valuable assets, have a positive impact on organisational performance. Highly skilled individuals emerge from a well-run team led by experienced supervisors and human resource management specialists (Derr & Briscoe, 1998). They are prospective pioneers who have the ability to consistently achieve optimal performance in both current and future contexts (Rothwell, 2001).

3. RESEARCH METHODOLOGY

Sampling procedure and data collection

The respondents of this study are IT employees belong to the software Companies in south India. The present study selected five states (Tamil Nadu, Kerala, Andhra, Karnataka and Telangana) and eight cities were identified from the above five states. A structured questionnaire (in English) was distributed to the IT employees mail. Participants were requested to take an interest in this with data confidentiality. A total of 700 questionnaires were distributed to the major IT companies such as WIPRO, INFOSYS, TCS, HCL, Tech Mahindra, Mphasis and Mindtree, Accentia Technologies, Amazon, Cognizant and Accenture. To collect the maximum data, the online questionnaire was repeatedly send to the employee every ten days. Finally, 782 responses were received from the 11 IT company employees. Out of that 624, usable questionnaires were identified and used for the present study.

Pilot study

Before the process of data collection, a pilot test was used to check the reliability and validity of the instruments. For the pilot study, the feedback was collected from 40 respondents and analyzed. The items having outer loadings less than 0.70 were removed from constructs.

Reliability, convergent validity

The reliability of the model is determined through composite reliability (CR) and Cronbach's alpha. Cronbach's alpha test is used to measures the inner consistency reliability of the constructs. The minimum value of Cronbach's alpha 0.7 is considered acceptable. CR test is also used to measures the constructs' inner reliability of the model. The values of CR between 0.6 and 0.7 are observed as acceptable. This study analyzed the average variance extracted (AVE) of all variables to evaluate the convergent validity. The AVE value of each construct higher than 0.50 is acceptable.

Discriminant validity

Discriminant validity represents the degree to which the constructs empirically differ from others. Discriminant validity is measured.

Demographic information of the participants

The male participants were 47 percent and the female respondents were 53 percent. From respondents, 61%, were in the age category of 26-35 years. The bachelor respondents were 61 percent and married were 35 percent. 64.27%, had a Bachelor's degree, 18.9% had Master, 1.4%

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had a Ph.D. degree, and 12% different IT related diplomas. Most respondents had 5 to 10 years of experience. Opinion about the talent mobility variables was collected from the male and female employees and corresponding reliability, factor loading and 't'-statistics were tabulated in Table 1.

Table 1 –Reliability, mean value and 't'-statistics

S.No	Variable	Factors	Factor loading	'T' statistics	CR	AVE
1	**Talent strategy** *(Cronbach alpha 0.7904)*	Talent mobility (TM) is properly executed in our company	0.8058	5.619*	0.7309	71.15
		The method adopted for TM is transparent	0.7846	4.226*		
		Company has a proper strategy for TM	0.7512	3.3791*		
		Measurement of TM is properly executed	0.7165	3.388*		
		TM is a successful	0.6609	3.047*		
2	**Work/ role design***(Cronbach alpha 0.8713)*	Structure of jobs, roles and projects are well known	0.7638	4.547*	0.7626	70.47
		Jobs and roles are available for talented one	0.7412	3.956*		
		Fornew assignments, employees have to adjust / balance their time	0.7120	3.513*		
		Employees can share jobs	0.6733	3.288*		
3	**Workforce planning** *(Cronbach alpha 0.8336)*	Skill set of employees are properly measured	0.7558	4.934*	0.7528	67.61
		Capabilities of employees are well known	0.7321	4.541*		
		Continuous upgradation is required	0.6933	3.969*		
		Company have a proper workforce plan	0.6527	3.579*		
		Company always identify the proper talent in advance	0.6109	3.081*		
4	**Workplace design** *(Cronbach alpha - 0.8031)*	Company knows where and when the work to be done	0.7722	6.149*	0.7746	69.12
		Workplace is flexible	0.7541	5.358*		
		Work hours are flexible	0.7201	4.714*		
		Work location is preferable /employee choice	0.6724	3.558*		
5	**Recruiting and selection** *(Cronbach alpha 0.8216)*	Internal candidates are the first choice	0.7481	5.058*	0.7412	66.27
		Internal candidates are engaged first	0.7258	4.739*		
		Internal candidates are continuously assessed	0.6923	4.224*		
		Before going to external candidates enough time is provided to internal employees to upgrade	0.6574	3.825*		
		Company have enough tolerance to adopt internal employees	0.6155	3.203*		
6	**Learning and**	Company help employees acquire	0.7721	4.751*	0.7208	64.35

	development/ career management *(Cronbach alpha 0.8094)*	skills for new roles				
		Company help to align opportunities with employees' passion	0.7469	4.238*		
		Company help for the career opportunities	0.7163	4.011*		
		Company supports the career ladders for its employees	0.6683	3.794*		
7	**Succession management** *(Cronbach alpha 0.8217)*	I know my leadership successors	0.7657	5.338*	0.7107	65.49
		I know my roles and responsibilities to get the new assignment/project	0.7348	5.051*		
		I know how much I have to upgrade to reach the new role	0.7061	4.885*		
		Enough time is given to internal candidate before going for external candidate	0.6609	4.215*		
		If I am not fit for the new role, I am not disturbed from my current position	0.6156	3.853*		
8	**Pay and rewards** *(Cronbach alpha 0.7942)*	The reward for skills and roles are provided on time	0.7726	5.112*	0.6719	66.16
		The reward implications for stretch assignments are given immediately	0.7455	4.677*		
		Incentivize managers to move people around are executed properly	0.7135	4.009*		
		Employees who successfully complete a project are rewarded	0.6707	3.378*		
9	**Diversity, equity, and inclusion** *(Cronbach alpha 0.7638)*	Talent mobility support our company's diversity goal?	0.7432	5.458*	0.7061	69.08
		Company enable equity in talent mobility	0.7147	4.663*		
		My company employees feel they are included and that opportunities are fair	0.6728	3.215*		
10	**Employee Performance (***Cronbach alpha 0.8601)*	Company monitor/manage and evaluate performance in new roles	0.7851	6.811*	0.7493	71.26
		I know my projects and team members	0.7652	6.209*		
		Company sometimes stretch assignments	0.7426	5.619*		
		Company get feedback all the time	0.7108	5.359*		
		Company coaching continuously	0.6751	4.226*		
		The performance of employees is measured in their new tasks	0.6355	3.494*		

Source: Primary data

The results of this study indicate that all values of AVE are above 0.50 that are meeting the requirement. All variables and measurements are available in Table 2.

Talent strategy

The included five variables in talent strategy explain it to the extent of 79.04 per cent since the respective

Cronbach alpha is 0.7904. The standardized factor loading of the variables in talent strategy is in the range of (0.6609 - 0.8058), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.047*- 5.619*) in talent strategy are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.73091) and average variance extracted (71.15) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Work/ role design

The included four variables in work/ role design explain it to the extent of 87.13 per cent since the respective Cronbach alpha is 0.8713. The standardized factor loading of the variables in work/ role design is in the range of (0.6733 - 0.7638), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.288*- 4.547*) in work/ role design are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7626) and average variance extracted (70.47) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Workforce planning

The included five variables in Workforce planning explain it to the extent of 83.36 per cent since the respective Cronbach alpha is 0.8336. The standardized factor loading of the variables in Workforce planning is in the range of (0.6109 - 0.7558), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.081*- 4.934*) in Workforce planning are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7528) and average variance extracted (67.61) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Workplace design

The included four variables in workplace design explain it to the extent of 80.31 per cent since the respective Cronbach alpha is 0.8031. The standardized factor loading of the variables in Workplace design is in the range of (0.6724 - 0.7722), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.558*- 6.149*) in Workplace design are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7746) and average variance extracted (69.12) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Recruiting and selection

The included five variables in recruiting and selection explain it to the extent of 82.16 per cent since the respective Cronbach alpha is 0.8216. The standardized factor loading of the variables in recruiting and selection is in the range of (0.6155 - 0.7481), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.203*- 5.058*) in recruiting and selection are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7412) and average variance extracted (66.27) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Learning and development/ career management

The included four variables in learning and development/ career management explain it to the extent of 80.94 per cent since the respective Cronbach alpha is 0.8094. The standardized factor loading of the variables in learning and development/ career management is in the range of (0.6683 - 0.7721), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.794*- 4.751*) in learning and development/ career management are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7208) and average variance extracted (64.35) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Succession management

The included five variables in succession management explain it to the extent of 82.17 per cent since the respective Cronbach alpha is 0.8217. The standardized factor loading of the variables in succession management is in the range of (0.6156 - 0.7657), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.853*- 5.338*) in succession management are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7107) and average variance extracted (65.49) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

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Pay and rewards

The included four variables in pay and rewards explain it to the extent of 79.42 per cent since the respective Cronbach alpha is 0.7942. The standardized factor loading of the variables in pay and rewards is in the range of (0.6707 - 0.7726), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.378*- 5.112*) in pay and rewards are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.6719) and average variance extracted (66.16) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Diversity, equity, and inclusion

The included three variables in diversity, equity, and inclusion explain it to the extent of 76.38 per cent since the respective Cronbach alpha is 0.7638. The standardized factor loading of the variables in diversity, equity, and inclusion is in the range of (0.6728 - 0.7432), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.215*- 5.458*) in diversity, equity, and inclusion are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7061) and average variance extracted (69.08) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Employee Performance

The included six variables in employee performance explain it to the extent of 86.01 per cent since the respective Cronbach alpha is 0.86018. The standardized factor loading of the variables in employee performance is in the range of (0.6355 - 0.7851), more significant than 0.60, revealing the content validity. The 't' statistics of the standardized factor loading of the variables (3.494*- 6.811*) in employee performance are significant at a five per cent level which shows the convergent validity. It is also supported by the composite reliability (0.7493) and average variance extracted (71.26) since their respective coefficients are higher than its minimum threshold of 0.50 and 50.00 per cent, respectively.

Table 2. Discriminant validity

Control Variables		**Correlations**								
PERM		**TS**	**WRD**	**WFP**	**WPD**	**RAS**	**LAD**	**SM**	**PAD**	**DEAI**
	TS	**.501**								
	WRD	.411	**.496**							
	WFP	.338	.268	**.455**						
	WPD	.387	.303	.218	**.477**					
	RAS	.497	.398	.220	.254	**.439**				
	LAD	.325	-.115	.360	.270	.238	**.414**			
	SM	.370	.262	.244	.374	.274	.331	**.428**		
	PAD	.417	.360	.336	.272	.260	.177	.212	**.441**	
	DEAI	.424	.254	.292	.364	.223	.226	.318	.371	**.477**

R^2 values are used to assess the structural model and the model's predictive accuracy. R^2 ranges of all endogenous variables refer to a degree of variance explained with all endogenous variables. Results indicate that R^2 values of all the latent variables are less than the value of AVE, satisfy the discriminant validity.

Notes from the model

Number of distinct sample moments: 55; Number of distinct parameters to be estimated: 48;Degrees of freedom (55 - 48): 7; Chi-square = 29.687; Degrees of freedom = 7; Probability level = .000

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Figure 1: SEM MODEL- Influence of Talent mobility dimensions on Employee Performance

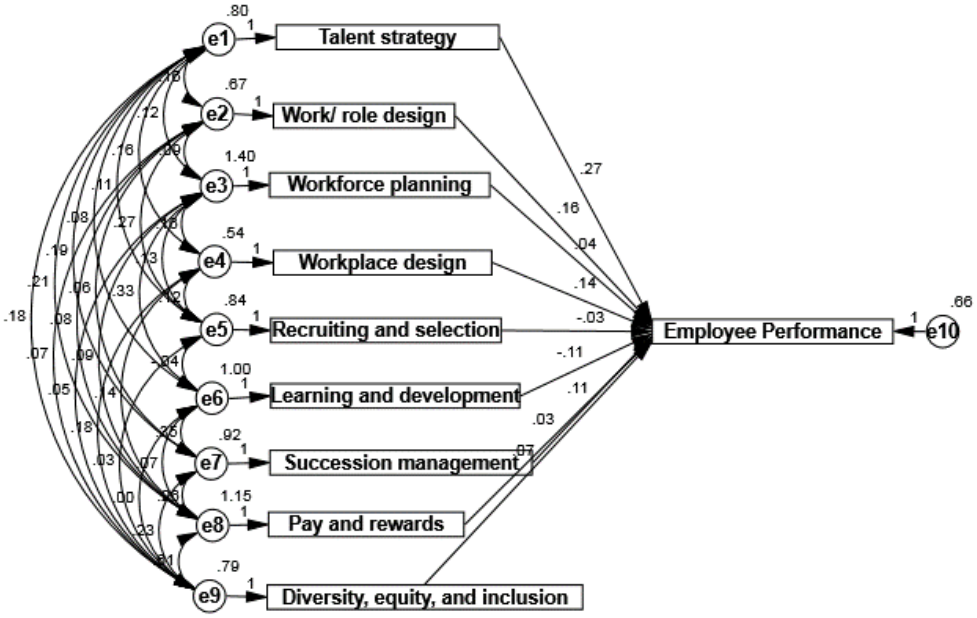

Table 3. Variables in the Structural Equation Model Analysis

Path analysis			Unstandardized Estimate	S.E.	Standardized Estimate	C.R.	P
TS	→	EMPE	.267	.040	.264	6.670	0.001
WRD	→	EMPE	.160	.044	.145	3.606	0.001
WFP	→	EMPE	.037	.030	.049	1.245	.213
WPD	→	EMPE	.141	.041	.115	3.414	0.001
RAS	→	EMPE	-.025	.039	-.026	-.640	.522
LAD	→	EMPE	-.111	.035	-.123	-3.171	0.001
SM	→	EMPE	.109	.033	.116	3.303	0.001
PAD	→	EMPE	.027	.040	.032	.684	.494
DEAI	→	EMPE	.069	.050	.068	1.401	.161

- Here the coefficient of employee performance is 0.267 represents the partial effect of talent strategy, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that talent strategy would increase by 0.267 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is .160 represents the partial effect of work/ role design, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that work/ role design would increase by .160 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is 0.037 represents the partial effect of workforce planning, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that

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workforce planning would increase by 0.037 for every unit increase in employee performance and the coefficient value is not significant at 1% level.

- Here the coefficient of employee performance is .141 represents the partial effect of workplace design, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that workplace design would increase by .141 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is -.025 represents the partial effect of recruiting and selection, holding the other variables as constant. The estimated negative sign implies that such an effect is negative that recruiting and selection would increase by -.025 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is -.111 represents the partial effect of learning and development/career management, holding the other variables as constant. The estimated negative sign implies that such an effect is negative that learning and development/career management would increase by -.111 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is .109 represents the partial effect of succession management, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that succession management would increase by .109 for every unit increase in employee performance and the coefficient value is significant at 1% level.
- Here the coefficient of employee performance is 0.027 represents the partial effect of pay and rewards, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that pay and rewards would increase by 0.027 for every unit increase in employee performance and the coefficient value is not significant at 1% level.
- Here the coefficient of employee performance is 0.069 represents the partial effect of diversity, equity, and inclusion, holding the other variables as constant. The estimated positive sign implies that such an effect is positive that diversity, equity, and inclusion would increase by 0.069 for every unit increase in employee performance and the coefficient value is insignificant at 1% level.

Table 5.2 -Model Fit Indices

Fit Indices	**IT Industries (N=624)**	**Suggested values**
Chi-square	29.687	P-value >0.05
Chi-square /degree of freedom (x2/d.f.)	4.241	≤ 5.00 (Hair et al., 1998)
Comparative Fit index (CFI)	.989	>0.90 (Hu and Bentler, 1999)
Goodness of Fit Index (GFI)	.981	>0.90 (Hair et al. 2006)
Adjusted Goodness of Fit Index (AGFI)	.978	> 0.90 (Daire et al., 2008)
Normated Fit Index (NFI)	.971	≥ 0.90 (Hu and Bentler)
Incremental Fit Index (IFI)	.972	Approaches 1
Tucker Lewis Index (TLI)	.980	≥ 0.90 (Hair et al., 1998)
Root mean square error of approximation (RMSEA)	.029	< 0.08 (Hair et al., 2006)
Parsimony goodness-of-fit index (PGFI)	.214	Within 0.5(Mulaik et al., 1989)

Table 5.2 shows the estimates of the model fit indices from AMOS structural modeling for the two districts separately and together. The GFI, AGFI, CFI, TLI, IFI, NFI and RMSEA indicate a good absolute fit of the model for the FMCG. Goodness of fit indices supports the model and these emphasized indices indicate the acceptability of this structural model.

Theoretical and practical implications

The current study simultaneously investigates the talent management dimensions on organizational performance.The results of the present study confirm the significant association between TM dimensions and employee performance of thee IT employees. This research offers significant theoretical contributions. This study contributes to theexisting literature by clarifying the relationship between TM dimensions such as talent strategy, work/ role design, workforce planning, workplace design, recruiting and selection, learning and development/ career management, succession management, pay and rewards, diversity, equity, and inclusion and employee performance

of the IT employees. These TM dimensions are directly linked with the performance of the'IT' employees.

The results of this paper provide practical insights into IT company HR managers and useful information related to IT employee needsand expectations. First, this study will help the software employees and theirHR managers to understand the socio economic profile of their employees. Second, the findings of the study provide the strategies to HR managersto implement TM practices to mobile their talented employees. In IT companies,HR managers should integrate TM practices such as talent strategy, work/ role design, workforce planning, workplace design, recruiting and selection, learning and development/ career management, succession management, pay and rewards, diversity, equity, and inclusion and employee performance.

These TM practices as learning and developmentopportunities enhance the competencies that have an effect on theattraction, development, and retention of employees. The continuous developmentof IT employees through the learning, aptitude, and skills is importantfor organizations to compete in the competitive market. Thisstudy offers to the managers a strategy to develop and retain the talented IT employees by focusing on these TM practices.

Limitations and future directions

This research necessitated the resolution of many constraints. Initially, it is worth noting that the current investigation possesses a comparably limited sample size. Furthermore, the findings of this study are solely derived from IT enterprises located in the eight locations within the chosen four states. Hence, these same structures may be implemented in many sectors throughout different regions of the nation. Furthermore, a quantitative research design was implemented by the IT personnel. In future studies, it is advisable to apply qualitative research methodologies such as utilising open-ended questions and conducting focused interviews with 'IT' professionals.

This study investigates the impact of talent management (TM) on employee performance. Subsequent research can explore alternative aspects of TM, such as promotions, salary, workplace perks, overall job satisfaction, and intention to remain. Subsequent study might analyse the contrasts between the requirements and anticipations of IT personnel and further explore how these talent management practices impact other sectors.

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