ROLE OF TALENT DEVELOPMENT IN ENHANCING INNOVATIONS IN INFORMATION TECHNOLOGY SECTOR: AN INVESTIGATIVE STUDY

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ABSTRACT   DOI No: 10.36713/epra9021   Article DOI: https://doi.org/10.36713/epra9021

The ability of entrepreneurs to produce new products is fundamental, because the organisational environment changes rapidly. Changes in socio-economic systems, changes in the expectations and needs and desires of customers, are challenges faced by organisations through new products or services as well. Innovations created by companies are the key to competitive advantage that determines the success of an organisation (Kuratko, 2015; Urbancova, 2012). Talent development is the driver of innovation. Therefore, current research focuses on to study the employee perception talent development impact on innovation.
KEY WORDS: *Strategy, Structure, Climate, Culture, Socio-Economic System.*

INTRODUCTION
Innovation is the driver of the company's success in the long run, especially in dynamic market (Baker, 2005). Innovation will increase the added value of a product and must be able to make different products so that consumers are more interested in buying these products than competing products (Jaworski, 1993).Talent development is the driver of innovation.

TALENT DEVELOPMENT APPROACHES FOR INNOVATION
Empirical evidence suggests a mixture of approaches in organisations. A CIPD (2011) study found that many organisations have adopted an exclusive approach that focuses on developing senior managers. There is a lot of focus on high potentials, future stars, future leaders and high-fliers. However, while the McKinsey Consulting Group initially advocated an exclusive approach to talent development, they now advocate a more inclusive approach that targets development for not just "A players" but also "B players" (Ernst & Young, 2010). However, relatively few organisations adopt inclusive approaches. A study reported in Public Personnel Management (Reilly, 2008) suggested that inclusive approaches to talent development are more likely to be found in public sector organisations. Bersin (2010) calls this inclusive approach a form of talent segmentation but with recognition that all groups of employees have a contribution to make to the organisation. Such an approach is consistent with an innovation perspective on talent (Christensen et al., 2010). This suggests that all employees should be regarded as great talent given their potential to generate creative ideas.

REVIEW OF LITERATURE

Organizational innovation refers to the creation or adoption of an idea or behaviour hence successful implementation of them within the organization (Amabile, 1998). The goal of innovation is to create business value by developing worthwhile ideas into a customer-centric marketable reality (J. Lee et. al., 2010).Innovation, in addition to developing firm's capabilities enables it to correspond with environmental changes, and thus is necessary for an organization to have a long-lasting life (J.H. Collins, 2008; J. Rhee, 2009; A.R. Ma'atoofi, 2010) . Human Resources practices have been found to play an important role in stimulating organizational innovation by enhancing the creativity of individual employees. Often innovation is seen as the result of collaboration and team work. However, innovation is largely in the hands of individuals: individuals play a vital role in all innovations because they are the holders and processors of ideas (A.A.R. Veenendaal, 2015). Whereas humans are the foundations of organizational transformations, talented human resource maintenance should be paid to reach the acceptable organizational level of development. The talent management is a process that traverses direction for evolution from its emersion. Talent management includes strategy and thinking based on attracting resources, selecting, training, developing, marinating, promoting and transferring workers within the organization (M.F. Nosh Abadi et. al., 2013).

Juan A. Marin-Garcia et. al., 2021 said that innovation is a recent topic in academic literature and research nowadays, and many authors coincide in the stating that innovation is neither easy to implement nor to maintain in companies, whether dealing with the incremental or the radical type of innovation (Marín-García et al., 2010). Researchers have focused on the identification of the essential competencies to promote and enhance innovation in companies. They have classified the types of innovation according to three categories which include the levels of innovation achieved in each of them, and they have discovered a serious gap in the literature concerning innovation.

Osaka, 2021 created Ono Starts Innovation Talent Development Program in his company Ono Pharmaceutical Co., Ltd. It has started a temporary assignment program to venture companies, "V2V (Voyage to Venture)" and an in-house business contest, "HOPE" as from October 2021 in the Ono Innovation Platform (OIP), which was established as a foundation for accelerating the challenges of their staff. They have been working to promote our "strengthening corporate infrastructure", in order to improve organisation's corporate value and achieve sustainable growth. One of the important themes in the "strengthening corporate infrastructure" is the development of "human resources (talent)" that will be the source of further innovation creation, and the establishment of a corporate culture that supports the challenges of the staff.

Jori Hamilton (12/01/2021) found that one of the main errors a business can make is becoming stagnant. In the digital age, the world frequently changes. That often means that to retain the competitive edge, one must innovate. Talent development can introduce employees to new skills and new ways of thinking about the challenges they face – and overcoming them. As such, it is an essential element in building a sustainable culture of innovation within the company.

Sumita Datta et. al., 2021 suggested that empirical investigations on innovation should be directed toward explorations of the contributions of a Talent Development Climate to the knowledge management processes, at cross-functional and cross-managerial levels, with specific reference to group level effects of the construct.

OBJECTIVES OF THE STUDY
- To study literature and find the factors influencing talent development and innovations in information technology sector.
- To examine the talent development impact on innovation in select information technology organisation in Mindspace IT Park, Hyderabad.
- To put forth certain suggestions based on the findings.

SAMPLE AND DATA COLLECTION

A quantitative approach was followed in this exploratory study. The participants selected for this study consisted of select information technology organisation in Mindspace IT park, Hyderabad employees. 650 questionnaires were distributed among the select companies. Convenience sampling technique was deployed in sample selection. The respondents were solicited to complete thetalent development and innovation questionnaire. The resultant response rate of useable questionnaires was 98.5% (640).

TALENT DEVELOPMENT IMPACT ON INNOVATION

Table-1: Regression Model of Individual Innovative Personality and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513[a]	.264	.260	1.16113
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .513 it indicates the relation between Talent Development and Individual Innovative Personality Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 26.4% of the deviation in the dependant factor (Individual Innovative Personality) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .260 is close to the value of R^2 = .264. If the adjusted R^2 is expelled from the R^2 the value will be (.264-.260= .004). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.4% less difference in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	306.886	3	102.295	75.874	.000[b]
	Residual	857.471	636	1.348		
	Total	1164.357	639			
a. Dependent Variable: Personality						
b. Predictors: (Constant), TDF, TDAS, TDP						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 75.874 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Individual Innovative Personality.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.217	.135		9.002	.000
	TDAS	.280	.092	.282	3.031	.003
	TDP	.050	.114	.050	.436	.663
	TDF	.202	.064	.212	3.146	.002
a. Dependent Variable: Personality						

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Individual Innovative Personality.

Table-2: Regression Model of Individual Innovative Motivation and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.235	1.20687
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .488 it indicates the relation between Talent Development and Individual Innovative Motivation Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 23.8% of the deviation in the dependant

factor (Individual Innovative Motivation) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .235 is close to the value of R^2 = .238. If the adjusted R^2 is expelled from the R^2 the value will be (.238-.235= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	289.623	3	96.541	66.282	.000ᵇ
	Residual	926.352	636	1.457		
	Total	1215.975	639			
a. Dependent Variable: Motivation						
b. Predictors: (Constant), TDF, TDAS, TDP						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 66.282 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Individual Innovative Motivation.

Coefficientsᵃ						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.229	.141		8.742	.000
	TDAS	.354	.096	.348	3.680	.000
	TDP	-.064	.119	-.063	-.540	.589
	TDF	.227	.067	.232	3.391	.001
a. Dependent Variable: Motivation						

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Individual Innovative Motivation.

Table-3: Regression Model of Individual Innovative Cognition and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502ᵃ	.252	.249	1.17172
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .502 it indicates the relation between Talent Development and Individual Innovative Cognition Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 25.2% of the deviation in the dependant factor (Individual Innovative Cognition) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .249 is close to the value of R^2 = .252. If the adjusted R^2 is expelled from the R^2 the value will be (.252-.249= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	294.372	3	98.124	71.470	.000ᵇ
	Residual	873.187	636	1.373		
	Total	1167.559	639			
a. Dependent Variable: Cognition						
b. Predictors: (Constant), TDF, TDAS, TDP						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 71.470 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Individual Innovative Cognition.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.208	.136		8.850	.000
TDAS	.370	.093	.371	3.964	.000
TDP	-.045	.115	-.045	-.388	.698
TDF	.195	.065	.204	3.006	.003
a. Dependent Variable: Cognition					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Individual Innovative Cognition.

Table-4: Regression Model of Group Structure and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487[a]	.237	.233	1.21390
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .487 it indicates the relation between Talent Development and Group Structure Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 23.7% of the deviation in the dependant factor (Group Structure) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .233 is close to the value of R^2 = .237. If the adjusted R^2 is expelled from the R^2 the value will be (.237-.233= .004). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.4% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	290.916	3	96.972	65.809	.000[b]
Residual	937.177	636	1.474		
Total	1228.094	639			
a. Dependent Variable: GStructure					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 65.809 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Group Structure.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.219	.141		8.625	.000
TDAS	.302	.097	.296	3.126	.002
TDP	.041	.119	.041	.347	.729
TDF	.175	.067	.178	2.594	.010
a. Dependent Variable: G Structure					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Group Structure.

Table-5: Regression Model of Group Climate and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530[a]	.281	.277	1.15070
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .530 it indicates the relation between Talent Development and Group Climate Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 28.1% of the deviation in the dependant factor (Group Climate) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .277 is close to the value of R^2 = .281. If the adjusted R^2 is expelled from the R^2 the value will be (.281-.277= .004). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.4% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	328.797	3	109.599	82.771	.000[b]
Residual	842.139	636	1.324		
Total	1170.936	639			
a. Dependent Variable: Climate					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 82.771 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Group Climate.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.249	.134		9.317	.000
TDAS	.246	.092	.247	2.690	.007
TDP	.143	.113	.143	1.265	.206
TDF	.160	.064	.167	2.516	.012
a. Dependent Variable: Climate					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Group Climate.

Table-6: Regression Model of Group Leadership and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511[a]	.261	.258	1.16732
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .511 it indicates the relation between Talent Development and Group Leadership Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 26.1% of the deviation in the dependant factor (Group Leadership) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the

above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .258 is close to the value of R^2 = .261. If the adjusted R^2 is expelled from the R^2 the value will be (.261-.258= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	306.459	3	102.153	74.968	.000[b]
Residual	866.631	636	1.363		
Total	1173.090	639			
a. Dependent Variable: Leadership					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 74.968 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Group Leadership.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.259	.136		9.262	.000
TDAS	.270	.093	.270	2.901	.004
TDP	.106	.115	.106	.923	.357
TDF	.156	.065	.162	2.408	.016
a. Dependent Variable: Leadership					

The result in the above coefficient table revealed that Talent Development affects IT employees Group Leadership.

Table-7: Regression Model of Organisational Structure and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541[a]	.293	.290	1.13139
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .541 it indicates the relation between Talent Development and Organisational Structure Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 29.3% of the deviation in the dependant factor (Organisational Structure) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .290 is close to the value of R^2 = .293. If the adjusted R^2 is expelled from the R^2 the value will be (.293-.290= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	337.419	3	112.473	87.867	.000[b]
Residual	814.108	636	1.280		
Total	1151.527	639			
a. Dependent Variable: OStructure					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 87.867 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Organisational Structure.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.208	.132		9.169	.000
TDAS	.181	.090	.183	2.013	.045
TDP	.208	.111	.210	1.871	.062
TDF	.166	.063	.175	2.652	.008
a. Dependent Variable: O Structure					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Organisational Structure.

Table-8: Regression Model of Organisational Culture and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547[a]	.300	.296	1.13115
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .547 it indicates the relation between Talent Development and Organisational Culture Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 30.0% of the deviation in the dependant factor (Organisational Culture) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted $R^2 = .296$ is close to the value of $R^2 = .300$. If the adjusted R^2 is expelled from the R^2 the value will be (.300-.296= .004). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.4% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	348.318	3	116.106	90.743	.000[b]
Residual	813.768	636	1.280		
Total	1162.086	639			
a. Dependent Variable: Culture					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 90.743 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Organisational Culture.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.292	.132		9.807	.000
TDAS	.270	.090	.272	3.000	.003
TDP	.134	.111	.135	1.208	.227
TDF	.162	.063	.169	2.579	.010
a. Dependent Variable: Culture					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Organisational Culture.

Table-9: Regression Model of Organisational Strategy and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546[a]	.298	.295	1.12353
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .546 it indicates the relation between Talent Development and Organisational Strategy Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 29.8% of the deviation in the dependant factor (Organisational Strategy) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .295 is close to the value of R^2 = .298. If the adjusted R^2 is expelled from the R^2 the value will be (.298-.295= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	340.608	3	113.536	89.942	.000[b]
Residual	802.842	636	1.262		
Total	1143.450	639			
a. Dependent Variable: Strategy					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 89.942 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Organisational Strategy.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.318	.131		10.074	.000
TDAS	.185	.089	.188	2.072	.039
TDP	.201	.110	.204	1.825	.069
TDF	.172	.062	.181	2.757	.006
a. Dependent Variable: Strategy					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Organisational Strategy.

Table-10: Regression Model of Organisational Resources and Talent Development among employees of select IT companies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537[a]	.288	.285	1.14582
a. Predictors: (Constant), TDF, TDAS, TDP				

(Source: Primary Data)

From the above table it is observed that the corelation coefficient R= .537 it indicates the relation between Talent Development and Organisational Resources Parameter of Innovation is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 28.8% of the deviation in the dependant factor

(Organisational Resources) is explained by the independent factor (Talent Development). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables generalising the result obtained from the select IT company employees to the universe. It is observed that the value of adjusted R^2 = .285 is close to the value of R^2 = .288. If the adjusted R^2 is expelled from the R^2 the value will be (.288-.285= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	338.377	3	112.792	85.911	.000[b]
Residual	835.005	636	1.313		
Total	1173.382	639			
a. Dependent Variable: Resources					
b. Predictors: (Constant), TDF, TDAS, TDP					

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 85.911 and the P- value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P- value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that Talent Development affects IT employees Organisational Resources.

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.338	.133		10.026	.000
TDAS	.140	.091	.140	1.531	.126
TDP	.271	.113	.271	2.407	.016
TDF	.143	.064	.149	2.259	.024
a. Dependent Variable: Resources					

(Source: Primary Data)

The result in the above coefficient table revealed that Talent Development affects IT employees Organisational Resources.

FINDINGS

➢ Among IT sector employee's talent development practices are explaining 26.4% deviation in employee individual personality. From the ANOVA table it is observed that administration support of talent development is significantly impacting employee individual personality.

➢ Among IT sector employee's talent development practices are explaining 23.8% deviation in employee motivation. From the ANOVA table it is observed that feedback mechanism of talent development is significantly impacting employee motivation towards innovation.

➢ Among IT sector employee's talent development practices are explaining 28.1% deviation in group climate. From the ANOVA table it is observed that feedback mechanism of talent development is significantly impacting group climate.

➢ Among IT sector employee's talent development practices are explaining 26.1% deviation in group leadership. From the ANOVA table it is observed that administration support of talent development is significantly impacting group leadership.

➢ Among IT sector employee's talent development practices are explaining 28.8% deviation in Organisational resources. From the ANOVA table it is observed that practices of talent development are significantly impacting organisational resources.

SUGGESTIONS

✓ Administration support of talent development is significantly impacting employee individual personality. The reason could be that for employee there is a need for achievement because manager complies with employees who perform well. Therefore, manager should give this indirect message that you need to perform well if he wants manager to comply with him.

✓ Feedback mechanism of talent management is significantly impacting motivation. The feedback mechanism will help employee in self-assessment that helps in building intrinsic motivation. Intrinsic motivation is a prime factor in innovation; therefore, to ensure intrinsic motivation as well as innovation feedback place a vital role.

✓ The innovation is very new idea generated; so, it has high risk involved. This risk makes the job challenging, if the manager encourages these challenging jobs, then only employees will come-up with risk in the form of innovation.

✓ From the research it is found that participative leadership is important. But participative leadership is not inherent quality of all the leaders. Therefore, management should conduct training programs to ensure participative leadership among all the leaders.

✓ All the employees in the organisation are not equally skilled in all the functional areas. Therefore, the management should create an environment where employee ready to exchange their skills and knowledge among them-self. This environment not only increases the organisations overall expertise but also ensures sense of belongingness among the employees.

CONCLUSION

The current research is conducted to study the factors of talent development and innovation in the information technology organisations. The research is also conducted to examine the talent development factors impact on innovation in select IT companies in Mindspace IT Park, Hyderabad. For the talent development; management support, talent development practices and feedback factors are considered for the study. For innovation; Individual, group and organisational level factors are considered for the study. From the study it is found that talent development factors have significant impact on innovation factors. Therefore, the organisations wishing successful innovations have to consider employee talent development for effective results.

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