

Human Resource Customisation and Talent Management: An Empirical Study Based On Organizational Commitment, Job Satisfaction and Intention to Quit of Employees Working In Public and Private Sector Organisations

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Abstract

Talent Management is the most challenging task for organisations, as they require talented workforce to compete and sustain in the current globalized environment. Management strategies at different levels have been developed by corporate houses with an intention to recruit, train and retain their talented employees. Utilizing the full potential of talents available is also a major task for human resource departments. One such strategy adopted by the management is the customisation of services. It is a process of providing tailor made work experiences to the employees taking into consideration their skills, competencies and specific requirements. Only few literatures are available to associate the relationship between these two broad concepts. A concrete study signifying the impact of HR customisation on talent management is the need of the hour. This empirical study tries to explore the extent to which organisations customize their HR services and its relationship with the variants of talent management that includes organizational commitment, job satisfaction and intention to quit. The study, descriptive in nature, follows simple random sampling method covering 400 employees from 30 organisations (both private and public sector). The study, in general, reveals a moderate negative relationship between HR customisation (IV) and talent management (DV). The influence of type of organisations on the IV-DV relationship is worth noting where the talents in private sector demands more customisation when compared to their counter parts working in public sector. The study also infers a minimal partial influence of age, experience and perception towards the relationship between IV and DV, with an exemption to age in public sector organisations.

Key Words: Human Resource Customisation, Talent Management, Organizational Commitment, Job Satisfaction, Intention to Quit, Public and Private Sector Organisations

1. Introduction

Employee's vis-à-vis human resources are the key for every organisation in achieving success. In today's competitive world, management of human resources becomes very dynamic and challenging. The importance of human resource management is within the belief that only people, among other resources, have the capacity to generate value (Bratton & Gold, 2009). The success of human resource department is in generating value ahead of its competitors, utilizing the human assets. Human Resource Management (HRM) has seen various transitions from its initial concept of industrial welfare to the recently evolved strategic

human resource management, human capital management and talent management. Organization's transition from a traditional industrial phase to the technologically advanced, change sensitive knowledge phase, has made different changes in the approach of human resource management. Organisations, in the current globalized environment, find difficult to sustain and compete without well trained, motivated and talented employees. According to Jack Welch, former GE's chairman, the only way to get more productivity is by getting people involved and excited about their jobs (Stewart, 1991). When an organization hires an employee with diversified skills and competencies,

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there must also be a mechanism to manage them. Talent management thus becomes the most challenging function of a Human Resource Department. In order to utilize the full potential of talented people, appropriate management strategies also have to be generated. It is said that, 'having talented individuals on the payroll is one thing, leveraging their capabilities to secure competitive advantage is another' (Lawler, 2009). One significant aspect of talent management is that the talented employees demand value propositions that are difficult to generalize. As they are people with specialized knowledge, their need will be unique and to a certain extent novel. To satisfy these diversified requirements, organisations have recently adopted the strategy of customizing the services provided. Carefully designed packages for each employee or group of employees would ensure their economic, social and behavioral requirements. Appropriate design of different schemes and their fair administration impose various challenges for the human resource (HR) professionals during the process of HR customisation. Employee's perception regarding customisation of their services in lieu of different equity principles adds oil to the fire making the process more complicated. Here comes the importance of a study to understand the extent of customisation offered by different organisations to their talented workforce and its impact on talent management.

2. Literature Review

2.1 Talent Management

The shift from commodity based economy to knowledge based economy during 21st century enriched the role of human resources in organizations to a greater extent. The key indicator of competitive organisations currently is the knowledge workers or talents available with them. They are becoming more scarce, and hence highly demandable (Frank & Taylor, 2004). Generally, the word talent in business context means the performance of individuals which in turn contribute to organizational performance (Lewis & Heckman, 2006). In other words, any employee that an organisation considers as an asset for adding value to its process can be placed under the broad definition of

talent. Even though there exists different definitions for talents, Buckingham & Clifton refer it as a 'natural recurring pattern of thought, feeling or behavior that can be productively applied' (Buckingham & Clifton, 2001). The Chartered Institute of Personal Development defines talent as 'those individuals with high potential who are of particular value to an organization' (CIPD, 2006)

Different scholastic studies have been conducted relating talent's to different business prospects. A major study conducted endorsed the relationship between employability and organizational success, where employability is taken on a broader perspective of talent (Nilsson & Ellstrom, 2011). The survey of PricewaterhouseCoopers (PwC) indicating the concern of CEO's of talent shortage affecting organizational growth (PricewaterhouseCoopers, 2011) is another indicator of impending role of talents in a firm's functioning. The survey also emphasize on the cost incurred due to low productivity, and employee retention associated with talent turnover. Studies indicate that the availability of talents in organisations have come down drastically resulting in increased competition between firms for talents (Canon & McGee, 2011). Ultimately, competitive advantage that is crucial for an organization's success is the result of better performance from an employee who is selected, placed and trained carefully, considering the strategic objectives of an organization (Tarique & Schuler, 2010).

The importance of management of talents comes at this juncture, which is yet another challenging task for any workplace. The challenge is not only in managing individual talents, but also in group based performance and management. Even with limited research (Burbach & Royle, 2010) in this area, this concept has been on the prime light of competitive firms. The concept also gained popularity, as the firms started focusing on it on a wider spectrum. Organisations endorse that, talent management is the most valuable asset for facing competitions globally (Cappelli, 2008). Many of them place the concept of talent management at top priority considering its importance and implications (Fegley, 2006). An important study conducted by the Hackett

Group found that, companies who manage talents effectively get earnings that are 15 percent higher than peers (Teng, 2007). Another study conducted by IBM found higher percentage of financial outperformers in organisations where there were effective management of talents (IBM, 2008).

The scope of talent management cannot be limited by setting boundaries (Collings & Mellahi, 2009) and is linked with all major HR functions and Human Resource Development (HRD) practices (Lewis & Heckman, 2006). Talent management is closely linked with strategic human resource planning as well as strategic human resource management (Brown and Hesketh, 2004). The primary challenge with respect to talent management is their recruitment. In fact, the significance of talent management came to the limelight through the study conducted by McKinsey's, which identified recruitment as the most important concern for organisations (Chambers et.al, 1997). Different organisations adopt different strategies for selecting talented workforce with the aim of achieving efficiency, which means, getting the most out of a given input (Okun, 1975). In short, quoting Bryan et al and other authors, it is a process of identifying talents for placing right people in the right place (Bryan et.al, 2006). To become an employer of choice is a difficult and challenging task, and every organisation needs to think of branding their recruitment program (Carey, 2007) in order to catch the attention of talents. Redesigning recruitment strategies an adding it to the strategic plan, timely performance reviews, annual management training and tracking of turnover rates (Miller et.al, 2001) are a few parameters that organisations consider to become employers of choice. As said by Marc Burrage, Executive General Manager, Hudson, a business organisation in a competitive market should be aware of their unique offering to the employee, so that talents are attracted (Executive recruitment, 2011). A good example of effective sourcing of talents through effective restructuring and standardizing of the talent sourcing mechanism came from DuPont (Cseres & Kelly, 2006). Recently evolved social networking platforms and usage

of most modern communication devices eases organisations in identifying and selecting talents, even though these have made the process more competent and challenging.

Howsoever, attracting talents is not just enough to make it to the advantage of the organisation. Development and retention of these talents are equally or more important for organisations to gain competitive advantage. In certain situations, it will be more difficult to train and retain them than sourcing. In fact, organisations consider retention of talents as the most important criteria for staying ahead of their competitors (Serendi, 2015). Studies say that, workers did lesser work when they were forced on it compared with works they were interested to do (Doherty, 2009). The hopping of talents from organisations, which uses knowledge for achieving its strategic objectives, seriously affects the knowledge management initiatives. In a place where knowledge is considered as the most valuable asset, the implications of the turnover will be very high. It is not only the knowledge loss that the organisation faces, but also huge financial implications where a firm loss nearly \$1 million for every professional employee leaving (Fitz-enz, 1997).

Talent management has been put under different perspectives that includes cultural (Creelman, 2004; Wilska, 2014), process, development (Wilcox, 2005), competitive (Woodruffe, 2003), human resource planning (Mucha, 2004), and change (Lawler, 2008). Organizational culture is also considered by the employees as the most important factor while choosing a workplace (Bersin, 2015). As per the survey conducted by strategic human resource management, 86 percent of big organisations have separate talent management initiatives, and 53 percent of ordinary workplaces follows programs focusing on talent management (SHRM, 2006). Human resource department plays a key role in the development and management of talents in an organization. In fact, the human resource departments are now been elevated to a strategic role in most of the organisations (Alvesson & Karreman, 2007). Attracting and retaining talents is now considered as one of the major subjects for any HR team

across the globe (Hiltrop, 1999). Talent management has been identified as one of the five most important challenges for HR by Boston Consulting Group (Boston Consulting Group, 2007). Strategies like HR Customisation gain importance at this point for effective management of talents.

2.1 HR Customisation and Talent management

The role of effective people management in creating sustainable competitive advantage to organizations has been undoubtedly proved by various studies (Pfeffer, 1994; Prahalad, 1983). Studies also give more emphasis to human capital compared with physical capital for enhancing organizational performance (Reich, 1991). As a result of rapid growth of organisations and impending competitions, strategic planning of HR functions and services becomes inevitable for talent acquisition, management and retention. There are enough evidences to state the importance of effective human resources management strategies for better performance (Guest, 1997, Huselid, 1995, Wood, 1999, Bae and Lawler, 2000). Even though a few studies stand contrary to innovations in HR (Brown, 2003), different HR houses of big corporates have come up with innovative plans and procedures to manage the challenge. A study conducted among small and medium sized enterprises in China reveals the association between adoption of innovative human resource practices with human resource outcomes and the performance of the firm. The Chinese have adopted different HR innovations like free market selection and recruitment, incentive rewards, performance evaluation and promotion, training and development, worker participation in the decision-making process and industrial relations over a period of time (Zheng et al., 2009). Several such studies have been conducted where a very recent study states that innovative HR strategies helped in improving the participation of HR professionals in the strategic planning process of an organization. The study also states that innovation in HR practices is a byproduct of effective human resource management policies followed by the respective organisations (Platonova et al., 2013).

Different from innovations in HR, customisation is all about creating uniqueness in the practices followed by organisations. It is a strategy that has evolved over a period of time, and followed by many organisations in management of talent. In fact, the Contingency approach of HR focuses on customizing various practices in order to align it with the strategy of the firm (Baird & Meshoulam, 1988; Delery & Doty, 1996). Referring to Oxford dictionary, customize means to modify (something) to suit a particular individual or task. Thus HR customisation is referred to the design of various HR policies in a customized fashion, suitable for each employee or group of employees considering their talent and contribution in bringing competitiveness to the firm. According to Kontoghiorghes, competitiveness will ultimately depend on the capability to configure people, and design a system for optimal execution of strategy (Kontoghiorghes, 2003). There are several studies that endorse positive correlation between organizational performance and individual HR practices (Huselid, 1995; Kochan & Osterman, 1994; Osterman, 1994; Russell, Terborg & Powers, 1985).

Studies say that customisation applied to products and services would add more value to it from the perspective of the customers (Peteraf & Barney, 2003). Similarly, different people in an organization encompass different skills, aspirations and value for reward. Hence, the concept of customizing the HR practices becomes significant. It is now considered as a recently evolved phenomenon for effective talent management in workplaces. Segmenting the workforce, offering multiple choices, establishing simple and broad rules, employee defined customisation, are all examples of different customisation models established by different organisations (Smith & Cantrell, 2011). Studies have positively established the role of HR systems focusing towards enhancing HR Capital, designed for the purpose of developing talented work force, in enhancing employee performance (Youndt et al., 1996). A typical example of the effectiveness of customisation would be the mass career customisation model, first implemented at Deloitte during 2005. The model resulted in improved career life fit, better retention and more

engagements of talents in various projects (Benko & Weisberg, 2007). Another interesting study conducted involving in-depth interviews with employees and executives of 100 top organisations in US clearly states that customizing the work experience will improve motivation level of employees (Smith & Cantrell, 2011). Different organisations like Microsoft, PepsiCo and more have created a customizable atmosphere to their employees. There are many more to customize their services. A survey conducted in this area gives a statistics of only 33 employees out of 557 surveyed (6 percent) endorsing customization of HR practices provided to them (Smith & Cantrell, 2015). The advantages of application of HR customisation for management of talents need more scientific evidence and endorsement. The future of organizations will be that of talents. A new culture will evolve where the entire work responsibilities will be fulfilled by the duo; the talents and technology. It is also very evident that talents, being very specialized group of people, are habituated towards personalized demands. The challenge of motivating and retaining them in the workplace through customized offerings is bestowed upon the management. The replacement costs of talents are also innumerable high. Hence, organizations worldwide are now considering talent management as a critical competitive tool (Beechler & Woodward, 2009). At this juncture, a study to understand the implication of HR customisation on management of talents becomes very much pertinent. The tough nut to crack here is the identification of variables of talent management, selection of appropriate model for measurement of talent management and assessment of the extent of HR customisation provided by different organisations.

3. Methodology

3.1 Research Design and theoretical framework

The study takes the form of descriptive research, and is quantitative in nature. The Theoretical framework for the study portrays HR customisation as independent variable and talent management as dependent variable, and tries to explore the association between the two. Measuring the level of HR customisation provided by organisations and

its influence on management of talents has become very challenging with very few abstract models available. Different organisations have taken different views regarding this aspect considering different parameters to judge their effectiveness in HR customisation and talent management. Talent Management (IV) is considered here as a multidimensional construct with organizational commitment, job satisfaction and intention to quit as its variants.

There are various tested models available for measuring the effectiveness of talent management. Retention of talents, hiring, diversity and bench strength (Antonucci, 2005) are the factors included in one model. Another study conducted in this area identified job satisfaction, affective commitment and intentions to quit as the criteria for measuring talent management (Oehley & Theron, 2010). The study with reasonably good model fit provides information on the relationship between different talent management competencies. The factors identified and tested by Oehley & Theron is considered for this study for measuring the effectiveness of talent management. Even though the researchers, for developing the structural model, used organizational commitment and job satisfaction as intervening variables influencing the intention of a talent to quit, this study considers all three variables (organizational commitment, job satisfaction and intention to quit) for measuring the effectiveness of talent management. Also, when the study gives more emphasis for affective commitment, this study considers both affective and continuance commitment for measuring the effectiveness of talent management. A strong relationship has also been established between organizational commitment, job satisfaction and turnover (Tett & Meyer, 1993). There are numerous studies that relates job satisfaction with commitment (Porter et al., 1974; Williams & Hazer, 1986; Riordan & Griffeth, 1995) and job satisfaction and commitment with intention to leave (Porter et al., 1974; Angle & Perry, 1981; Stumpf & Hartman, 1984; Blau & Boal, 1989; Cohen, 1993; Cohen & Hudecek, 1993; Hackett & Lapierre, 2001; Hian & El'fred, 2004). Studies also have categorically established

that job satisfaction will lead to organization commitment which will impact on intentions to leave the organization (Morrison, 2004). Higher levels of job satisfaction have been strongly linked to greater intentions to remain in a firm in the organizational behavior literature (Porter & Steers, 1973; Arnold and Feldman, 1982). The only disagreement that exists between the relationship between job satisfaction and commitment is regarding the causal ordering, as few studies relates satisfaction as the precursor of commitment (Williams and Hazer, 1986) and few other studies relates commitment as precursor of satisfaction (Bateman and Strasser, 1984). From a variety of tools available for measuring HR customisation, the one developed by Smith & Cantrell was used for the study (Smith & Cantrell, 2011). HR customisation is measured based on four factors i.e. offering multiple choices, factors segmenting the workforce, establishing simple and broad rules and employee defined customisation.

3.2 Hypothesis

The following hypothesis were formulated for the study based on the objectives.

- H1: HR Customisation is having significant relationship with management of talent in organisations
- H2: HR Customisation is having significant relationship with management of talent in private organisations
- H3: HR Customisation is having significant relationship with management of talent in public organisations
- H4: HR Customisation is having significant relationship with management of talent in organisations when controlled with age
- H5: HR Customisation is having significant relationship with management of talent in private organisations when controlled with age
- H6: HR Customisation is having significant relationship with management of talent in public organisations when controlled with age
- H7: HR Customisation is having significant relationship with management of talent in organisations when controlled with experience
- H8: HR Customisation is having significant relationship with management of talent in private organisations when controlled with experience
- H9: HR Customisation is having significant relationship with management of talent in public organisations when controlled with experience

3.3 Sampling and data collection

The target population considering the objective of the study is permanent executive cadre employees working in both public and private sector organisations in the State of Kerala. The study specifically intended to explore the influence of moderate variable (type of organization) on the relationship between independent variable and dependent variable. There are several empirical research studies that question the applicability of strategic concepts in public sector, as they were primarily designed for private sector organisations (Alford 2001). Significant differences have been noted by researchers on the various parameters of strategic models (content and process) and its relevance in different sectors (Alford, 2001; Boyne and Walker, 2004; Andrews et al., 2009; Vining, 2016). Studies have established significant differences among public and private sectors organizations on various HR functions like compensation, training and development (Budhwar & Boyne, 2004), extrinsic factors of motivation (Maidani, 1991), employees selection, grievance procedures, growth, pay for performance (Harel & Tzafirir, 2001), absenteeism, (Vandenheuvel, 1994), union density (Fiorito et al., 1996), quality circles (SeJeong, 1991) and recruitment strategies (Sziraczki and Windell, 1995). Further, the detailed study conducted by Rainey (1979, 1983, 1991), emphasized that both public and private sectors are distinctively different in terms of organizational structure, roles and processes. Thirty organizations were identified by the researcher, fifteen each from both sectors considering factors like availability of talent, level of HR customization programs and readiness to participate in the study. The sample size for the study was estimated to be four hundred ensuring 95 percent confidence level and 5 percent of allowable error.

A simple random sampling method was used to identify the sample element from each organization. The sample element was identified from their nominal roll using lottery method. Data was collected using standardized questionnaires having high reliability scores. The tool developed by Mowday et al., (1979), Paul Spector (1994) and Cohen (1993) was used to measure organizational commitment (coefficient α ranging from 0.82 to 0.93), job satisfaction (coefficient α .70) and intention to quit (coefficient α .91) respectively. HR customization was measured using the instrument developed by Smith & Cantrell (2011). Data collected using paper pencil test was field edited to avoid errors and blank responses. There were no significant outliers in the data collected. A detailed description regarding the available instruments and the ones used for data collection is provided below.

3.4 Tools used for measuring variables

Separate validated tools were used for measuring organizational commitment, job satisfaction and intention to quit. The overall score of all the three factors was used for measuring the effectiveness of management of talents in a particular organisation. For more understanding, all the three variables, their theoretical perspectives and tools used are detailed below.

Employee commitment which is the loyalty, identification and desire for involvement within an organization (Lambert, 2004), is one aspect where many number of studies have been conducted. It is the relative strength of an individual's identification and involvement in an organization (Levey, 2003). There are several studies that have related commitment with job involvement (Robinson, et.al., 1992), supportive and innovative cultures, consideration leadership style (Lok & Crawford, 2004), perceived organizational support (O'Driscoll & Randall, 1999) and job characteristic variables such as work position, tenure, supervisory status, job variety, job autonomy and job satisfaction (Lambert 2004). This study used the organizational commitment questionnaire (OCQ) (Mowday et al., 1979) for measuring organizational commitment. The questionnaire measures the degree of employee's commitment to their current organization. The

organizational commitment questionnaire (OCQ) have a consistently high coefficient α , ranging from 0.82 to 0.93, based on a series of studies. The OCQ evaluates affective commitment and continuance commitment, the two dimensions of organizational commitment using 15 items. Of the 15 items, 9 items (1, 2, 4, 5, 6, 8, 10, 13, and 14) are used to measure affective commitment and the rest 6 items (3, 7, 9, 11, 12, and 15) are used to measure continuance commitment. A 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed in this study.

Job Satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1994). It is one variable that has got strong association with different other factors determining organizational success. Various studies have strongly related job satisfaction with different work related and general outcomes. Performance, motivation, attitudinal commitment, organizational citizenship behavior, life satisfaction, organizational commitment, self-esteem, absenteeism, lateness, and turnover are a few factors that relates strongly with job satisfaction (Fisher, 2003; Judge, et al., 2001; Moorman, 1993; Grant, 2008; Meyer et.al, 2002; Johns, 2001; Parker et al., 2001; Warr, 1999, Alavi & Askaripur, 2003). Studies were also conducted to establish relationship of job satisfaction with interest, emotional adjustment, social status, religion, fatigue, age, and other factors (Hoppock, 1935). Job satisfaction has been proved as a strong predictor of organizational behavior, in-role behaviors (Williams and Anderson, 1991) and ethical culture constructs (Hian and 'Elfred, 2004). Different approaches like the dispositional, situational and interactionist approach (Arvey et al., 1991; Judge et al., 2001), and different models like job characteristics model (Hackman & Lawler, 1971) and job demands-control-support model (Karasek & Theorell, 1990) are prominently used for studying job satisfaction. For measuring job satisfaction, the instrument developed and validated by Paul Spector was used (Spector, 1994). The instrument has got an internal consistency rate of .70 through repeated investigation out of a sample of 3067 individuals (Spector, 1994). The instrument has also proved its validity when

compared with other scales used for measuring job satisfaction. The tool consists of 36 statements rated by the respondent on a five point scale (1 for disagree very much and 5 for agree very much). The 36 statements are based on nine attributes like pay, fringe benefits, supervision, contingent rewards, promotion, nature of work, operating procedures, communication and co-workers. The nine subscales related moderately to well between each other on internal consistency with a score of .60 for coworker and .91 for the total scale. The instrument produces a total score based on the average score of all the ratings and the higher the score indicates greater job satisfaction.

An employee's conscious and deliberate wish to leave the organization is termed as his intention to quit (Tett and Meyer, 1993). It is a forerunner of actually quitting a job (Mobley et al., 1978). Hence, for predicting actual turnover, the turnover intentions of an employee can be considered to a great extent (Arnold and Feldman, 1982; Bullen and Flamholtz, 1985). In fact, intention to quit can be considered as the most immediate determinant of actual behavior (Firth, et al., 2003). Studies say that, affective commitment appears to be the strongest predictor of turnover intention (Bagraim, 2003). Several studies have also related intention to quit with other important factors like job satisfaction (Knight, et.al, 2006), commitment (Porter et al., 1974), work stress (Khan & Ali, 2003), perceived support (Kahumuza & Schlechter, 2008) and social support from the supervisor (Firth et.al, 2003). There exist a wide range of measurement scales for measuring the variable; intention to quit. Majority of the scales have no more than three items to measure the variable. The scales developed by Podsakoff, LePine & LePine (2007), Hunt, Osborn and Martin (1981), Bagraim (2003), Firth et al (2003), Jawahar & Hemmas (2006) and Cohen (1993) are a few. For this study the scale developed by Cohen (1993) was used. The scale when tested for its reliability in various studies (Boshoff et al., 2002; Schlechter, 2006) got an alpha reliability score of .91. The items included in the scale is rated by the respondent on a seven point scale ranging from 1 (disagree very much) to 7 (agree very much).

HR Customisation was measured by using the tool developed by Smith & Cantrell (2011). After administering the tool, the employees were asked to measure the extent of customisation provided by the organization. This was done by recording the applicability of each factor from among four factors in their respective organization. The factors includes: offering multiple choices, factors segmenting the workforce, establishing simple and broad rules and employee defined customisation. After receiving the score, organisations were divided into four categories. The workplaces which have got all the four factors of HR customisation were considered as level 1 organization; which have got any of the three factors with respect to HR customisation were considered as level 2 organization; which have got any of the two factors with respect to HR customisation were considered as level 3 organization; and organisations which have got at least one of the four factors of HR customisation were considered as level 4 organisations. The other workplaces which do not have any of the four factors of HR customisation programs were considered as organizations that do not promote HR customisation. The above mentioned factors were measured using a single item scale with seven response categories from below average (1), through average (4) to above average (7). The organisations which fall in each levels were also categorized using the seven point scale for better understanding.

4. Analysis and Interpretation

The study was conducted among executive cadre employees in both public and private sector organizations. Two hundred respondents were surveyed and the mean age of the respondents were 34.48 years with a minimum age of 21 and a maximum of 58. There were 93 B. Tech degree holders (23.2 percent), 50 M. Tech degree holders (12.5 percent), 47 Post graduates in Arts (11.8 percent), 192 MBA degree holders (48 percent) and 18 MS degree holders (4.5 percent) in the survey. 58.8 percent of the respondents were male and 41.3 percent female. The mean experience of the respondents were 9.41 years where 42.5 percent (170 employees) had experience between 1 to 5 years, 27 percent (108 employees) had experience between

6-10 years, 14.8 percent (59 employees) had experience between 11-15 years, 6.3 percent (25 employees) had experience between 16-20 years, 3.3 percent (13 employees) had experience between 21-25 years and 6.3

percent (25 employees) had experience between 26-30 years. The minimum years of experience of the respondent's was 1 year and maximum was 30 years (Table.1).

Table 1: Demographics

Variable	Particulars	Frequency	Percentage	Mean	Standard Deviation	Min	Max
Type of Organisation	Public Sector	200	50.0				
	Private Sector	200	50.0				
Experience	1-5 Years	170	42.5	9.41	7.303	1	30
	6-10 Years	108	27.0				
	11-15 Years	59	14.8				
	16-20 Years	25	6.3				
	21-25 Years	13	3.3				
	26-30 Years	25	6.3				
Gender	Male	235	58.8				
	Female	165	41.3				
Educational Qualification	B.Tech	93	23.2				
	M.Tech	50	12.5				
	MA	47	11.8				
	MBA	192	48.0				
	MS	18	4.5				
Age	21-30	162	40.5	34.48	9.697	21	58
	31-40	164	41.0				
	41-50	18	4.5				
	51-60	56	14.0				

Source: Primary Data

As shown in Table 2, organisations with high HR customisation practices are negatively correlated to talent management and its variants like organizational commitment, job satisfaction and intention to continue with the workplace. HR customisation practices are related with talent management significantly with an r value of -

.482 (P<.05) and organizational commitment with an r value of -.467 (P<.05). The relationship of HR customisation practices with job satisfaction is having only a minimal correlation with an r value of -.198 (P<.05). Intention to quit being a negative variable, positive correlation (r = .450, P<.05) indicates a negative trend of

less intention to continue with the same organisation. Data also shows that, organizational commitment and intention to quit has got more impact than job satisfaction when influenced by the variable HR customisation. Further, to find out the influence exerted by moderate variables (public sector organisations and private sector organizations), separate analysis was done with HR customisation practices adopted by organizations and its type.

Contrary to the above mentioned finding, when private organizations were taken separately and analyzed, data shows (Table 2) that HR customisation practices are having positive correlation with talent management and its variants. Talent management is correlated with HR customisation practices with an r value of .352 (P<.05). Organizational commitment and job satisfaction also gives a positive trend but with minimal r value of .134 and .169 (P>.05), respectively. Considering intention to quit, r value shows a moderate correlation value of -.354 (P<.05), which says that employees are willing to stay in the organisation when experienced with more HR customisation practices. To explore further regarding the influencing factors in obtaining negative correlated value in the initial analysis, public sector organizations were taken and analyzed

When the IV-DV relationships were analyzed with specific reference to public sector organisations, it was very clear that HR customisation practices are negatively affecting the talent management system of the work place. The more HR customisation practices provided, the less number of employees are committed and satisfied, and also express more intention to quit the organization. HR customisation is having low negative correlation with talent management (r= -.177, P<.05) and its variant job satisfaction (r= -.194, P<.05), and moderate negative correlation with organization commitment (r= -.370, P<.05). Even though intention to quit also shows a negative correlation, it is not considered as statistically significant (r= -.096, P>.05) (Table. 2). Based on the analysis of data, the first hypothesis (H1); HR Customisation is having significant relationship with management of talent in organisations, and the second hypothesis (H2); HR Customisation is having significant relationship with management of talent in private organisations are accepted. The third hypothesis (H3); HR Customisation is having significant relationship with management of talent in public organisations is not accepted even though data reveals a moderate negative correlation among factors like organizational commitment.

Table 2: HR Customisation and Talent Management

		HR Customisation	Talent Management	Organizational Commitment	Job Satisfaction	Intention to Quit
HR Customisation	Pearson Correlation	1	-.482**	-.467**	-.198**	.450**
	Sig. (2-tailed)		.000	.000	.004	.000
	N	400	400	400	400	400
HR Customisation in Private Organization	Pearson Correlation	1	.352**	.134	.169	-.354**
	Sig. (2-tailed)		.000	.059	.065	.000
	N	200	200	200	200	200
HR Customisation in Public Organization	Pearson Correlation	1	-.177**	-.370**	-.194**	-.096**
	Sig. (2-tailed)		.012	.000	.006	.178
	N	200	200	200	200	200

Source: Primary Data

Simple linear regression analysis was done (Table. 3) to understand the influence of HR customisation practices (x) on talent management (y). The R² value of HR customisation practices and talent management of organisations is .232. When private and public organisations were considered, the R² value comes to .124 and .031 respectively. The model establishes statistical

significance with an F value of 120.565 (P<.05) for HR customisation practices and talent management of organisations, and with an F value of 28.046 (P<.05) and 6.370 (P<.05) for private and public organisations respectively. The b₀ value of x on y in general comes to 4.551. For private organisations, b₀ value of x on y comes to 2.971, and for public organisations, the b₀ value is 4.608.

Table 3: HR Customisation and Talent Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
HR Customisation and Talent Management	.482 ^a	.232	.231	.53031	120.565	.000 ^b
HR Customisation and Talent Management in Private Organization	.352 ^a	.124	.120	.40589	28.046	.000 ^b
HR Customisation and Talent Management in Public Organization	.177	.031	.026	.20686	6.370	.012 ^b

a. Predictors: (Constant), HRC Sum Total)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
HR Customisation and Talent Management	(Constant)	4.551	.051	-.482	88.479	.000
	HRC Sum Total	-.201	.018		-10.980	.000
HR Customisation and Talent Management in Private Organization	(Constant)	2.971	.116	.352	25.574	.000
	HRC Sum Total	.179	.034		5.296	.000
HR Customisation and Talent Management in Public Organization	(Constant)	4.608	.022	-.177	210.210	.000
	HRC Sum Total	-.028	.011		-2.524	.012

Source: Primary Data

Table. 4 explains the result of analysis done to understand the influence of experience on the IV-DV relationship. Data indicates that there is only a minimal partial influence of the control variable. The values of partial correlation are -.444 (r(HR customisation, talent management/experience)), -.431 (r(HR customisation, organizational commitment /experience)), -.143 (r(HR customisation, job satisfaction /experience)) , .413 (r(HR customisation, intention to quit/experience)), where the values of simple correlation are -.482, -.467, -.198 and .450 respectively. The same is true when data of private and public organisations were taken separately, where the values of partial correlation with experience as control variable in private organisations are .357 (r(HR customisation, talent management/experience)), .133 (r(HR customisation, organizational commitment /experience)), .168 (r(HR Customisation, job satisfaction /experience)) , -.354 (r(HR customisation, Intention to Quit /experience)), and the values of simple correlation

are -.352, -.134, -.169 and -.354 respectively. In public organisations also, partial influence of control variable reflected with a value of .159 (r(HR customisation, talent management/experience)), -.363 (r(HR customisation, organizational commitment /experience)), -.177 (r(HR customisation, job satisfaction /experience)) , -.113 (r(HR customisation, intention to quit/experience)), against the values of simple correlation of -.177, -.370, -.194 and -.096 respectively. With respect to the influence of experience on the relationship between HR customisation and talent management, the hypothesis H7, H8 and H9: HR customisation is having significant relationship with management of talent in organisations when controlled with experience, HR Customisation is having significant relationship with management of talent in private organisations when controlled with experience, and HR Customisation is having significant relationship with management of talent in public organisations when controlled with experience, are not accepted.

Table 4: HR Customisation and Talent Management with experience as control variable

Control Variable: Experience						
		HR Customisation	Talent Management	Organizational Commitment	Job Satisfaction	Intention to Quit
HR Customisation	Pearson Correlation	1	-.444	-.431	-.143	.413
	Sig. (2-tailed)		.000	.000	.004	.000
	N	400	400	400	400	400
HR Customisation in Private Organization	Pearson Correlation	1	.357	.133	.168	-.354
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
HR Customisation in Public Organization	Pearson Correlation	1	.159	.363	.177	-.113
	Sig. (2-tailed)		.025	.000	.012	.111
	N	200	200	200	200	200

Source: Primary Data

The influence of age on IV-DV relationship is explained in table. 5. Data shows that age has a minimal partial influence on the relationship with an r value of -.319 (r(HR customisation, talent management/age)), -.265 (r(HR customisation, organizational commitment /age)), -.122 (r(HR customisation, job satisfaction /age)) and .300 (r(HR customisation, intention to quit/age)), against the simple correlation value of -.482, -.467, -.198 and .450 respectively. For private organizations, the r value of partial correlation (r(X,Y/Z) comes to .402, .214, .230 and -.366, and simple correlation for the variables comes to -.352, -.134, -.169 and -.354 respectively. Public organisations exclusively gives a significant partial correlation value (r(X,Y/Z) of .582, -.329, .196 and -.124,

against simple correlation value of -.177, -.370, -.194 and -.096 respectively, indicating strong influence of age in the relationship between HR customisation and talent management. The hypothesis (H4); HR customisation is having significant relationship with management of talent in organisations when controlled with age, and hypothesis (H5); HR customisation is having significant relationship with management of talent in private organisations when controlled with age, are not accepted after considering the data obtained. The hypothesis (H6); HR customisation is having significant relationship with management of talent in public organisations when controlled with age is accepted.

Table 5: HR Customisation and Talent Management with age as control variable

Control Variable: Age						
		HR Customisation	Talent Management	Organizational Commitment	Job Satisfaction	Intention to Quit
HR Customisation	Pearson Correlation	1	-.319	-.265	-.122	.300
	Sig. (2-tailed)		.000	.000	.015	.000
	N	400	400	400	400	400
HR Customisation in Private Organization	Pearson Correlation	1	.402	.214	.230	-.366
	Sig. (2-tailed)		.000	.002	.001	.000
	N	200	200	200	200	200
HR Customisation in Public Organization	Pearson Correlation	1	.582	.329	.196	-.124
	Sig. (2-tailed)		.000	.000	.006	.082
	N	200	200	200	200	200

Source: Primary Data

To further explore the influence of experience and age, employee rating on human resource customisation practices based on their perception was considered and correlated (Table. 6). The analysis gives the same trend with a minimal to no correlation with various factors. The r

value of experience and employee perception on HR customisation practices in general and specifically to public organizations, and r value of age and employee perception on HR customisation practices in public organisations, shows no correlations with values of .078 (P>.05), .136

($P > .05$) and $-.133$ ($P > .05$) respectively. For other variables like experience and employee perception on HR customisation practices in private organizations, and age and employee perception on HR customisation practices

in general and for private organisations, a minimal r value of $.169$ ($P < .05$), $-.169$ ($P < .05$) and $.257$ ($P < .05$) is obtained respectively.

Table 6: Employee perception on HR Customisation practices

		Experience	Age
Employee perception on HR customisation practices	Pearson Correlation Sig. (2-tailed) N	-.078 .120 400	-.169** .001 400
Employee perception on HR customisation practices in Private Organization	Pearson Correlation Sig. (2-tailed) N	-.169* .018 200	-.25 .000 200
Employee perception on HR customisation practices in Public Organization	Pearson Correlation Sig. (2-tailed) N	-.136 .054 200	-.133 .061 200

Source: Primary Data

5. Conclusions

The objective of the study conducted was to explore the strength of the relationship between HR customisation practices followed in public & private sector organisations and talent management. The latent variable, talent management, was inferred through three observed variables, i.e. organizational commitment, job satisfaction and intention to quit. The study brings out an important observation regarding the relationship between variables. The general analysis of IV-DV relationship reveals a moderate negative relationship ($-.482$ ($P < .05$)), emphasizing the point that the employees do not prefer HR customisation practices in their workplace, and are oriented towards general policies and approaches related to human resource management. Further, the analysis on the influence of the type of

organization on the IV-DV relationship made the inference more clear. Employees working with public sector organisations are those who stand against the concept of HR customization ($r = -.177$, $P < .05$). The employees working with private organisations, on the other hand, prefer their HR practices to be more customized ($.352$ ($P < .05$)), and also makes clear that they have more intention to stay in the workplace if provided with customized HR ($.354$ ($P < .05$)). The study also tried to understand the influence of age (r (HR customisation, talent management/age = $-.319$) and experience (r (HR customisation, talent management/experience = $-.444$) on the IV-DV relationship, which shows an ignorable minimal partial influence with an exemption to the influence of age on IV-DV relationship of public sector

organisations (.582 ($P < .05$)). The employee ratings of HR customisation practices based on their perception is also least correlated with age ($r = .257^{**}$ and $r = -.133$) and experience ($r = .169^*$ and $r = .136$) for both private and public sector organisations, thereby reinforcing the above finding. Based on the study, the following practical implications are inferred. Private organizations are required to focus more on the HR customisation aspects, especially in the succeeding decade where competition becomes more severe. The adversities of implementing diverse policies and programs for employees need to be addressed. The major challenge for the HR executives in future will be in formulating unique HR customisation policies. Employees working in public sector organisations and not favoring HR customisation is going to be a short lived phenomenon. The future of HR management, irrespective of it being in public sector or

private sector, is going to be the era of talents and the complexities involved in their management. Necessary changes are to be brought in the cultural aspects of the organisation for accommodating the talent management initiatives. As the study rightly indicates, even age and experience will not matter for the upsurging demands from the talents for customized HR practices. The study further opens up possibilities of doing research on cultural and geographical influences, professions, leadership styles and personality types, and its impact on the IV-DV relationship. It is quite possible that organizational characteristics and behavioral determinants affect this relationship as well. Accordingly, empirical research studies are to be designed in order to gain further insights on how HR customisation practices can be utilized for effective talent management across various sectors.

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