

# Talent Analytics And Its Affect On Employee Retention- Employee Perspective

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## Abstract

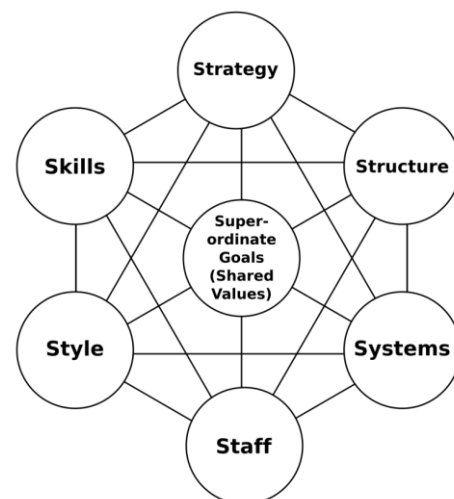
The pool of talent is just what distinguishes a good organization from an ordinary one. Hiring and retaining the right talent are the two most significant challenges for an HR Manager. Talent in true sense is short in supply and the market for the best has become extremely competitive. Talented individuals are no longer merely inspired by monetary compensation to work for a company. Rather it is appropriately to be said that they are looking for a variety of different non-financial factors which can motivate them such as opportunity to learn, career and development opportunities, corporate culture, participation in decision making, empowerment, engagement and so forth. Talented employees have got other alternatives and are willing to shift over to other organization. As a consequence, employee retention has become a major part of the HR function. Organizations are leveraging on a range of strategic choices in order to maintain these employees. Many enterprises are incorporating data analytical tools for improving employee retention. They collect all pertinent data required to enhance employee retention and prevent attrition. The researchers of this article tried to analyze the various reasons that stimulate employees to quit or whether talent analytics aids in employee retention

**Key Words :** Talent Management, Employee Retention, Talent Analytic , Data Analytic , ERP, HR Analytic.

## Introduction

Among all the resources that a corporation must achieve its objectives, Human Resource is that the most crucial. Traditionally considered even as an element of production, today human resource has become the first cause of best organizations. Every employee may be a bouquet of competencies or talents. Therefore, many organizations consider Human Resource Management as Talent Management.

McKinsey & Co, in their famous 7S model has emphasized the importance of Staff (talent) and System as shown in the following diagram.



As per the above model, all the 7S (strategy, skill, structure, style, staffs, systems and shared values) of an organization need to work in coherence for achievement of organizational goals.

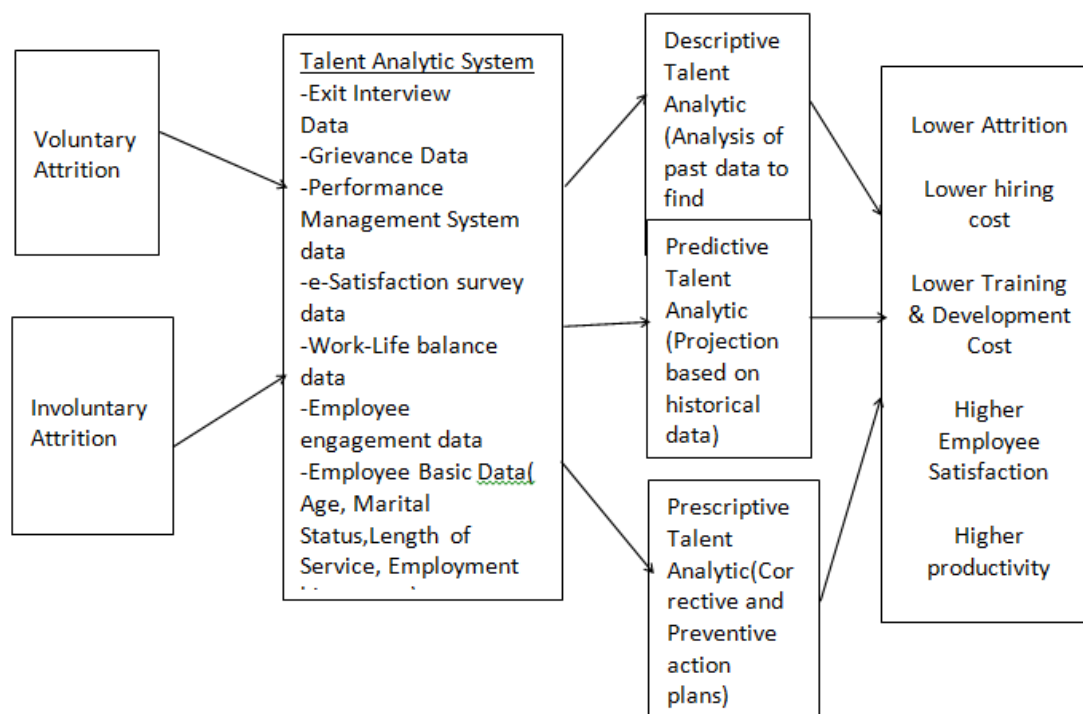
As per the above model, all the 7S (strategy, skill, structure, style, staffs, systems and shared values) of a corporation got to add coherence for

achievement of organizational goals. In this research, the researcher attempted to seek out if System (Data Analytic) influences retention of Staff (Talent) . System essentially means the processes, methods and technologies that are wont to manage various functions in a corporation. Data-driven decisions making and data-analytic are sub-sets of such system.

There are broadly 3 ways during which decision are often made - Intuition, Rational and Bounded Rational. In Intuition method, the choice maker decides without considering any data or information on the topic. Its supported experience and gut feeling. Within the rational deciding, a choice maker considers all relevant data for creating decisions. Such decisions are supported logic and data analysis. The third sort of deciding is predicated on limited available information or data and is named bounded rational deciding. Repeatedly, complete information isn't available on a problem and hence Managers are constrained to require decisions supported whatever information that's available.

Talent Analytic is a data driven method of deciding and may positively impact various facets of Talent Management - Recruitment, Training & Development, Retention, Career advancement,

### Conceptual Framework



### Literature Review

There has been extensive research into the reasons of employee attrition and also ways to arrest such

Redeployment etc. Now days high-end software are available to integrate employee related information available at different units/departments of the organization. ERP is one such software. One can get ERP software from leading companies like SAP, TCS, and Infosys etc. Many organizations are ready to use historical data to predict future outcomes. For example, an employee frequently visiting job sites is a sign that he will leave the organization as soon as he gets a much better opportunity. Similarly, an employee with high number of unaddressed professional grievances may leave the organization.

Now, if an organization has good Talent analytic in place, they'll mine such information and may take preventive steps. Talent is scarce and a corporation spends huge amount of cash to urge right talent. Losing such latent adversely affects a corporation and hence retaining talent is vital. In this research, the researcher checked out retention dimension of talent management.

The researcher tried to seek out if the existence of Talent Analytic system and its proper implementation features a positive effect on employee retention or not.

attrition. Some of the important research findings are reviewed below.

Dhanpat,N,et.al(2019)<sup>1</sup> in their research paper looked into the relationship between job security

and employee retention. They conducted this study among the nurses of the public hospitals in South Africa. The authors found that there is a strong relationship between job security and employee retention. As per Maslow's Hierarchy of Needs, once the physiological needs are fulfilled, human beings look for fulfillment of safety needs. Job security fulfills the safety needs of employees in an organization. It is relevant to mention here that, different employees will have different needs and a good organization must find out those unfulfilled needs and provide avenues for fulfillment of those needs. People at higher level of the organizational hierarchy may be aspiring for higher level of needs and if those are not fulfilled, there is a high probability that they will leave the organization for other opportunities.

Rombaut, E. and Guerry, M.A. (2020)<sup>2</sup> looked into the effectiveness of various retention tools that organizations use. They found that compensation and recognition are effective as retention tools across all segment of the employees. While compensation fulfills the physiological need of employees, recognition caters to the esteem need. To get noticed for good work and to be appreciated with reward is an universal aspiration and therefore organizations should have methods to meet such aspirations. In one article by Tymon, W.G. et.al. (2010)<sup>3</sup> the authors have found that the intrinsic rewards experienced by the employees are a critical element in employee retention, satisfaction with the organization, and career success. The author explored four antecedents of intrinsic rewards: the social responsibility of the employer, pride in the organization, manager support, and performance management. Relevant to mention that all these are non-financial rewards and every organization can act on these factors for better employee retention. Of late many employees are keen to devote time for greater causes of the society which gives them lot of satisfaction. As a part of CSR mandate, organizations can fulfill this aspiration of employees and that will go a long way in retaining talent.

Kumar, R., & Arora, R. (2012)<sup>4</sup>, in their article delves into factors that affect employee retention in BPO organizations. At the outset the authors mention that attrition is common to all industry but it is very high in some industry like software and BPO. The authors found that, competitive salary matching the industry standard, good working atmosphere and a supportive management goes a long way in retaining employees in BPO industry. This finding corroborates the theory that employees at the

lowest level of the hierarchy are motivated by fulfillment of the basic level need namely the physiological need or financial compensation in the cited case. Relevant to mention here Herzberg's two-factor theory where the author mentions about hygiene factors and motivating factors. Good working conditions and supportive management can be considered as hygiene factors in BPO industry. The absence of these may prompt an employee to leave the organization. However the presence of these may not be motivating them to work for the organization.

Sheridan, J. (1992)<sup>5</sup> in his article established that there is a direct relationship between culture of an organization and employee retention. Culture of an organization is the summation of ways of doing things, values, ethical standards, norms, traditions, symbols etc. Being a part of an organization that is known for good culture is a matter of pride and that prompts employees to have longer tenure in such organizations. It takes years to establish a good culture in organizations and many times it is seen as a part of the brand image.

Festing, M. & Schafer, L. (2013)<sup>6</sup> in their article looks into the relationship between psychological contract and retention in organizations. They probed into, how the generational category affects this relationship. They found that mentoring, opportunity to learn, career growth prospects are some of the parameters that influence retention, but have a differentiated impact on different generations.

In her article Bhatnagar, J. (2010)<sup>7</sup> explored into the relationship between the employee engagement and attrition. The author found that, more engaged employees tend to have higher level of loyalty and hence are less likely to leave an organization. Kundu and Lata, K. (2017)<sup>8</sup> in their article delves into the relationship between supportive work environment and employee retention. They also tried to look into the effect of employee engagement on employee retention. Govaerts, N. et.al. (2011)<sup>9</sup> in their research established that opportunity to learn positively impacts retention in organization. With knowledge obsolescence happening rapidly, need to learn new knowledge and skills has become a necessity for employees in many industries. Therefore employees are looking for work places which offer opportunities and avenues to learn. They are also looking for mentors to help them acquire new knowledge and hence the role of supervisors in creating a learning organization. In fact many of the modern organizations have moved beyond the top-down model of learning to

a system of peer-to-peer learning and self-learning through gaming and simulations.

Arasanmi,C.N. and Krishna,A.(2019)<sup>10</sup> in their research established that a supportive organizational system impacts organizational commitment of the employees which in turn affects the employee retention. Many jobs are inherently stressful because of the nature of work. Similarly employees at a higher level of the hierarchy undertake responsibilities that are demanding and hence stressful. Work-life balance is therefore a key concern of such employees and organizations that help employees in that direction are most sought after.

Renaud, S,et.al(2015)<sup>11</sup> delves into the affect of various HRM practices on retention of employees and finding the differential effect they have on experts and non-experts.

Pandita,D.&Ray, S.(2018)<sup>12</sup> in their research article looks into how talent management leads to employee engagement and how employee engagement leads to better employee retention.

Rezwan, R.B. and Takahashi, Y. (2021)<sup>13</sup> in their article looked at the relationship between the personality and retention intention of the employees. The authors found that pro-active employees show higher level of retention intention compared to others. Oladapo,V.(2014)<sup>14</sup> in his article finds out that talent management and retention are related to each other. Organizations which have talent management systems in place and take care to implement the processes have a better chance of retaining the talent.

Bharath, M. (2021)<sup>15</sup> conducted his research in a hospital to find out what factors help employee retention beyond the financial compensation. The authors came out with the finding that age , marital status and nativity/home location influences the retention.

Zainee, I.A. and Puteh, F.<sup>16</sup> studied the relationship between the CSR activity of a firm and the retention of Gen-Y employees in an organization. This is an out-of-the box research related to retention and the findings are remarkable. It is found that CSR positively impacts retention.

Shanker, M. (2020)<sup>17</sup> looked at the relationship between recruitment practices and retention of pilots in Indian airlines industry. Gentry,W.A,et.al(2007)<sup>18</sup> in their research looked at the influence of two factors on retention of blue collared part-time workers - one , the perceived supervisory support and the unemployment level in the region where the organization is located.

The authors found that higher level of perceived supervisory support leads to higher employee retention. They also found that the higher the level of unemployment in the region , higher is the retention. Ansari KR, Bijalwan P (2017)<sup>19</sup> in their article mentions that Team Effectiveness and Employee retention are related. They reasoned that when a group is effective and are able to consistently achieve their goals , the members feel as a part of the group and the organization.

Aryasri,AR &Babu,SS. (2009)<sup>20</sup> in their research article looked into the relationship between flexi-time and employee retention. Grissom JA(2012)<sup>21</sup> found that decision making process impacts employee retention. Guthrie,JP.(2000)<sup>22</sup> researched into the affect of alternate compensation practices on employee retention. Mckay,PF & Avery,DR(2005)<sup>23</sup> in their research article looked into the relationship of diversity with employee retention. Khan NA,et,al(2021)<sup>24</sup> in their research article looks into the relationship between the brand image of the employer organization and the retention intention of the employee. Spencer, D. (1986)<sup>25</sup> in his research article establishes that higher the opportunity an organization offers to express and register their dissatisfaction/grievance , higher is the employee retention. Olagunju (2001)<sup>26</sup> in his article looked into behaviour pattern that can predict employee attrition. He said that systematic data mining can be done to analyse such behavioral study which can be used for preventing attrition. This study has been done with respect to the employee working in Navy but the findings are equally relevant to other sectors and industries. Therefore on the job behaviour and attrition are related. Frederiksen(2017)<sup>27</sup> underscores the importance of job satisfaction and how it is related to long term retention of the employees.

Jhang,J,et.al(2015)<sup>28</sup> in their article looked at the issue of retention of employees post merger and Acquisition and what kind of influence the leader can have on the matter. The authors have studied some M&A cases in China and lists down various kinds of leadership style that can be effective in employee retention.

In their book “Creating a Strategic Human Resource Organization, Lawler,EE& Mohrman,SA(2003)<sup>29</sup> , the authors mentions that there is a clear relationship between talent management and IT capability of an organization. Davenport et.at.(2010)<sup>30</sup> underscores the need for data analytic in human resource management. It mentions how top organizations across the world have adopted sophisticated methods to analyse employee data to enhance their competitive

advantage. Bolton,R. & Payne,T.(2013)<sup>31</sup> underscored the power of HR analytic. The authors said , the extent of use of HR analytic is dependent on how much the CEO understands and appreciates the role of HR Analytic in driving business results. Beulen,E(2010)<sup>32</sup> in his article looked at the utility of ITeS in talent management and retention. Deeba,F( 2020)<sup>33</sup> in his article highlighted the importance of using HR analytic in talent management and retention in SME segment. He mentions that this sector doesn't have sufficient money to deploy high end technology (hardware and software) and analytic expert to have a good HR analytic system in place. But on the other hand without such a HR system, they will not be able to compete with their larger counter part.

From the above literature review, it is noticed that there is a large number of factors that that can positively impact employee retention. Research findings mostly corroborate the Maslow's hierarchy of needs. Compensation, job security , reward and recognition , supportive supervisor , culture , opportunity to grow etc are common themes on which extensive research has been done. But there are some new findings as well . For example , the need to get involved in CSR activity , need to learn new knowledge and skills , demography based needs, need for work-life balance etc are some of the new needs that employees are considering while taking up a job.

Pertinent to mention here that most retention tools work only when complemented with right kind of information management systems. Talent Analytic (ERP and other software) are useful in capturing and analyzing various types of employee data. Such Talent Analytic helps in timely and effective decision making on various employee related matters. However not much research has been done around the utility of Talent Analytic in employee retention. Therefore the authors decided to research into role of Talent Analytic in employee retention.

**Problem Statement:** Organizations who are not using Talent analytic are losing out on talent.

**Objective:** To find out the utility of Talent Analytic in employee retention.

**Table-1**

Gender	Count	%	Marital Status	Count	%
Female	43	26%	Married	129	77%
Male	125	74%	Unmarried	39	23%
Grand Total	168	100%	Grand Total	168	100%

**Research Questions:** Whether use of Talent Analytic in Human Resource Management help employee retention.

### Research Method

This is an exploratory research wherein the researchers tried to find out if Talent Analytic helps in employee retention. Opinion of employees working in different service industries were collected for this research. The motive of the research was to find out the opinion of employees about the usefulness of Talent Analytic in employee retention. Survey data was collected from 168 respondents holding different positions in industries like software, insurance, banking, education etc. Since attrition is mostly witnessed in private sector, this research was focused on that sector only. Simple random sampling method was collected to select the respondents.

To find out if Talent Analytic help in employee retention, we used ten variables whose utility increases when Talent Analytic is used. These proxies or variables are as follows:

- (i) Availability and use of ERP/TA system
- (ii) Data driven decision making in HRM
- (iii) Training Need analysis and Training effectiveness measurement
- (iv) Performance Management and Career advancement
- (v) Employee Satisfaction Survey
- (vi) Exit Interview
- (vii) Employee Grievance Management
- (viii) Measurement of Brand Image
- (ix) Monitoring of Employee interest level in working
- (x) Monitoring job hunt by employees

### Data Analysis

(i) Demographic details of the respondents are as follows:

As can be seen from the Table-1 below , 74% of the respondents are male and 26% are female. In terms of marital status , 77% of the respondents are married and 23% are unmarried.

Age distribution of the respondents is shown in Table-2. Respondents are distributed over a range

of age brackets. Also shown in the table are the educational qualification of the respondents.

**Table-2**

Age	Count	%		Education	Count	%
20-25	7	4%		Doctorate	40	24%
26-30	27	16%		Graduate	32	19%
31-35	30	18%		Post-Graduate	94	56%
36-40	22	13%		Others	2	1%
41-45	28	17%		Grand Total	168	100%
46-50	27	16%				
51 and above	27	16%				
Grand Total	168	100%				

(ii) MIS is one of the most important resources of any organization and most use computer software to manage information. Such software are also increasingly used in Human Resource Management. ERP/Data Analytic/Talent Analytic software integrates information available at different sources and such software are integral part of most organizations. At the outset the researcher tried to find out the opinion of the respondents about the use of ERP for Human Resource Management and the consequent impact on employee retention. As can be seen at Table-3 , nearly 66% of the respondents believe that the use

of ERP helps in employee retention. The respondents were also asked if decision making using ERP (Talent Analytic) helps in employee retention. To this question , as shown in Table-4 , 77% of the respondents favoured use of Talent Analytic in the HR related decision making for better employee retention. The purpose of the above two questions is to find out the trust of the employees on a data driven decision making process. These are two very general questions that were asked to the respondents before proceeding to more specific questions to find the benefit of Talent Analytic in employee retention.

**Table-3**

USE OF ERP FOR INFORMATION MANAGEMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
No	57	33.9	33.9	33.9
Valid Yes	111	66.1	66.1	100.0
Total	168	100.0	100.0	

**Table-4**

HR ANALYTIC FOR DECISION MAKING

	Frequency	Percent	Valid Percent	Cumulative Percent
No	38	22.6	22.6	22.6
Valid Yes	130	77.4	77.4	100.0
Total	168	100.0	100.0	

(iii) Organizations that use Talent Analytic for Training and Performance Appraisal are

assumed to be better placed in employee retention , the reason being these processes are critical to

any HR function . The authors tried to find out the opinion of the respondents on the above assumption. It is found from Table-5 that nearly 80% of the respondents think that use of Talent Analytic in Training Need Analysis and Measuring

**Table-5**

TRAINING NEED ANALYSIS

	Frequency	Percent	Valid Percent	Cumulative Percent
No	34	20.2	20.2	20.2
Valid Yes	134	79.8	79.8	100.0
Total	168	100.0	100.0	

Training effectiveness help in employee retention. Similarly as shown in Table-6 , nearly 84% of the respondents said that the use of Talent Analytic in Performance Appraisal helps employee retention.

**Table-6**

PERFORMANCE APPRAISAL

	Frequency	Percent	Valid Percent	Cumulative Percent
No	27	16.1	16.1	16.1
Valid Yes	141	83.9	83.9	100.0
Total	168	100.0	100.0	

Organizations that conduct e-sat survey , exit interviews and handle employee grievances properly are better placed in terms of employee retention. The authors tried to find out the opinion of the employees about use ofTalent Analytic for the above purposes. It is noted from Table-7 that more than 77% of the respondents said that use of Talent Analytic for e-sat measurement helps employee retention. About use of Talent Analytic for exit interview , from Table-8 it is noted that nearly 64% respondents said that it helps in employee retention. It is relevant to mention here that organizations analyse exit-interview data to find out the major reasons of employee attrition and take necessary steps to correct those lose ends. It can be seen at Table-9 that more than 83% of the

respondents said that the use of Talent Analytic in management of employee grievance helps in employee retention. Every employee wishes his grievances to be recorded and addressed in a time bound manner. Talent Analytic system helps in that direction. Measuring Brand perception among the employees is also an important dimension of employee retention. Employees tend to stay longer with organizations which has high brand perception. Therefore many organizations periodically measure and monitor brand perception among its employees . To the question , whether such an exercise help in employee retention , as can be seen at Table-10 , nearly 69% of the respondents said that such survey helps employee retention.

**Table-7**

## EMPLOYEE SATISFACTION SURVEY

	Frequency	Percent	Valid Percent	Cumulative Percent
No	38	22.6	22.6	22.6
Valid Yes	130	77.4	77.4	100.0
Total	168	100.0	100.0	

**Table-8**

## EXIT INTERVIEW

	Frequency	Percent	Valid Percent	Cumulative Percent
No	61	36.3	36.3	36.3
Valid Yes	107	63.7	63.7	100.0
Total	168	100.0	100.0	

**Table-9**

## EMPLOYEE GRIEVANCE MANAGEMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
No	28	16.7	16.7	16.7
Valid Yes	140	83.3	83.3	100.0
Total	168	100.0	100.0	

**Table-10**

## MEASURING BRAND PERCEPTION OF EMPLOYEE

	Frequency	Percent	Valid Percent	Cumulative Percent
No	52	31.0	31.0	31.0
Valid Yes	116	69.0	69.0	100.0
Total	168	100.0	100.0	

The other two variables that are considered for the research are, (a) whether Talent Analytic helps in finding out the declining interest level to work of employees and if that helps in employee retention (b) whether Talent Analytic is helpful in finding out the employees who are actively looking for job change and if that information helps in employee retention. As noted at Table-11 , 75% of the respondents said that HR Analytic should be used to monitor the interest level at work. Such information helps for necessary discussion and counseling of the the employees to bring them

back to a more involved category. Engaged employees are more likely to continue working with an organization than an indifferent employees who works just to retain his job. As can be seen at Table-12 , nearly 62% of the respondents said that use of Talent Analytic in monitoring job hunters help in employee retention. It is not about finding out employees in their wrong foot , but to probe why they looking for another job and then taking necessary preventive steps to retain them.

**Table-11**

**MONITORING EMPLOYEE INTEREST LEVEL AT WORK**

**Table-12**

	Frequency	Percent	Valid Percent	Cumulative Percent
No	42	25.0	25.0	25.0
Valid Yes	126	75.0	75.0	100.0
Total	168	100.0	100.0	

**MONITORING JOB-HUNTING BY EMPLOYEE**

	Frequency	Percent	Valid Percent	Cumulative Percent
No	63	37.5	37.5	37.5
Valid Yes	105	62.5	62.5	100.0
Total	168	100.0	100.0	

**Limitation**

The respondents for this research are from service sector only. Moreover though they are from different service industries , the researchers have not looked at how the opinion of the respondents varied across the industry. Similar study can be conducted on employees working in manufacturing sector. Moreover , researchers have also not probed into the variation of opinion of the respondents across demographic factors (gender , age , marital status , education etc) and job related factors (length of service , position in the organization , duration in the current organization etc). This is an exploratory research and more focused research can be done in the above said areas.

**Conclusion**

There are many factors that contribute to employee retention. To understand the impact of all these factors , organizations need to collect relevant information and analyse them to derive meaning out of those information. Only on such meaning , strategic actions for employee retention can be taken. Decision making has to be scientific and data driven for it to be effective . There comes the role of Data Analytic in general and Talent Analytic in particular. Management of Human Resources with the use of Data Analytic is more effective . Such data can be used not only for dissecting the past data to make future plans , but also to predict future events . Every new generation entering into the workforce has different aspirations. It is no more financial

compensation alone but a gamut of non-financial considerations that attract talented people. The average tenure of the employees in organizations has also declined drastically. Employees are looking for better opportunities and are ready to change jobs. Employees are much open to job change now than ever before. In the global economy , the opportunities for employment is enormous for talented manpower and therefore organizations have to be globally competitive in terms of meeting employee aspirations. All these warrants organizations to constantly gather information related to changing needs and aspirations of the employees. Working on such information can go a long way in introducing strategic initiatives to keep the employees satisfied and thus retaining them for a longer period of time. To conclude , from the point of view of employees , Talent analytic plays a very important role in employee retention and hence the best of organizations should embrace such tools in their workplace.

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