

# **A STUDY ON “EMPLOYEE TALENT MANAGEMENT”**

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**ABSTRACT:**

As organizations continue to pursue high performance and improved results through TM practices, they are taking a holistic approach to talent management—from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The mandate is clear: for organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right -Talent DNA and supporting technology solutions. By implementing an effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

**Keywords:** TM practices, retaining, job, Talent Management.

**INTRODUCTION TO TALENT MANAGEMENT**

This new age economy, with its attendant paradigm shifts in relation to the human capital, in terms of its acquisition, utilization, development and retention, has placed a heavy demand on today's HR professionals. Today HR is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to contribute effectively to achieve organizational objectives. Hence a serious concern of every HR manager in order to survive this 'War for Talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically under scoring the difficulty to attract, motivate and retain the best employees in an organization.

To analyse the reasons, we first need to understand what -TALENT means. People have different views and definitions. According to Leigh Branham, vice president, consulting service at Right Management Consultants and author of the book, -Keeping People Who Keep You in Business, a talent is not rare and precious. Everyone has talent – too many to possibly name all. Talent is behavior; things we do more easily than the next person. We speak of -natural born talent but those with a gift, knack,

ability or flair for something can refine and develop that talent through experience. Talent, however, cannot be taught. As someone once said, –you can teach a turkey to climb a tree, but it is easier to hire asquirrel.

Vice President, HR of Seagram, Mr. Gopi Nambiar, says talent can be best described as a combination of abilities and attitudes. The real trick is to match the right motivated talents to the right role, individually and collectively, harnessing and harmonizing this crucial attribute to achieve the objectives of your company.

As the Director, HR (Asia) of Bausch & Lomb, Mr. P.G. George declares, achieving zero percent turnover is neither realistic nor desirable. People tend to seek change for a variety of reasons—more money, better benefits, the appearance of a greener pasture- and this has been a practice from the very beginning. Then, what is it that has really changed.

## **OBJECTIVES OF THE STUDY**

- To identify various upcoming challenges of talent management
- To establish upcoming trends in talent management.
- To recruit best Talent
- To identify the ways to retain the best talent
- To development the Employees
- To Promote Subordinates

## **METHODOLOGY**

### ***PRIMARY DATA***

For the purpose of collection of primary data two web administered questionnaire were prepared. One questionnaire was made for HR professional for the people involve with the talent management in the organization and other one was for the employees of the organizations.

### ***QUESTIONNAIRE:***

HR Professional: There searcher focused on a comprehensive set of work place

practices that influence employee motivation, commitment and willingness and desire to achieve at work. The researcher identified these practices and a deep understanding of typical organizational programs to ensure that the questionnaire covered the broadest spectrum of tangible and intangible aspects of the work environment. As a result, the questionnaire included items about the full range of rewards practices, leadership and management effectiveness, communication, culture and attributes related to these tangible and intangible aspects. Respondents came from a range of industries, including telecommunications and technology, financial services, education, health care, energy, retail, transportation, consumer products and manufacturing.

***Sample Size:100***

***QUESTIONNAIRE:***

**EMPLOYEES**

The prime focus of this questionnaire was to compare with the responses obtained by above questionnaire. The talent management initiative is taken by the HR professionals but the implication of this initiative is on the employees. By this questionnaire, the researcher tried to find out the effectiveness of such talent management initiative as well as the satisfaction level of the employees.

***Sample Size: 100***

***SECONDARY DATA***

Journals and Research Paper

Newsletters

HR websites

***STATISTICAL TOOLS:***

Pie charts

Bar graphs

Averages

Correlation

***SAMPLING TECHNIQUES:***

Random Sampling

## DATA ANALYSIS

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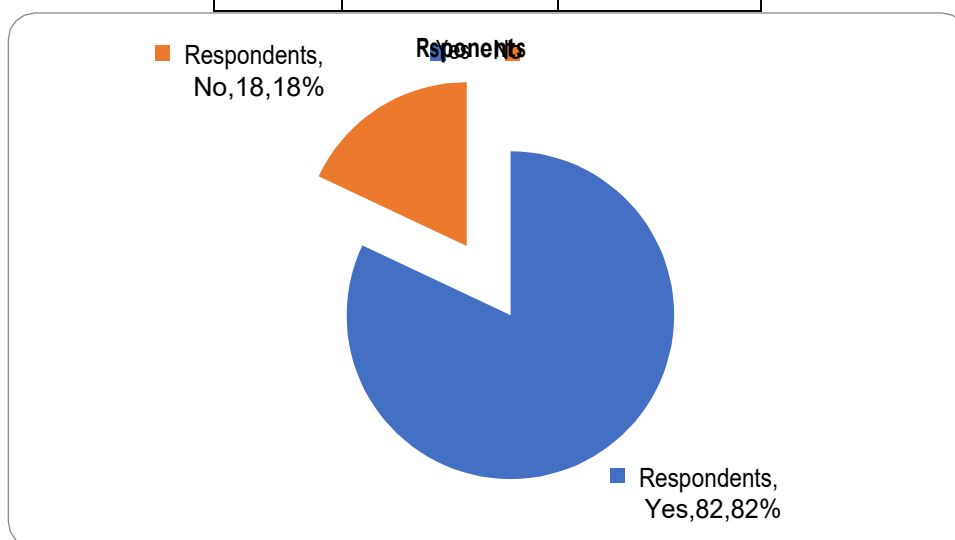
### HR PROFESSIONAL

#### *1. Does your Organization have any specific Talent Management initiatives in Place?*

a) Yes

b)No

S.No	Particulars	Respondents
1	Yes	82
2	No	18
	Total	100



#### **Interpretation:**

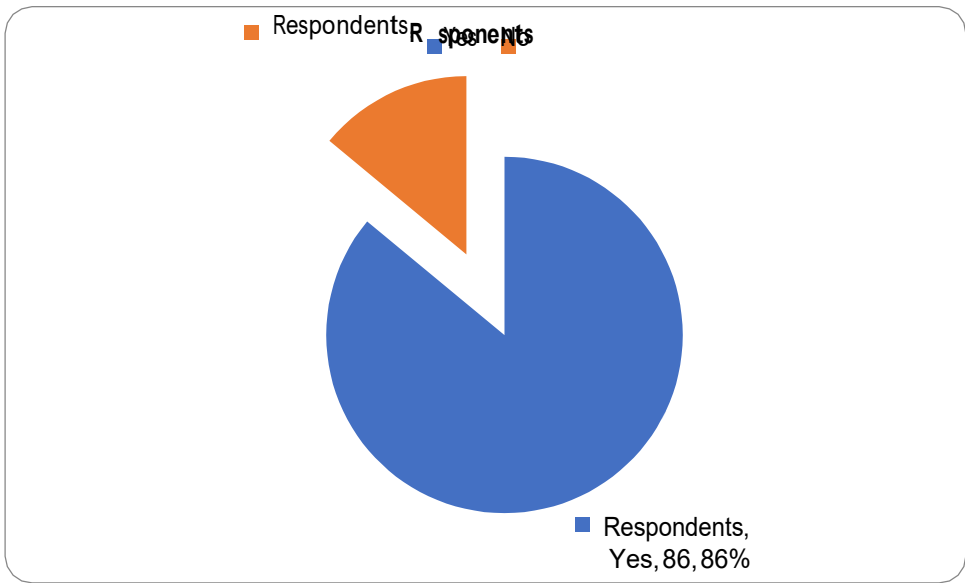
The above pie chart represents that 82% of the Hr people says they have fresh recruitment and 18 % of the HR People said there is no fresh Recruitment.

#### *2. Are talent management initiatives a top priority for your organization?*

*a)yes**b)no*

S No	Particulars	Respondents
1	Yes	86
2	No	14
	Total	100

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**Interpretation:**

The above pie chart represents that 86% of the Hr people says they have fresh recruitment and 14 % of the HR People said there is no fresh Recruitment.

*3) How does your organization identify talent?*

a) By competences b) By results c) Bypotential

SNO	Particulars	Respondents
1	By competences	29
2	By results	29
3	By potential	42
	TOTAL	100

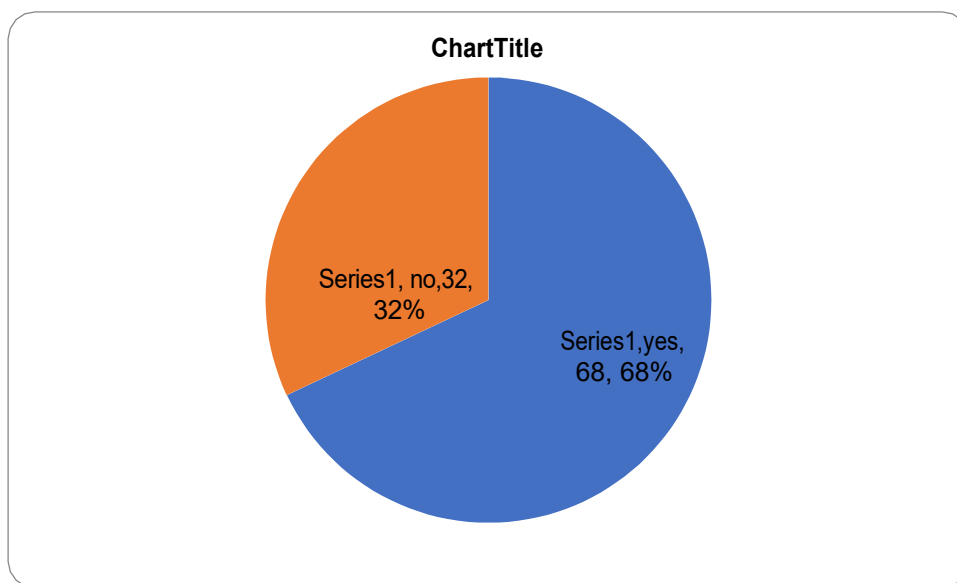
**Interpretation:**

Above the pie chart represents the 29% of employees are competences and results Employees and 42% of employees are potential employees.

*4) Does your organization have a staff members whose position is exclusively responsible for overseeing talent manage men initiatives?*

a) yes ( at the Management/executive level)      b) no

S.no	Particulars	Respondance
1	yes	68
2	no	32
	Total	100

**Interpretation:**

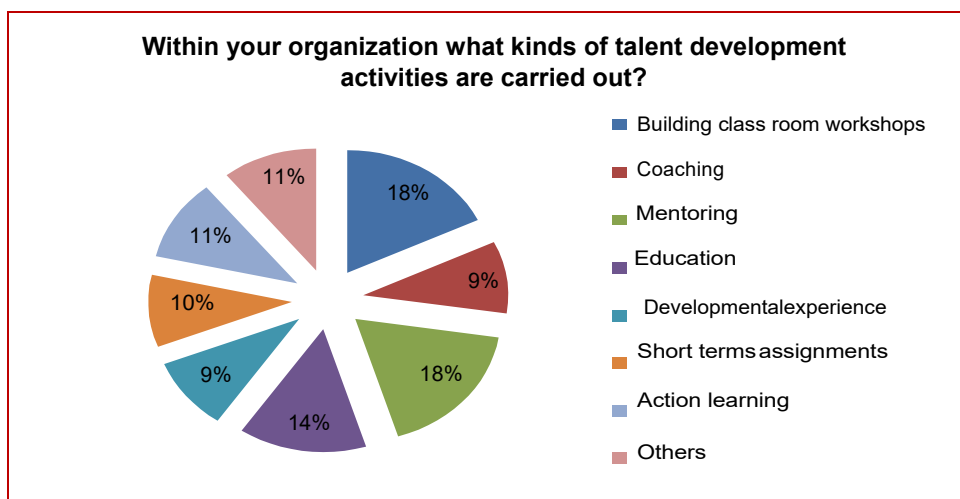
Above the pie chart represents the 68% are in the management level and 32 % of employees are not in management level.

***5) within your organization what kinds of talent development activites are carried out ?***

- a) Building class room workshops. b) coaching c) Mentoring  
d) Education e) Development experience f) Short term assingments  
g) Action learing h) Others

S.no	Particulars	Respondance
1	Building class room workshops	18
2	coaching	9
3	Mentoring	18
4	Education	14
5	Development experience	9
6	Short term assingments	10
7	Action learing	11
8	Others	11
	Total	100





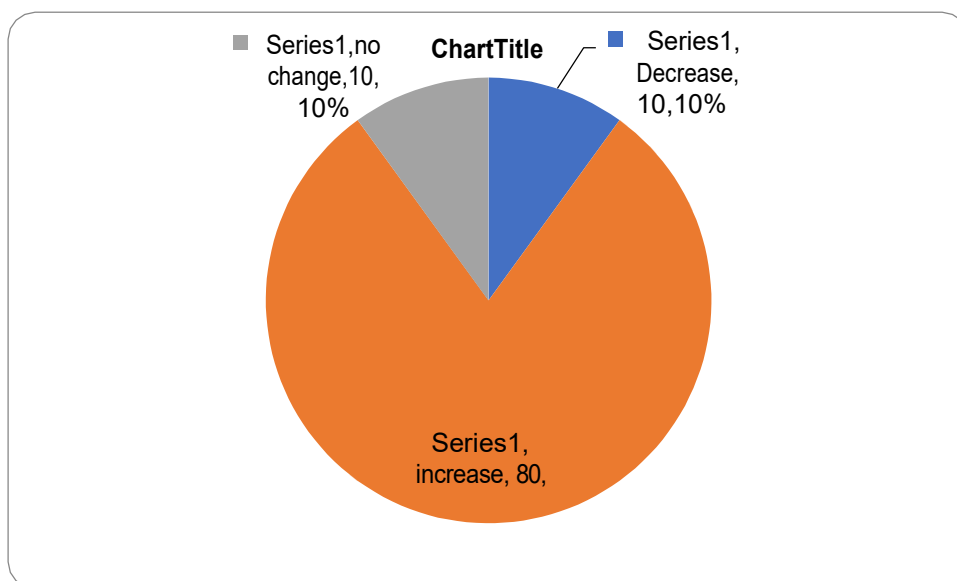
#### Interpretation:

Above the pie chart represents the kinds of talent development activates carries out is that the management employees are divided their into different sections that are 11% of employees carried work on building class workshops & coaching to new employees,10% employees in short term assingnments,9% of employees in developmental experiences,14% of employees carried in education system,18% of employees in mentoring the corrections of employees,9% employees are coaching the new employees those came into organization.

#### *6) How do you expect your budget for recruiting developing and retaining employees to change over next threeyears?*

a) Decrease    b) Increase    c) No change

S.no	particulas	Respondance
1	Decrease	10
2	increase	80
3	no change	10
	Total	100



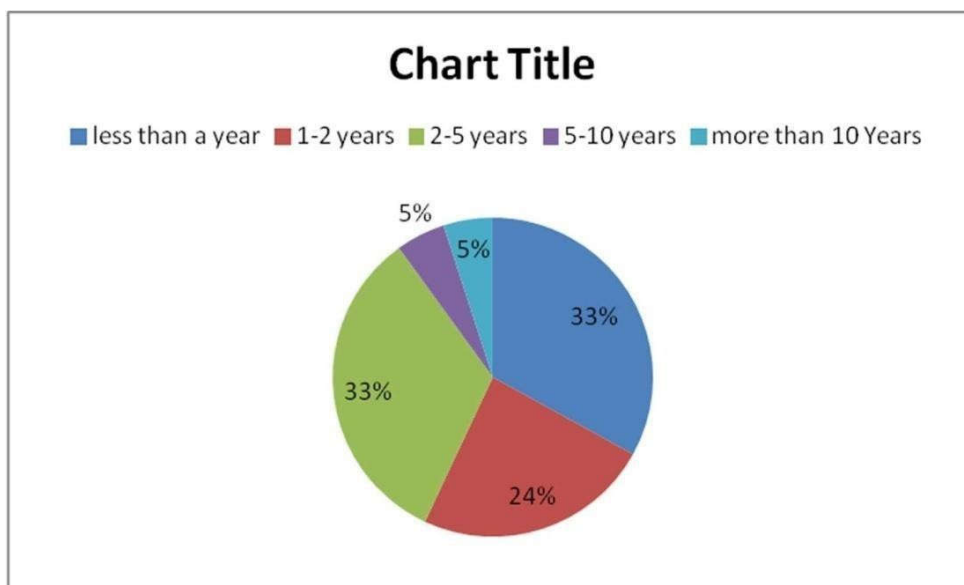
#### Interpretation:

Above the pie chart shows the expect budget for recruiting and developing the employees change over the next three years in organization standard levels.

#### 7) How long have you been working for the company?

a) less than a year b) 1-2 years c) 2-5 years d) 5-10 years e) more than 10 years

S.no	particulas	Respondance
1	less than a year	33
2	1-2 years	24
3	2-5 years	33
4	5-10 years	5
5	more than 10 Years	5
	Total	100



**Interpretation:**

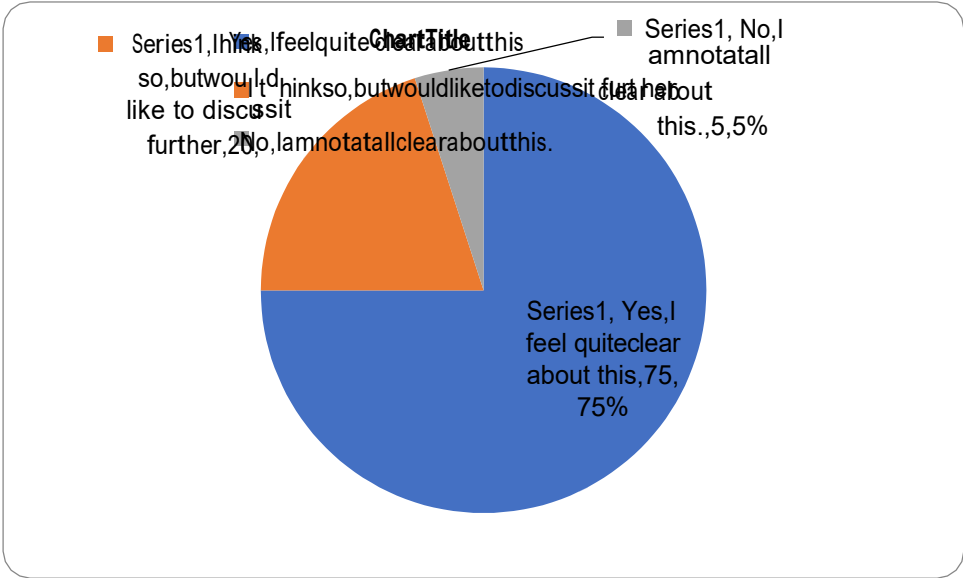
Above the pie chart represents the employees work experience in the current organization is that less than one year,1-2 years ,2-5 years ,5-10 years and more than 10 years in the organization.

**8) Do you know how you can help the organization to achieve its aims?**

a) Yes, I feel quite clear about this. b) I think so, but would like to discuss it further c) No, I am not at all clear about this.

S.no	Particulars	Respondance
1	Yes, I feel quite clear about this	75
2	I think so, but would like to discuss it further	20
3	No, I am not at all clear about this.	5
	Total	100

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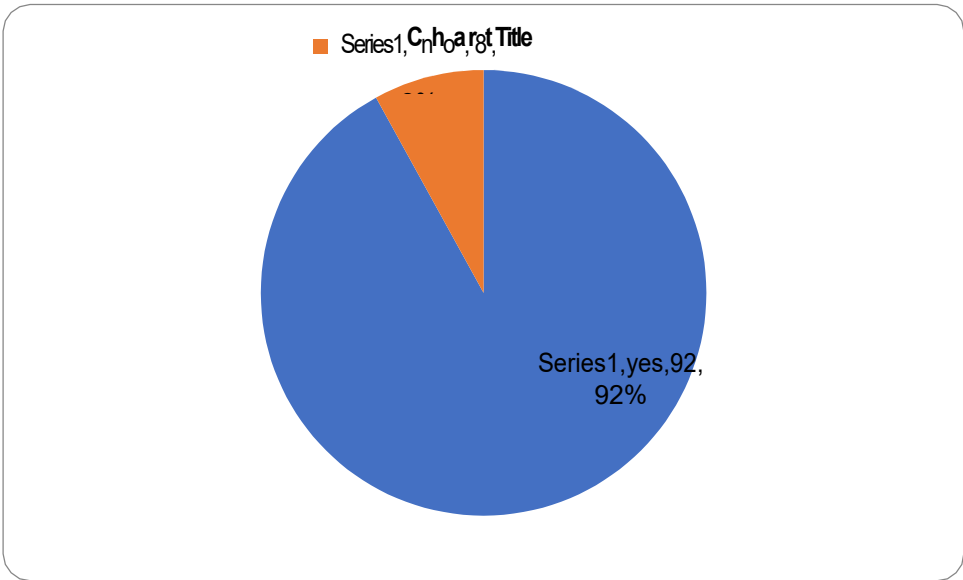
Interpretation:

Above the pie chart shows the employee aims to achieve the organization development.

9) Would you benefit from further training in any of the items specified in your job description?

a) Yes    b)no

S.no	Particulars	Respondance
1	yes	92
2	no	8
	Total	100



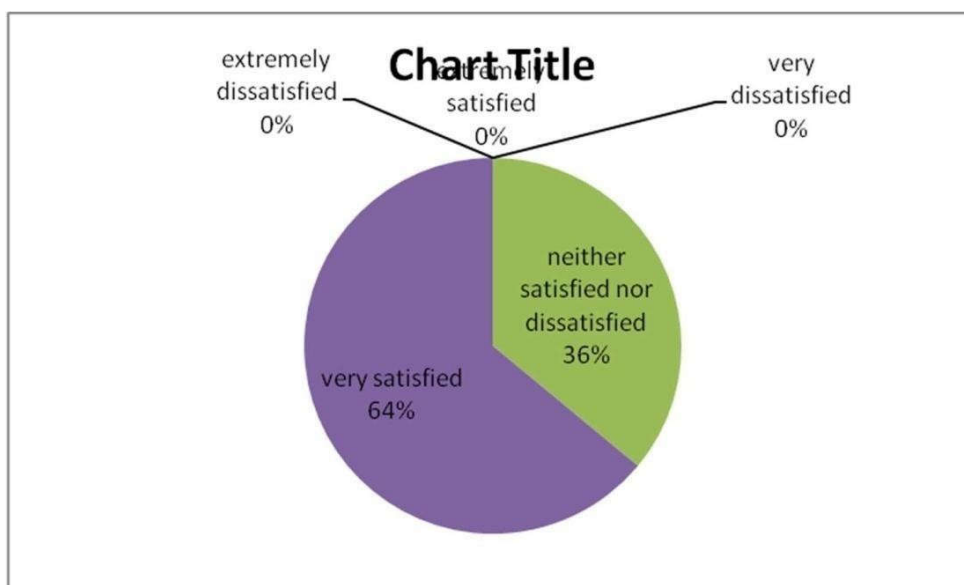
**Interpretation:**

Above the pie chart represents that 92% employees are specified in their job description and 8% of employees are not specified in their jobs.

*10) Please rate your satisfaction with the salary and benefits package you receive.*

- a)extremely dissatisfied b)very dissatisfied c)neither satisfied nor dissatisfied  
d)very satisfied e)extremely satisfied

S.no	particulas	Respondance
1	extremely dissatisfied	0
2	very dissatisfied	0
3	neither satisfied nor dissatisfied	36
4	very satisfied	64
5	extremely satisfied	0
	Total	100



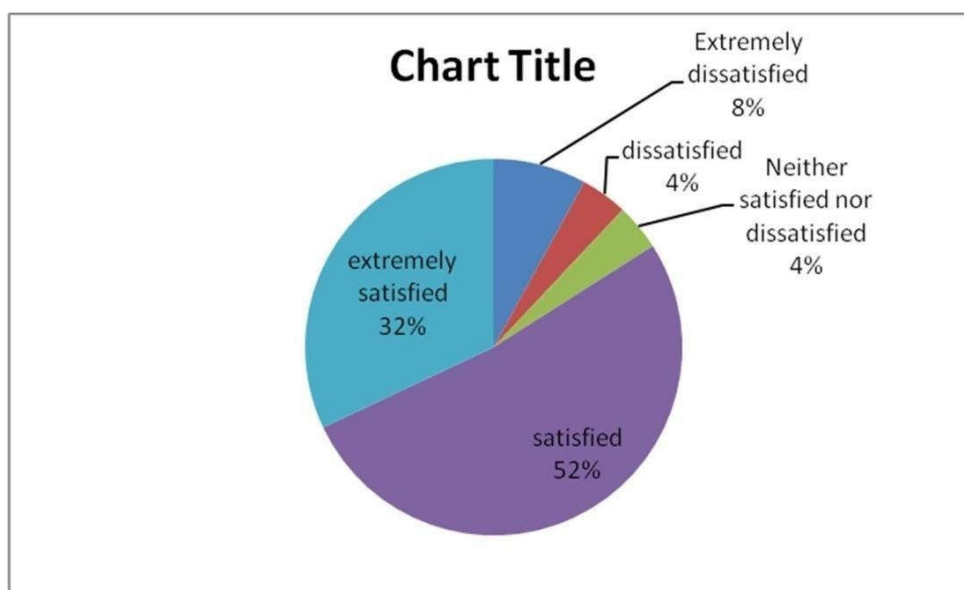
**Interpretation:** Above pie chart represents that employee salary packages when their receiving their salary

*11) overall, how satisfied are you with this company as a place to work compared to other places you have worked?*

a) Extremely dissatisfied b) dissatisfied c) Neither satisfied nor dissatisfied

b) d) satisfied e)extremely satisfied

S.no	particulars	Respondance
1	Extremely dissatisfied	8
2	dissatisfied	4
3	Neither satisfied nor dissatisfied	4
4	satisfied	52
5	extremely satisfied	32
	Total	100



**Interpretation:**

Above the pie chart represents that hoe employees satisfied with work and work place.

## FINDINGS

### *HR PROFESSIONALS*

- Most of the covered companies have talent specific initiative in place (81%) and they give them top priority in their organization (86%). They also have exclusive staff member for managing talent initiatives (68%)
- In most of the companies the talent is identified by competencies (42%) and the HR professional view to increase career growth opportunity.
- HR staffs as well as the department heads are responsible for recruiting individuals (64%)
- Retaining the current talent is top priority for the organization (38%)
- Sales and business development are the two areas where retaining talent is most difficult
- Class room workshop, mentoring and coaching are usually used by the organization to carry out talent development activities.
- More than 60% of the respondent view organizational culture as a main driving force for the new talent and for the existing talent. Even rewarding plays an important role (48%)
- Base pay (57%) and Job security (52%) are the two main areas for retaining talent in coming years. Other than this, training plays an important role in motivating the employee.
- Organizations are using certification for improving the training programs.
- In more than 90% of the organizations budget for recruiting developing and
- Retaining employees is going to increase over the next three years

*EMPLOYEES*

- Most the employees have a clear knowledge about the company's vision, mission and objectives. And they know how to achieve these objectives(76%)
- They are clear about their role and responsibility (85%) and they know about other staff members also.
- Most of the respondent are satisfied by job description, salary review, health care benefits etc.
- Base pay (60%) and Job security (44%) are in top priority for the employees in coming years.
- Apart from financial benefits, employee emphasis more on career growth, work culture and international opportunities.
- 91% of the employees want more training in their specified job.
- The employees have a mix response on benefits like Medical insurance package, Company savings plan, Retirement plan, Holiday Entitlement, Job market etc.
- 64% of the employees are satisfied with the company's personnel policies where as 36% are neither satisfied nor dissatisfied
- Overall 32 % employee are extremely satisfied where as 52% are just satisfied with their organization.



## SUGGESTIONS

- Organizations must have meaningful descriptions of the capabilities (skills, behaviors, abilities and knowledge) required throughout the organization.
- Organizations must be able to relate those skills and capabilities to a role or a center of demand, such as a job position, project or leadership role.
- Talent management processes must create a comprehensive profile of their talent. They must be able to track meaningful talent related information about all of their people - employees, contractors, or candidates.
- The working culture of the organization should be improved and maintained to retain talent in long run.
- More certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation.
- The organizations should identify the crucial talent initiative to attract and retain the employee. They should know which talent management elements can have the greatest impact on the business and therefore provide a better basis for prioritization and implementation.

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3. Stress Management (A hand look of knowledge improvement) Dr. P.G. Parmar, Dr. Vibha K. Vyas, Dr. Jignesh, H. Tapariya, Paradise publishers, pageno 7, 246 and 296
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1. Stress manage it (or) avoid it by Dr. Pete Sulack
2. Organizational Stress Management by Dimitiu Caracota Maria, Mitovski Andrea
3. An Automated and Systematic Web-Based Intervention for stress Management and organization health promotion by Dan Hasson and Karin Villaume
4. Derailed organizational interventions for stress and well-being by Cary

L.Cooper

5. Decreasing Response Rates in Employee Health Surveys: Findings from a Longitudinal Stress-Management Project in the Workplace by Annemarie Fredrick and Gregor J. Jenny and Georg F.Bauer

**Websites:**

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[www.healthpsychology.com](http://www.healthpsychology.com)

[www.hereo.com](http://www.hereo.com)