

# **A Study on Talent Management Activities in G. C. Limited, Ranipet**

Dr.S.Poongavanam, Asst. Professor, AMET Business school, AMET University, Chennai.

## **ABSTRACT**

It is imperative that organizations integrate a highly functional talent management solution across all facets of the business. It's not a question of an organization needs to do this, but rather when and how. Talent management has become a mandate for organizations seeking to create competitive advantage through their human capital assets by improving current workforce performance and proactively preparing for the future.

## **INTRODUCTION**

Talent management is critical for organizations to attain their long-term strategy so that individuals are placed in an environment where they can have the highest impact within the enterprise. Importantly; talent management is an evolving process, enabled by technology that integrates a set of previously independent and disconnected processes. The ability to identify, develop, manage and retain talent as an integrated set of processes across the organization (rather than in functional silos) allows organizations to drive new levels of value from its talent. This value is represented in strategic measures such as higher productivity, increased accomplishment of

business plan objectives and, ultimately, increased shareholder value.

Traditionally, organizational growth has been enabled by hiring more people. However, today's economic environment requires that the productivity of existing workers increase before new headcount is considered. Organizational growth has transformed from "quantity of talent" to "quality of talent." As organizations seek new ways of improving workforce productivity, "talent management" has become a vital element in establishing a human capital management

Talent identification and management consists of the ways by which an organization attracts recruits, retains, identifies and develops talent.

**There are four steps in this process:**

1. Assessing talent pool needs: During this step, the capabilities of current members of the organization has to be assessed, and the future capabilities needed is gauged. The gap between the two is the new talent that is required.

2. Spot talent: Individuals with leadership and/or management potential have to be identified, as well as Subject Matter Experts (SMEs) and key knowledge holders.

3. Develop talent: Plans for developing talent within the organization (either existing or acquired) must be established in order to prepare for future needs. As well, opportunities for job rotation should be identified, in order to expose talent to new experiences.

4. Retain talent: Once a talent base has been created, it needs to be retained. In order to do so, recognition plans and reward schemes can be put into place.

## **OBJECTIVES OF THE STUDY**

- To study the Talent Management activities in G C limited, ranipet.
- To know how to identify talent management in the organisation

- To analysis the improvement of the employees skills while adopting talent management
- To provide suggestion to the organization

## **NEED FOR THE STUDY**

- ↗ To fulfill the gaps by developing the employees skills, knowledge.
- ↗ To improve the better career option for the employees.
- ↗ To help a company to fulfill its future personnel needs.
- ↗ To develop leadership qualities among employees.
- ↗ To increase productivity and quality & quantity of output.

## **RESEARCH**

### **METHODOLOGY:**

Research methodology is a way to solve systematically the research problem. It explains the various steps generally adopted in studying research problem. it is necessary for the researchers to know not only the research methods / techniques but also methodology. The research design is descriptive in nature as the researcher has made attempts to describe characteristics as it is.

A research design or model indicates a plan of action to be carried out in connection with a proposed research work. It provides only a guideline for the research work. It keep track of his actions and to know that he is moving in the right direction in order to achieve his goal. The design may be a specific presentation of the various steps in the process of research.

Descriptive studies aim at portraying accurately the characteristics of a particular group or situation. A descriptive study involves formulating the objectives of the study, defining the population and selecting a sample, designing the method of data collection, and analysis of the data and result.

The basic idea of sampling is that by selecting some of the element in a population we may draw conclusions about the entire population. The sampling design administered for the study is a type of sampling design that falls under simple random sampling analysis.

Population

: 240

Sample size

: 120

- The population represents the total number of

operatives, the strata pertains the GC limited employees

### **DATA COLLECTION:**

The data collected by the researcher using a questionnaire method. The source of data falls under two categories; Primary source and Secondary source.

#### **Primary Data**

Primary data was collected with the help of questionnaire. The questionnaire contains 16 questions.

#### **Secondary Data**

Secondary data is the employees history, production, Operatives strength and salary payment was collected from various records of the GC limited, documents and website.

#### **Area of the study:-**

The study was conducted at the GC limited, ranipet.

### **STATISTICAL TOOLS:**

The statistical tools and test used for this study are.

- Simple Percentage analysis.
- Chi – square analysis.

### **LIMITATIONS OF THE STUDY**

- The time given for survey is limited.
- Some of the workers didn't reveal the real fact.
- Socio – economic status of employee are not studied.
- Findings cannot be generalized.

## ANALYSIS AND INTERPRETATION

**TABLE No : 1**

**Selection of Employees for Talent Management Process**

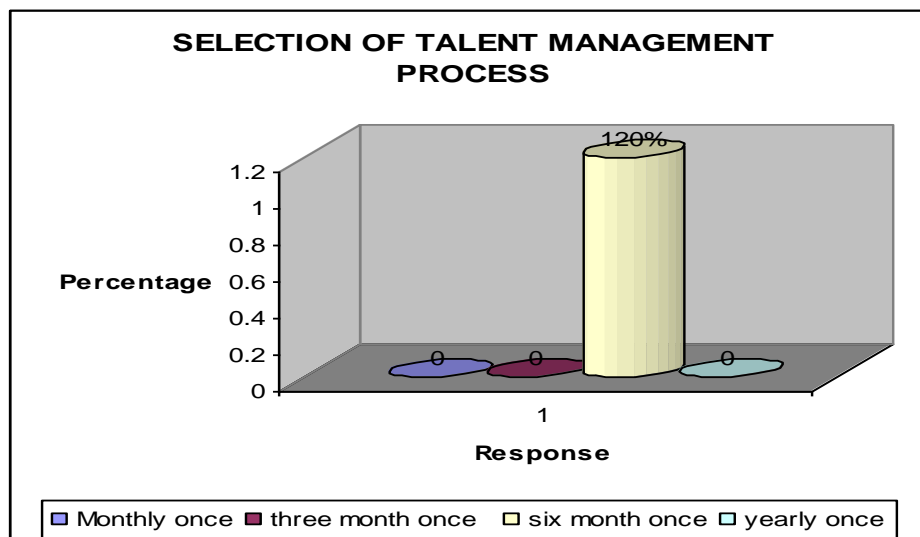
S.No	Opinion	No of Response	Percentage
1	Monthly once	0	0
2	Three month once	0	0
3	Six month once	120	100
4	Yearly once	0	0
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred the above table that 100% of the employees meets six month once based on selection of talent management.

**Figure No:- 1**

**Selection Of Employees For Talent Management Process**



**TABLE NO : 2**

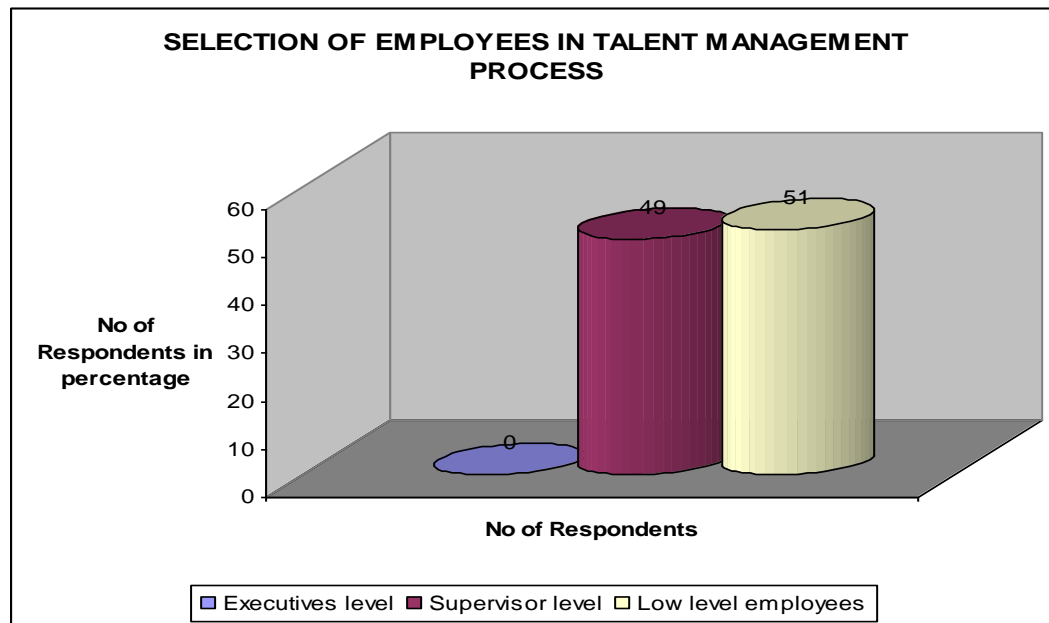
Selection of Employees for Talent Management Process

S.NO	OPINION	NO OF RESPONSE	PERCENTAGE
1	Executives level	0	0
2	Supervisor level	59	49
3	Low level employees	61	51
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred the above table that selection of employees majorly done in low level employees 51% and 49% in supervisor level

**Figure No:-2**  
**Selection of Employees In Talent Management Process**



**TABLE NO : 3**

Process of identifying the Talent

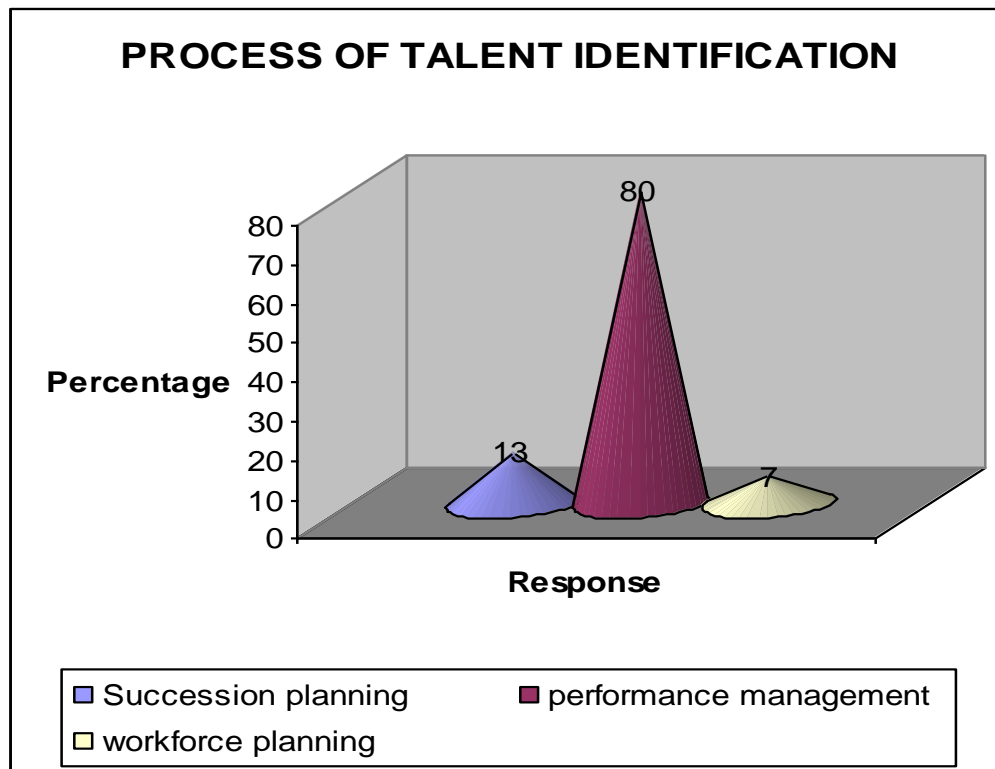
S.No	Opinion	No of Response	Percentage
1	Succession planning	15	13
2	Performance management	96	80
3	Workforce planning	8	7
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred from the above table that 80% of the respondents are identified by performance management remaining 13% from succession planning and 7% from workforce planning

**Figure No:-3**

**Process of identifying the Talent**



**TABLE NO : 4**

**Responsibility of Company in talent Management**

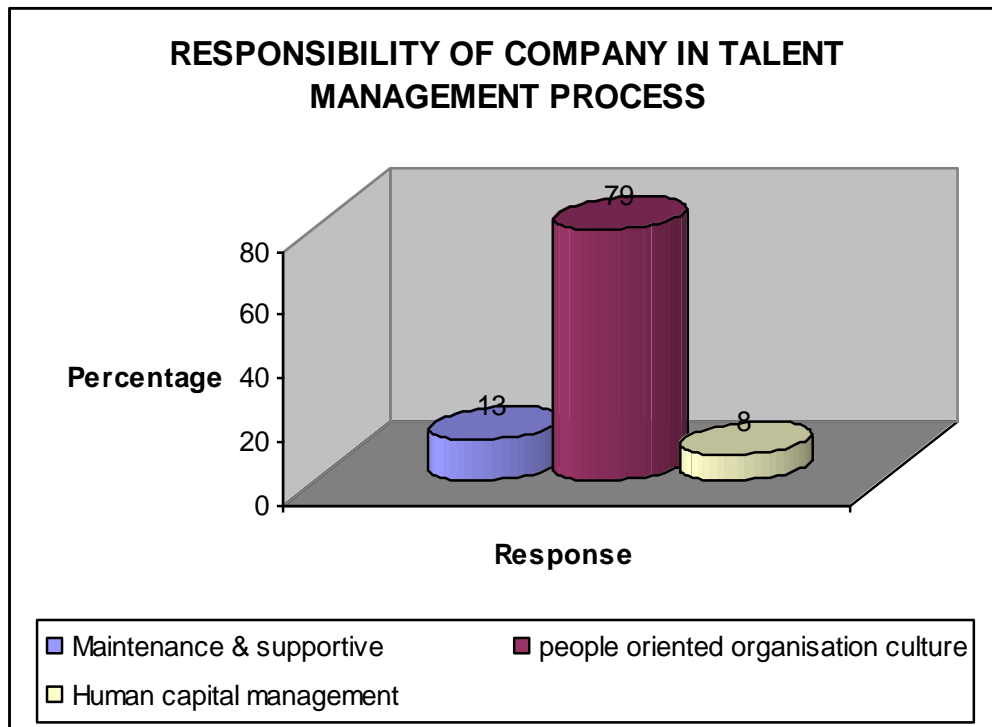
S.No	Opinion	No of Response	Percentage
1	Maintenance & supportive	15	13
2	people oriented organisation culture	95	79
3	Human capital management	10	8
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred from the above table that 79% of the respondents are people oriented organization culture; 13% of the respondents Maintenance & supportive; 8% of the respondents offered Human capital management.

**Figure No :-4**

**Responsibility of Company in Talent Management**



**Hypothesis Test – I**

- Ho : - There is no change in production and retention after attending talent management Program
- H1 : - There is change in production and retention after attending talent management Program

<b>FACTOR▶</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
<b>AGE▼</b>			
Strongly Agree	16	12	28
Agree	16	10	26
Neutral	17	10	24
Disagree	10	10	20
Strongly Disagree	12	52	22
<b>Total</b>	68	52	120

Observed frequency (O <sub>i</sub> )	Expected frequency (E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
16	15.9	0.1	0.01	0.0006
12	14.7	-2.7	7.29	0.49
16	13.6	2.4	5.76	0.42
10	11.3	-1.3	1.69	0.14
14	12.4	1.3	1.69	0.13
10	12.1	-2.1	4.41	0.36
10	11.26	-1.26	1.58	0.14
10	10.4	-0.4	0.16	0.015
12	8.66	3.34	11.15	1.28
10	9.53	0.47	0.22	0.023
<b>Total</b>				2.99

$$\chi^2 = \sum (O^i - E^i)^2 / E^i$$

$$= 2.991$$

$$\text{Degrees of freedom} = (c - 1) (r - 1)$$

$$= (5-1) (2-1)$$

$$= 4 * 1$$

$$= 4$$

Degrees of freedom at 5 % level is  
21.026

Calculated value = 2.99

Table value = 9.488

Calculated value < table value

$$2.99 < 9.488$$

**Inference:** - Hence the H<sub>0</sub> is accepted there is a no change in production and retention after attending talent management Program

**TABLE NO : 6**

Motivational Activity by Organisation

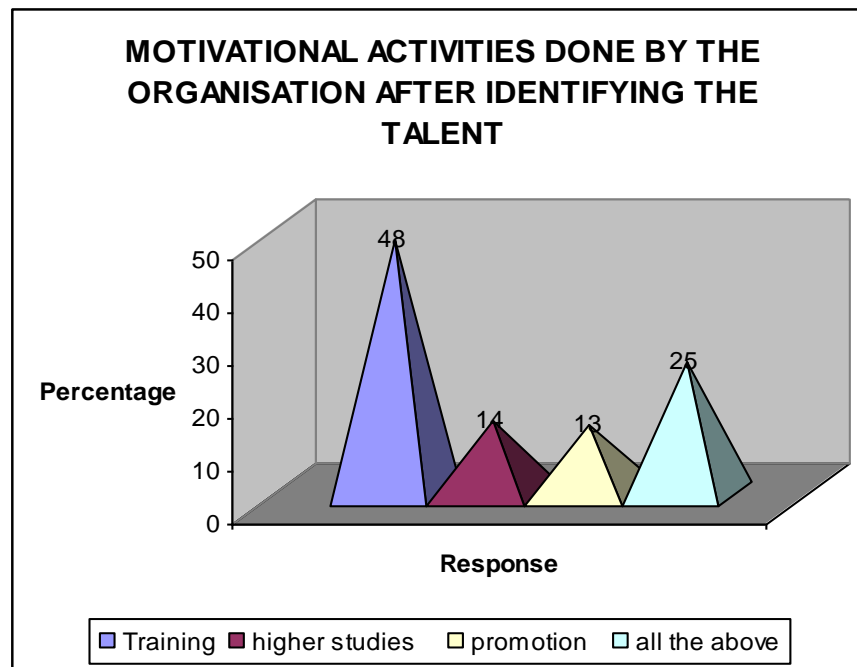
S.No	Opinion	No of Response	Percentage
1	Training	58	48
2	higher studies	17	14
3	promotion	15	13
4	all the above	30	25
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred from the above table that 48% of the respondents need training; 14% of the respondents need higher studies; 13% of the respondents need promotion; 25% all the above



**Motivational activity by Organisation**



**TABLE NO : 8**

**Talent Management Practice In The Organisation**

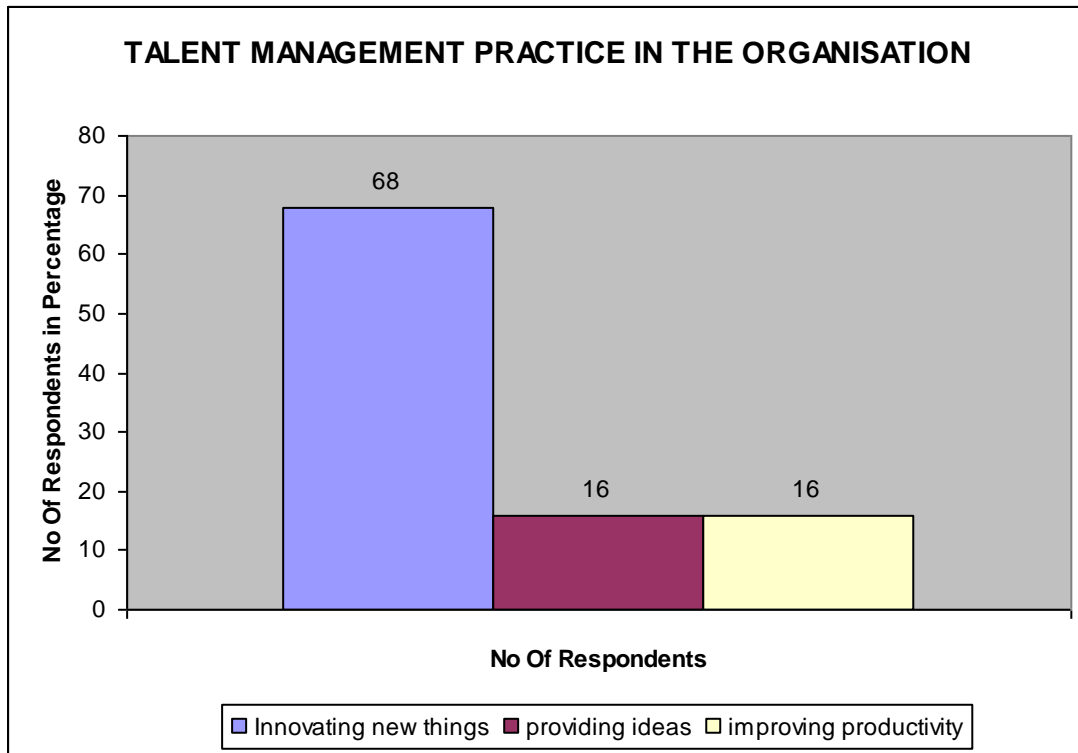
S.No	Opinion	No of Response	Percentage
1	Innovating new things	82	68
2	providing ideas	19	16
3	improving productivity	19	16
4	All the above	0	0
<b>Total</b>		<b>120</b>	<b>100</b>

**Inference:-**

It is inferred the above table that 68% of respondents are Innovating new things; 16% of respondents are providing ideas and improving productivity.

**Figure No:-8**

**Talent Management Practice in the Organisation**



## FINDINGS FROM THE STUDY

- i. It is identified that 120% of the employees meeting six month once based on selection of talent management.
- ii. From the research it is found that 51% of the employees selected from low level employees for talent management process.
- iii. It is identified that 80% of the employees were selected based on performance managemnet.
- iv. It is identified that 44% of the employees are required innovative skills.
- v. It is identified that 56.6% of the employees says talent management not helps to retain the employees.
- vi. From the research it is found that 66% of the employees were agree talent management helps to improve the productivity.
- vii. It is identified that 48% of the employees said higher studies is the factor of motivational activity by the organisation.
- viii. From the research it is found that 50% of the employees are identifying the skills, utilizing

in specified areas, improving the productivity.

- ix. From the research it is found that 47% of the employees said talent management process is excellent.
- x. From the research it is found that 68% of the employees said through talent management they are innovating new things

## **SUGGESTIONS AND RECOMMENDATIONS**

Based on the given findings the following suggestions and recommendations are given by the researcher;

- Extend the time duration of the talent management program.
- Reduce the conflict in the talent management group.
- Implementing new techniques in the talent management process other than practicing.
- For the higher studies the company should select the employees with any politics.
- Reduce the time span of the selection of employees in talent management process six months to three month.

## **CONCLUSION**

The Study of Analyzing on talent management is ocean, and my try of this work is a tiny wave on it. Through this project work I gained a lot of theoretical and practical experience while interacting the respondents. Thus, talent management is the process of increasing knowledge and skill for a specific job. It is related with education and development. Talent management is beneficial to employees in the form of self – confidence, higher earnings, safety, adoptability, promotion and new skills.

## **REFERENCES**

- Balachandran, S. M., Mishra, S. A. K., & Chaudhury, S. R. K. (2010). K C Chakrabarty : Talent management in the Indian banking system, (April), 1–3. 4.
- Bartel, A.P. (1994), ‘Productivity Gains from the Implementation of Employee Training Programs’, Industrial Relations, Vol.33, pp.411–425.
- Berger, L.A. and Berger, D.R. (2003), the Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People, McGraw-Hill Professional, New York.

Brown, P. and Hesketh, A. (2004), *The Mismanagement of Talent: Employability and Jobs in the Knowledge Economy*, Oxford University Press, King's Lynn.

Collings, D.G. and Mellahi, K. (2009), "Strategic talent management: a review and research agenda", *Human Resource Management Review*, Vol. 19 No. 4, pp. 304-13.

Buckingham, M., & Vosburgh, R. M. (2001). *21 Century Human Resources Function: Its the Talent, Stupid! Human Resource Planning*, 17-23.

Zechmeister, E. B., Zechmeister, J. S., & Shaughnessy, J. J. (1997). *A practical introduction to research methods in psychology*. New York: McGraw-Hill.