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A Study on Employees' Behaviour Towards Technology Enabled Talent Management Practices and Their Role in Career Growth In The IT Sector

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Abstract

This study focuses on employee behaviour towards technology-enabled talent management practices and their role in career growth in the IT sector. With the increasing adoption of digital tools such as AI-driven recruitment, e-learning platforms, and performance management systems, organizations are redefining talent management processes. This study aims to analyze the effectiveness, factors influencing the adoption of digital talent management practices, challenges and satisfaction levels with these technology-enabled practices and assess their influence on career development, skill enhancement, and performance appraisal. The primary data were collected from 125 IT sector employees using a structured questionnaire, and appropriate statistical tools such as percentage analysis, descriptive analysis, one way ANOVA, spearman's correlation and chi square test were applied using SPSS software. The findings revealed that ease of use is the most influencing factor and there is a significant difference between age and effectiveness of technology enabled talent management practices towards career growth. The study also provided some suggestions which help organizations to enhance technology enabled talent management practices more effectively. It concludes that effective integration of technology with organizational practices can ensure sustainable career growth and long term organizational success.

Introduction

The rapid advancement of digital technologies has significantly transformed human resource management practices, particularly within the Information Technology (IT) sector. Technology-enabled talent management practices such as e-learning systems, performance analytics, and AI-supported career planning tools have become integral to attracting, developing, and retaining skilled employees. As IT organizations operate in highly dynamic and competitive environments, the effective utilization of these digital talent management systems is increasingly viewed as a strategic mechanism to enhance employee competence, adaptability, and long-term employability. However, the success of such practices largely depends on employees' behavioural responses, including their acceptance, engagement, and perceived usefulness of technology-driven HR initiatives.

Employee behaviour towards technology-enabled talent management practices plays a

crucial role in shaping their career growth outcomes in the IT sector. Positive behavioural orientations namely openness to digital learning, proactive skill development, and trust in technology-based performance evaluations can foster continuous learning and career advancement. Conversely, resistance to technological change, lack of digital readiness, or perceived inequity in digital systems may hinder career progression and job satisfaction. Despite the growing adoption of technology-enabled talent management practices, empirical research examining the behavioural dimensions of employees and their influence on career growth remains limited, particularly in the context of IT organizations. The scope of this study is to analyse employees' behavioural responses towards technology-enabled talent management practices and examining their role in facilitating career growth in the IT sector.

Factors Influencing Employees To Adopt Digital Talent Management Practices

Availability of Proper Training

The availability of proper training influences employees' ability to effectively utilize digital talent management tools. Structured training programs, demonstrations, and learning resources enable employees to understand system functionalities and apply them in their career development activities. Adequate training reduces uncertainty and enhances confidence, leading to higher acceptance and effective usage of digital HR systems.

Trust

Trust plays a critical role in shaping employees' attitudes towards technology-enabled talent management practices. Employees' confidence in the accuracy, reliability, and fairness of digital systems influences their willingness to rely on technology-driven decisions related to performance evaluation, promotions, and career planning. Higher levels of trust foster positive engagement and long-term acceptance of digital talent management initiatives.

Organizational Support

Organizational support reflects the extent to which employees perceive that their organization provides adequate resources, encouragement, and assistance for using digital talent management systems. Support from management, HR professionals, and supervisors strengthens employee commitment and reduces resistance to technology adoption. Perceived organizational support enhances employees' motivation to actively participate in digital talent management processes.

Transparency in Digital Talent Management Processes

Transparency in digital talent management processes refers to the clarity and openness with which organizational policies, criteria, and decisions are communicated through digital platforms. When employees clearly understand how digital systems influence recruitment, appraisal, and career progression, perceptions of fairness and accountability increase. Transparent processes enhance employee confidence and reduce ambiguity in technology-enabled HR practices.

Availability of Technical Support

The availability of technical support affects the smooth functioning and continued use of digital talent management systems. Prompt assistance in resolving technical issues minimizes disruptions and prevents frustration among employees. Reliable technical support ensures system stability and reinforces employees' confidence in using digital platforms for talent-related activities.

User-Friendly System Design

User-friendly system design emphasizes the creation of digital talent management platforms that align with user needs and expectations. Well-structured interfaces, logical workflows, and intuitive features enhance system usability and engagement. A user-centered design approach improves overall user experience and encourages sustained interaction with digital talent management tools.

Data Privacy and Security Concerns

Data privacy and security concerns significantly influence employees' acceptance of digital talent management systems. Employees are more likely to engage with digital platforms when they are confident that their personal and professional information is securely stored and ethically used. Strong data protection measures and transparent privacy policies strengthen trust and promote responsible use of digital talent management practices.

Ease of Use

Ease of use refers to the extent to which employees perceive digital talent management systems as simple and effortless to operate. When platforms require minimal effort to learn and use, employees are more likely to adopt and consistently engage with them. Perceived ease of use reduces cognitive burden, enhances positive attitudes toward technology, and supports sustained acceptance of digital talent management practices.

Alignment with Career Growth Opportunities

The alignment of digital talent management practices with employees' career growth opportunities significantly influences adoption. Systems that support skill development, career mapping, internal mobility, and succession

planning enhance employees' perception of long-term value. When digital tools are viewed as enablers of professional advancement, employees demonstrate stronger engagement and commitment to technology-enabled talent management initiatives.

Effectiveness Of Digital Talent Management Practices On Career Growth

Enhancement of Employee Engagement and Motivation

Digital talent management practices enhance employee engagement by providing interactive platforms for learning, performance feedback, and career planning. When employees perceive that digital tools support their professional development, motivation to participate actively in HR processes increases. Higher engagement translates into improved performance, skill acquisition, and commitment to organizational goals.

Facilitating Career Path Transparency

Digital platforms make career paths and promotion criteria more transparent, helping employees understand what skills and achievements are required for advancement. Clear visibility of growth opportunities reduces ambiguity, encourages goal-oriented behavior, and fosters trust in organizational processes.

Supporting Continuous Learning and Skill Upgradation

Digital talent management systems enable employees to engage in continuous learning, offering access to e-learning modules, certifications, and skill assessments. Continuous skill enhancement ensures employees remain competitive in the fast-evolving IT sector and positions them for timely career progression.

Enabling Data-Driven Career Decisions

Through analytics, digital talent management systems offer actionable insights into employee performance, skill gaps, and potential career paths. This enables employees to make informed choices regarding training and role transitions while aligning their career development with organizational goals.

Personalized Career Development Planning

Digital talent management systems support tailored career development plans, guiding employees in setting short-term and long-term goals. Personalized roadmaps help employees focus on the skills and experiences needed for growth, increasing their likelihood of achieving desired career milestones.

Enhancing Professional Competency Recognition

Digital systems allow employees to showcase achievements, certifications, and skill advancements. Recognition of professional competencies encourages continuous improvement, builds credibility, and positively impacts career progression.

Supporting Cross-Functional Skill Development

Digital platforms often provide access to cross-training opportunities and multi-role projects. Developing diverse skill sets prepares employees for broader responsibilities, promotions, and leadership positions, enhancing overall career growth effectiveness.

Facilitating Strategic Career Planning

The analytics and insights provided by digital talent management systems allow employees to plan their careers strategically. By understanding future skill requirements and organizational needs, employees can align their development activities with long-term career goals.

Challenges Faced By Employees To Adopt Digital Talent Management Practices

Technical Issues

Technical issues such as system downtime, software glitches, and connectivity problems disrupt the smooth functioning of digital talent management systems. These challenges interrupt HR workflows and delay access to critical information. Persistent technical failures reduce user confidence and negatively affect employees' willingness to rely on technology-enabled HR practices.

System Complexity

Highly complex systems with multiple features and unclear workflows increase cognitive effort and user frustration. Excessive functionalities without clear guidance make navigation difficult for employees. When digital talent management platforms are difficult to understand, employees are less likely to engage consistently, negatively affecting adoption and satisfaction levels.

Resistance to Change

Resistance to change arises from employees' fear of technology replacing traditional HR roles or increasing performance monitoring. Uncertainty regarding new digital processes and lack of familiarity with technology intensify resistance. Such behavioural resistance hampers acceptance and delays the successful implementation of digital talent management initiatives.

Time Constraints

Heavy workloads and tight deadlines restrict employees' ability to engage with digital talent management systems. Competing job responsibilities limit time spent on digital learning, self-assessment, and career planning activities. Limited time availability reduces meaningful participation and weakens the intended benefits of technology-enabled talent practices.

Limited Digital Skills

Employees with inadequate digital skills face challenges in navigating and using technology-enabled HR platforms. Limited exposure to digital tools affects their confidence and learning speed. Skill gaps hinder effective interaction with digital talent management systems and reduce perceived ease of use.

Frequent System Updates

Frequent system updates require continuous adaptation and relearning, which can cause confusion and disrupt routine usage. Poorly communicated updates increase user uncertainty and training requirements. Repeated changes may lead to technology fatigue and reduce overall system acceptance.

Limited Customization Options

Standardized digital systems that do not accommodate individual or role-specific needs reduce relevance. Lack of flexibility in learning modules, performance indicators, and career planning tools weakens employee engagement and perceived usefulness. When systems fail to align with diverse employee roles and career stages, motivation to actively use digital talent management platforms declines.

Algorithmic Bias

Perceived bias in automated decision-making processes, such as performance evaluation or promotion recommendations, undermines system credibility. Limited transparency in algorithm design and data inputs increases employee skepticism regarding fairness. As a result, trust in technology-enabled talent decisions decreases, reducing acceptance of digital talent management tools.

Overdependence on Technology

Excessive reliance on digital systems may reduce human interaction in talent management processes. Limited personal engagement weakens managerial guidance, mentoring, and emotional support. Overdependence on technology can negatively impact employee satisfaction and restrict the development of interpersonal relationships essential for career growth.

Review

N. Jayamma (2025) in her study examined the impact of digital transformation on talent management practices. It revealed that digital tools have fundamentally transformed talent management practices. Organization that invest in digital HR systems are able to build a skilled, motivated, and future-ready workforce. The study emphasized that digital talent management is no longer optional but has become essential for sustainable organizational growth.

Arpana Kumar et al. 2025 in their study found that innovative talent management practices have a significant effect on both inclusiveness and cohesiveness of digital employee experience. The findings further indicate that such practices play a crucial role in creating a supportive and engaging digital work environment. The study suggested that organizations should invest in technology-enabled talent management systems and continuous skill development initiatives for improved employee experience, engagement, productivity and organizational success in digital workplace.

Widya Muartina et al. (2024) in their study found that talent management practices has a positive and significant effect on employee performance. Furthermore, it suggested that organizations should invest in structured talent strategies which in turn helps employee to develop professionally and enhance their overall performance. The study concluded that investing in these HR practices not only increases skill and productivity but also improves employee engagement on organizational commitment.

Meida Rachmawati et al. (2023) in their study examined the impact of talent management practices towards employee career development. From the result of regressions, the study found that talent management has a positive and significant impact on employee career development. The study highlighted that continuous learning strengthens long-term career growth. The study also suggested that continuous talent development programs helps employees to compete for strategic and leadership positions.

P. Lavanya and N. Sumathi (2020) in their study attempted to find how talent management practices influence organizational performance of firms located in Chennai. The study found that talent management practices have a positive relationship with organizational performance. It suggested that Investing in continuous training and development programs can enhance employees' skill, fosters innovation and promote long-term competitiveness.

Objectives Of The Study

1. To examine the effectiveness of digital talent management practices in supporting employees' future career growth.
2. To identify the factors influencing employee towards digital talent management practices.
3. To study the employee satisfaction with technology-enabled training, learning, and skill development opportunities.

4. To determine the challenges faced by employees in adapting to digital talent management practices.

Research Methodology

The study is descriptive in nature. The study used both primary and secondary data. The purposive sampling method has been used to select the samples in city of Chennai. Primary data from IT sector employees were collected through a structured questionnaire which has been framed based on the objectives of the study. The sample size is 125. The secondary data has been referred from various articles, journals, books, and other relevant sources for the purpose of literature review. The collected primary data were analyzed using various statistical methods such as percentage analysis, descriptive analysis, one way ANOVA, spearman's correlation, and the chi square test using SPSS software.

Analysis And Interpretation

Table 1: Demographics

Particulars		**No. Of. Respondents**	**Percentage**
Gender	Male	67	54
	Female	58	46
	Total	**125**	**100**
Age in years	21 – 28 years	61	49
	29 – 44 years	34	27
	45 – 60 years	30	24
	Total	**125**	**100**
Income Per Month	Less than 50,000 Rs	35	28
	Rs 50,000 – Rs 1,24,999	40	32
	Rs 1,25,000 – Rs 2,50,000	25	20
	Rs Above 2,50,000	25	20
	Total	**125**	**100**
Employment level	Lower level	32	25
	Middle level	52	42
	Higher level	41	33
	Total	**125**	**100**

Source : primary data

Table 1 represents the demographic profile of the study.

a) Majority of them were **male** respondents.
b) **49%** of them belonged to 21– 28 years **(Gen Z)**, **27%** belonged to 29–44 years **(Gen Y)** and the remaining **24%** belonged to 45–60 years **(Gen X)**.
c) Most of the respondents were in the income range of **Rs 50,000 – Rs 1,24,999**.
d) Only few were **lower level (freshers)**

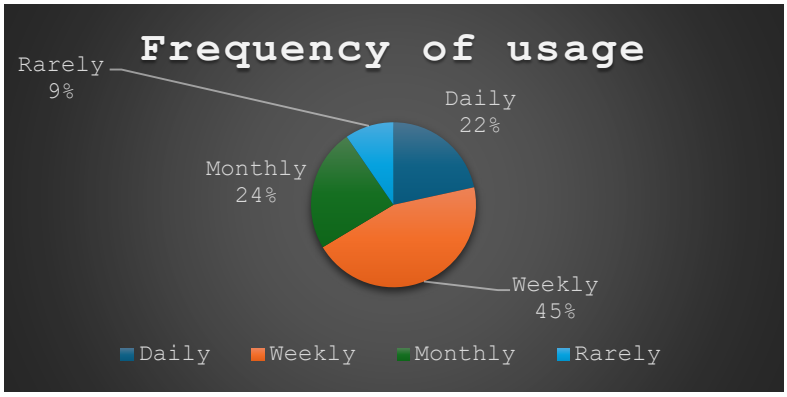


Figure 1

Source : primary data

Figure 1 shows the frequency of usage of technology enabled talent management practices towards employees career growth. Majority of them use these talent management practices weekly (45%), followed by (24%) of them were using monthly, (22%) of them were using daily and only (9%) were using rarely.

ONE WAY ANOVA : To examine whether any significant difference exists between age and of employees towards effectiveness of technology enabled talent management practices related to employees career growth

H_0: There is no significant difference between age and effectiveness of technology enabled talent management practices towards career growth

H_1: There is significant difference between age and effectiveness of technology enabled talent management practices towards career growth

Table 2: One Way ANOVA Representing The Difference Between Age Of Employees Towards The Effectiveness Of Technology Enabled Talent Management Practices

		Sum of Squares	df	Mean Square	F	Sig.
Digital platforms provide structured guidance for employee career progression	Between Groups	3.417	2	1.709	2.284	**.106**
	Within Groups	91.271	122	.748		
	Total	94.688	124			
Digital talent management practices enhance workforce readiness for future roles	Between Groups	3.444	2	1.722	2.647	**.075**
	Within Groups	79.356	122	.650		
	Total	82.800	124			
Career advancement opportunities are facilitated through digital talent management systems	Between Groups	.293	2	.147	.179	**.836**
	Within Groups	99.755	122	.818		
	Total	100.048	124			
Digital talent management contributes to long-term employability of employees	Between Groups	1.812	2	.906	1.051	**.353**
	Within Groups	105.180	122	.862		
	Total	106.992	124			
Employees' career development is continuously monitored through digital talent management practices	Between Groups	.182	2	.091	.100	**.905**
	Within Groups	111.050	122	.910		
	Total	111.232	124			

Source : primary data

From the above table it is evident that p value for the effectiveness of technology enabled talent management practices such as structured guidance for employee career progression (0.106), enhance workforce readiness for future roles (0.075), career advancement opportunities are facilitated (0.836), long-term employability of employees (0.353), and employees' career development is continuously monitored (0.905) is greater than significant value at 5% level, therefore H_0 is accepted. Hence there is no significant difference between age and effectiveness of technology enabled talent management practices towards career growth

Descriptive analysis: To find the most predominant factor that influence employees to adopt technology enabled talent management practices.

Table 3: Descriptive Analysis Showing The Factors Relating To Technology Enabled Talent Management Practices

Descriptive Statistics					
Factors	**N**	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**

Ease of use	125	1	5	**4.26**	1.047
Availability of proper training	125	1	5	**4.25**	.973
Trust	125	1	5	**4.01**	1.066
Organizational support	125	1	5	**4.21**	.881
Transparency in digital talent management processes	125	1	5	**4.07**	.872
Availability of technical support	125	1	5	**3.74**	.897
User-friendly system design	125	3	5	**4.22**	.702
Data privacy and security concerns	125	2	5	**3.90**	1.038
Valid N (listwise)	125				

Source : primary data

The above table represents the results of descriptive analysis of factors influencing employees to adopt technology enabled talent management practices. Based on the mean values, it is evident that ease of use **(4.26)** is the most predominant factor followed by other factors, proper training (4.25), organizational support (4.21), user friendly system design (4.22), transparency (4.07), trust (4.01), data privacy and security (3.90), and technical support (3.74) respectively.

ONE WAY ANOVA : To examine whether any significant difference exists between income and factors influencing adoption of technology enabled talent management practices for career growth

H_0: There is no significant difference between income and factors influencing adoption of technology enabled talent management practices for career growth

H_1: There is a significant difference between income and factors influencing adoption of technology enabled talent management practices for career growth

Table 4: One Way ANOVA Showing The Difference Between Income And Factors Influencing To Adopt Technology Enabled Talent Management Practices

ANOVA						
		Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Ease of use	Between Groups	32.730	3	10.910	12.807	**.000**
	Within Groups	103.078	121	.852		
	Total	135.808	124			
Availability of proper training	Between Groups	23.141	3	7.714	9.911	**.000**
	Within Groups	94.171	121	.778		
	Total	117.312	124			
Trust	Between Groups	12.406	3	4.135	3.891	**.011**
	Within Groups	128.586	121	1.063		
	Total	140.992	124			
Organizational support	Between Groups	6.854	3	2.285	3.104	**.029**
	Within Groups	84.642	121	.736		
	Total	91.496	124			
Availability of technical support	Between Groups	20.962	3	6.987	10.723	**.000**
	Within Groups	78.846	121	.652		
	Total	99.808	124			
User-friendly system design	Between Groups	7.810	3	2.603	5.904	**.001**
	Within Groups	53.358	121	.441		

	Total	61.168	124			
Data privacy and security concerns	Between Groups	8.770	3	2.923	2.833	**.041**
	Within Groups	124.878	121	1.032		
	Total	133.648	124			
Transparency in digital talent management processes	Between Groups	13.051	3	4.350	6.475	**.000**
	Within Groups	81.301	121	.672		
	Total	94.352	124			

Source : primary data

Table 4 represents the one way ANOVA pertaining to income and the factors influencing employees to adopt technology enabled talent management practices. The findings reveal that the p values for all the factors namely ease of use (0.000), proper training (0.000), trust (0.011), organisational support (0.029), availability of technical support (0.000), user friendly system design (0.001), data privacy and security concerns (0.041), and transparency in digital talent management processes (0.000) have p value less than 0.05 at 5% level of significance, and therefore H_0 is rejected. Hence there is a significant difference between income and factors influencing the adoption of technology enabled talent management practices for career growth.

Spearman's correlation: To determine if there is any significant relationship between factors related to technology enabled talent management practices and employee satisfaction.

H_0: There is no significant relationship between factors related to technology enabled talent management practices and employee satisfaction.

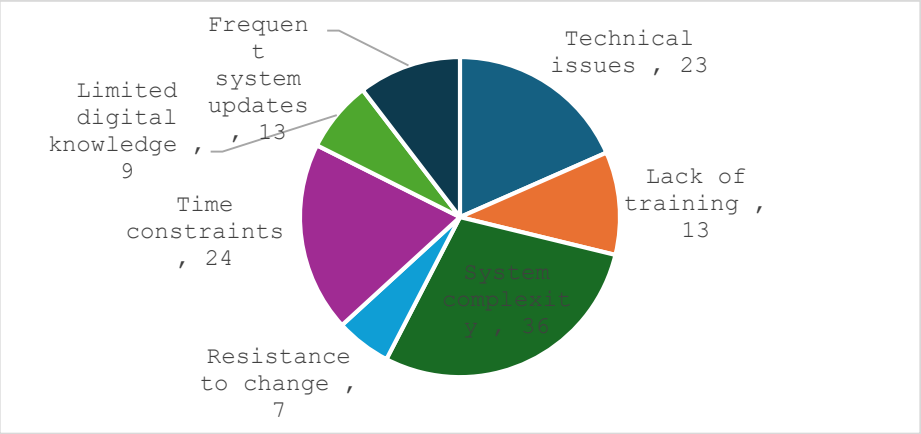
H_1: There is significant relationship between factors related to technology enabled talent management practices and employee satisfaction.

Table 5: Spearman's Correlation Between Technology Enabled Talent Management Factors And Employee Satisfaction

Correlations				
			Factors	Satisfaction
Spearman's rho	Factors	Correlation Coefficient	1.000	**.274****
		Sig. (2-tailed)	.	**.002**
		N	125	125
	Satisfaction	Correlation Coefficient	**.274****	1.000
		Sig. (2-tailed)	**.002**	.
		N	125	125
**. Correlation is significant at the 0.01 level (2-tailed).				

Source : primary data

From the results of Spearman's correlation, the p value **(0.002)** is less than 0.01 at 1% level of significance, therefore H_0 is rejected. Hence there is significant relationship between factors related to technology enabled talent management practices and employee satisfaction on technology-enabled training, learning, and skill development opportunities. It also highlighted that the correlation coefficient **(p=0.274)** reveals that it has a significant low but significant positive relationship between factors and satisfaction related to technology enabled talent management practices.



Source : primary data

Figure 2: Challenges Related To Technology Enabled Talent Management Practices

The above figure represents the challenges faced by employees while using technology enabled talent management practices. System complexity (36%) were considered to the greatest challenge followed by time constraints (24%), technical issues (23%), system complexity and lack of training (13%), limited digital knowledge (9%) and the least challenge is resistance to change (7%).

Chi square test: To find if there is any association between employment level and the challenges in the use of technology enabled talent management practices.

H_0: There is no significant association between employment level and the challenges in the use of technology enabled talent management practices.

H_1: There is a significant association between employment level and the challenges in the use of technology enabled talent management practices.

Table 6: Chi Square Test Showing The Association Between Employment Level And Challenges In The Use Of Technology Enabled Talent Management Practices

EMPLOYMENT LEVEL* CHALLENGES Crosstabulation									
Count									
		Challenges							Total
		Technical Issues	Lack Of Training	System Complexity	Resistance To Change	Time Constraints	Limited Digital Knowledge	Frequent System Updates	
Employment level	Lower Level	0	8	7	0	10	7	0	32
	Middle Level	11	4	17	2	12	0	6	52
	Higher Level	12	1	12	5	2	2	7	41
Total		23	13	36	7	24	9	13	125

Chi-Square Tests			
	Value	**df**	**Asymptotic Significance (2-sided)**
Pearson Chi-Square	34.547[a]	6	**.000**
Likelihood Ratio	41.081	6	.000
Linear-by-Linear Association	.312	1	.576
N of Valid Cases	125		

Source : primary data

From the results of chi square it is evident that P value (0.000) is less than 0.05 at 5% level of significance, therefore H_0 is rejected. Hence there is a significant association between position and the challenges in the use of technology enabled talent management practices.

Major Findings

1. Majority of employees use these talent management practices weekly (45%).
2. There is no significant difference between age of employees and effectiveness of technology enabled talent management practices towards career growth.
3. Ease of use **(4.26)** is most predominant factor that influences employees to adopt technology enabled talent management practices.
4. There is a significant difference between income and factors influencing the adoption of technology enabled talent management practices for career growth.
5. There is a significant relationship between factors related to technology enabled talent management practices and employee satisfaction on technology enabled training, learning, and skill development opportunities.
6. There is a significant association between employment level and the challenges in the use of technology enabled talent management practices.

Limitations Of The Study

1. The study focuses only on IT sector employees.
2. The area of study is restricted to Chennai city.
3. The sample size is limited to 125 respondents.

Suggestions Based On The Study

A. Digital talent management platforms should be customized separately for various levels of employment, considering their distinct career needs and skill levels.

B. Organizations should periodically collect employee feedback on digital talent systems to identify usability issues and improve effectiveness.

C. Digital talent management results should be linked with incentives, recognition, and reward mechanisms to improve employee motivation and encourage consistent system usage.

D. Mobile-friendly talent management applications should be developed to ensure easy access and continuous engagement among IT employees.

Scope of Future Research

a. The scope of the research can be extended to other sectors such as banking, healthcare, education, or manufacturing to compare generational perceptions across industries.

b. Future studies can be extended to other cities, states, or countries to compare regional differences in technology-enabled talent management practices.

c. The research can be conducted on specific activity such as for recruitment, performance appraisal, online learning etc

d. Future research may adopt a longitudinal design to examine changes in employee behaviour and career outcomes over time with continued use of technology-enabled talent management practices.

e. Future studies can analyze the role of organizational learning culture in enhancing the effectiveness of digital talent management practices.

Conclusion

The study highlights the growing importance of technology enabled talent management practices in shaping employee behaviour and career growth within the IT sector. The findings reveal that factors such as ease of use, proper training, organizational support, and system transparency significantly influence employee acceptance and satisfaction. The statistical analysis confirm that income plays a crucial role in determining perceptions toward digital talent management effectiveness. Additionally, a positive relationship exists between technology-enabled practices and employee satisfaction with learning and skill development opportunities. However, challenges such as system complexity, time constraints, and limited digital skills continue to hinder optimal utilization.

The study concludes that technology enabled talent management practices act as a strategic tool for enhancing employee engagement, skill development, and career progression when effectively implemented. Addressing technical challenges, improving system design, and fostering trust can significantly enhance adoption levels. The research provides valuable insights for IT organizations to refine their digital HR strategies. Despite certain limitations, the study contributes meaningfully to understand employee behaviour towards digital talent systems. Effective integration of technology with organizational practices can ensure sustainable career growth and long term organizational success.

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