

A STUDY ON EFFECTIVENESS OF TALENT MANAGEMENT AT SIGHTSPECTRUM TECHNOLOGY SOLUTIONS PVT.LTD

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

SARA.S
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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
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MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **SARA.S 41410275** who carried out the project entitled "**A study on effectiveness of talent management at SightSpectrum Technology Solutions Pvt.Ltd**" under my supervision from January 2023 to April 2023.


Dr. JOHN PAUL M

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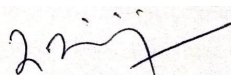
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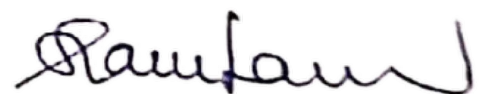
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DECLARATION

I **SARA.S (41410275)** hereby declare that the Project Report entitled “**A Study On Effectiveness of talent Management at SightSpectrum Technologies Pvt.Ltd**” done by me under the guidance of **DR. JOHN PAUL.M** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

This research work deals with a study on the effectiveness of talent management at SightSpectrum Technology solutions Private limited. Talent Management practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives. It also helps the organization to achieve the target of the organization. As organization continue to pursue high performance and improved results through talent management 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. By implementing effective talent management strategy in the organization can help ensure that the right people are in the right place at the right time, as well as organizational readiness for future. Based on the outcome of this project, suitable suggestions have been provided to the management to improve their talent management practices.

Primary objective is to study the talent management practices in SightSpectrum Technology Solutions Pvt.Ltd. Secondary objectives are to understand the satisfaction level of employees towards the talent pool, study the awareness about the talent management among the employees, identify the effective means of rewarding, motivating and retaining talent and understand the effectiveness of talent development activities. Numerous new findings has been derived from this research has helped to provide few suggestions to improve the effectiveness of talent management activities at SightSpectrum Technology Solutions Pvt.Ltd.

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LIST OF ABBREVIATION

S. NO	ABBREVIATION	EXPANSION
1	TM	Talent Management
2	IT	Information Technology

CHAPTER 1- INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

Human resource is the most important element of the organization with the help of which the functioning of the organization goes smoothly. The effective placement of talented human resources frame the success of an organization, 'Talent' means the perfect knowledge and ability of a person to occupy a designated position in a specific area. In this regard talent management considered to be the management of talent in an organization. Talent management gained popularity in the 1990s to manage human resources in a proper and advance way.

Talent management is one of the most important functions of HR departments to stage for the upcoming success of any organisation. Talent management has a deferential impact on the performance of an organization. Talent management has proved to be instrumental in managing human resources more effectively. Talent management does not only mean to appoint deserving people at the right place but also to make them capable enough to support the strategic advancement and face the competition and challenges coming in their way.

Talent management helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives. The best practices in the management of human resources are the ones which optimize a workforce so that it can not only get work done, but also ensure a greater level of efficiency, timeliness and quality as it accomplishes increases productivity overall.

Hence the job of the best practices human resources firm is to make sure that these benefits and pay scales meet the company's budget while remaining attractive and competitive enough to pull in the very best talent possible. Talent management strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's Talent management function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an Talent management plan, or learning and development policies; however all of these functional areas of Talent

management need to be aligned and correlated, in order to correspond with the overall business strategy.

The implementation of an Talent management strategy is not always required, and may depend on a number of Factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm.

1.1.2 MEANING AND HISTORY OF TALENT MANAGEMENT

Talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for the company.

The term was coined by David Watkins of Soft scape published in an article in 1998. The process of attracting and retaining profitable employees, as it is increasingly more competitive between firms and of strategic importance, has come to be known as “the war for talent”.

Talent management is a process that emerged in the 1990s and continues to be adopted, as more companies come to realize that their employees’ talents and skills drive their business success. Companies that have put into practice talent management have done so to solve an employee retention problem. The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather must be practiced at all levels of the organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives. Companies that focus on developing their talent integrate plans and processes to track and manage their employee talent, including the following.

1. Sourcing, attracting, recruiting and on boarding qualified candidates with competitive backgrounds.
2. Managing and defining competitive salaries
3. Training and development opportunities.
4. Performance management processes
5. Retention programs 6. Promotion and transitioning

1.1.3 IMPORTANCE OF TALENT MANAGEMENT

Globalization: Now for any jobseeker the whole world is the potential place to find employment. One can know the opportunities available in any part of the world easily and the number of talent seekers has also increased.

Increased Competition: Increased competition in the market place has necessitated the need for consistently good performance on the side of organization. These have made the companies to put in all efforts to hire and retain the best talent in the respective field of operation

Increasing Knowledge: The knowledge era has necessitated the retaining of those talents which have the ability to assimilate new technologies and knowledge, which are growing at a pace never seen before.

Increase in productivity of the organisation: A requisite pool of talented employees can simplify the process of achieving a goal by increasing productivity in a given span of time. This further helps in saving time to focus on other business development techniques.

Effect on employee engagement : Poor employee engagement is directly linked to problems with staff retention levels. This can cost the business considerably. In this economic environment, training and development opportunities can be of significant importance to the job seekers and to the present employees. Therefore, providing the employees with the platform to express and connect can increase employee engagement levels to a considerable level.

A long term investment : Investing in talent management has long term benefits. It leads to significant growth in revenue generation, the emergence of innovative ideas and increased efficiency in employees performance. This helps in to maintain and retain the company's position and reputation in the ever-expanding market.

1.1.4 TALENT MANAGEMENT PRACTICES

Talent management is generally concerned with various practise which are connected with succession planning, strategic development, selection identifying talent gap, recruitment, motivation and retention of talented workforce. The practices of Talent management are a group of all the activities like attracting, appointing, developing retaining and utilization of skilled workforce to improve the performance and fulfill the present as well as future objectives of the organization.

1.1.5 TALENT ACQUISITION

It is very difficult for the organization to search and possess the best talent the responsible positions. The most complex and important area of talent management is talent acquisition. The process in which talent is identified attracted and finally boarded in an organization to achieve the objectives of that organization is known as talent acquisition. The organization makes it very clear at the time of acquisition that what do they expect from an individual for being a talented employee.

1.1.6 Rewards and Recognition

The most influencing and motivating benefit which is received by the employee for excellent performance is the reward. If the employees are not paid sufficient and don't get any other benefits, they get demotivated. If the rewards and recognition offers are not satisfactory it will also be a challenge to appoint and retain good candidates.

1.1.7 Performance Management

Performance management is a combination of all those activities which are carried out to evaluate and manage the performance of employees in an organization. Performance means the contribution of employees by the means of behaviour, action or inputs to achieve the desired goals.

Performance management contains:

(a) Planning : In an organization planning the employee's performance is always a good exercise. It will help the employees to know the expectation and objectives of organizations as well as their responsibilities towards those expectations.

(b) Monitoring: It means that assignments and performances are to be assessed regularly. Regular monitoring will provide a measure of the performance of an employee and will also provide feedback about the progress of employees with respect to their position.

1.1.8 TALENT MANAGEMENT IN IT INDUSTRY

There is a large contribution to the IT industry in the development of the economy of India. The main reason for the growth of the IT industry in India is the use of swiftly growing social and economic facilities. The IT industry can hold an impartial contest between employer and employee. The major aspect of IT organizations is human capital. The main focus of the IT industry is to acquire and place the right talent pool, so they search the skilled talent, develop them and retain them in the organization. The toughest task in the IT industry is talent management.

Talent management deals with appointing the right person in the right position and the targets and expectations of the organizations are made very clear to them so that they can perform accordingly.

1.2 INDUSTRY PROFILE

Information technology (IT) industry in India has played a key role in putting India on the global map. The IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

In IT industry the most important problem seems to be manpower training and particularly talent management. The demand for IT professionals is quite high and only 20 – 30 percent of this is met from current supply. So many IT companies are looking to locations abroad for recruiting the best IT professional talent. Identifying, training and retaining talent is a big problem facing the industry in the present time. In this area, the IT industry has been lagging behind other industries and needs to catch up with other industries like drug, finance and other industries. Moreover, the IT professional belong to the high income bracket so the problem of recruiting, attracting selecting and keeping talent assumes great importance.

1.2.1 Government Initiatives

Some of the major initiatives taken by the Government to promote IT sector in India are as follows:

- In November 2021, the government launched Internet Exchange in Uttarakhand to enhance the quality of internet services in the state.
- The Karnataka government has signed three MOUs worth US\$ 13.4 million (Rs. 100.52 crore) to help the state's emerging technology sector.
- In August 2021, the Union Minister of State for Electronics and Information Technology, Mr. Rajeev Chandrasekhar, announced that the IT export target is set at US\$ 400 billion for March 2022. In addition, the central government plans to focus in areas, such as cybersecurity, hyper-scale computing, artificial intelligence and blockchain.

- In September 2021, the Indian government announced a plan to build a cyber lab for the 'Online Capacity Building Programme on Crime Investigation, Cyber Law and Digital Forensics' to strengthen cyber security capabilities.
- In September 2021, the Indian government launched Phase II of Visvesvaraya PhD Scheme to encourage research in 42 emerging technologies in Information Technology (IT), Electronics System Design & Manufacturing (ESDM) and Information Technology Enabled Services (ITES).
- In September 2021, the Indian government inaugurated five National Institute of Electronics & Information Technology (NIELIT) Centres, in three North Eastern states to boost availability of training centres and employment opportunities.
- On July 2, 2021, the Ministry of Heavy Industries and Public Enterprises launched six technology innovation platforms to develop technologies for globally competitive manufacturing in India. The six technology platforms have been developed by IIT Madras Central Manufacturing Technology Institute (CMTI), International Centre for Automotive Technology (ICAT), Automotive Research Association of India (ARAI), BHEL and HMT in association with IISC Bangalore.
- In Budget 2021, the government has allocated Rs. 53,108 crore (US\$ 7.31 billion) to the IT and telecom sector.

1.2.3 Demand of IT Industry

Cost advantage: Improved cost of operations is the key factor for growth in outsourcing. It is estimated that cost savings for the MNC's are around 20-40% of the company's original costs. Apart from lower administration and labour costs, central & state governments offer fiscal and non-fiscal benefits to companies adding to further cost advantage. Quality of processes-India is host to more than 55% of global SEI CMM Level 5 firms and is expected to host the highest number of ISO certified companies.

Abundance of qualified software engineers: Indian software engineers have carved out a name in the world market for providing unbeatable competition of quality software at low cost. With more than half the million populations below 25 years India is positioned to meet the swelling demand for IT-ITES professionals. Leading firms add more than 10000 new employees per annum. Government's timely national action plan for rapidly improving communication software. Business infrastructure-Sectors like real estate, transportation (air and road connectivity) and hospitality are actively supporting the burgeoning demand generated by the IT-ITES sector.

1.3 COMPANY PROFILE

SightSpectrum is a Technology Consulting and Services company with exclusive focus on Data, Cloud, Analytics, and AI. We are a team of specialists with extensive experience in delivering robust and cost-effective solutions to Fortune 1000 clients across industry verticals. Our capabilities and solutions enable client organizations to harness the power of data to influence their business model and seize the opportunities of today's digital economy.

SightSpectrum brings customer value by innovation and design thinking embedded with years of experience, industry expertise and complete transparency.

SightSpectrum has 5+ years of experience on the market and more than 50+ clients are served.

1.3.1 VISION:

A world class technology services that is a trusted long-term partner for global enterprises to engineer, innovate and implement data, analytics, cloud and AI solutions. Be recognized as an industry leader in chosen emerging technologies, be the employer of choice, deliver superior service to aid our customer in their business growth and performance.

1.3.2 MISSION: Simplify data analytics and gear organizations to their next gen potential, with our expertise in consulting, implementation, innovation, best-in class staffing and customized solutions.

1.3.3 SERVICES:

CONSULTING AND ADVISORY SERVICES:

Being one of the top consulting firms, helps business to grow and to solve any particular problem with the best possible solution.

CLOUD DATA SERVICES:

SightSpectrum's cloud data services accelerate your business with innovative technology and in-depth industry exposure for delivering lasting value.

AI AND ANALYTICS SERVICES: SightSpectrum's AI Analytics Services helps customers unlock the true hidden potential with their data by solving the most significant challenges of their analytics solutions and turning data into actionable insights.

1.4 OBJECTIVES OF THE STUDY

1.4.1 Primary Objectives:

- To study the Talent management Practices in SightSpectrum technology solutions pvt.Ltd.

1.4.2 Secondary Objectives:

- To study the satisfaction level of employees towards the talent pool
- To study the awareness about the talent management among the employees.
- To examine the effective means of rewarding, motivating and retaining talent.
- To understand the effectiveness of talent development activities.

1.5 NEED OF THE STUDY

- Strategic talent management improves the skills and talents of team members and increase the performance of a team.
- Everything that is done to recruit, retain, develop, reward and make people perform is part of talent management as well as strategic workforce planning.
- In today's highly competitive world it is important for a company to attract and retain profitable employees whose skills will drive the company to success.
- Understanding its effectiveness is a very significant aspect for all organizations.
- This study has been taken as a part of management's effort to improve the talent management at SightSpectrum Technology solutions.

1.6 .SCOPE OF THE STUDY

- The scope of the study is restricted to only one aspect of Human Resource Management – talent management.
- The effective practices of talent management strive to develop and retain potential workforces and improve organisational performance.
- Accordingly, the positive results gathered from the study will certainly be useful for the organisation, as it will help the management to create effective strategies for developing and retaining talented employees.
- The scope of this study is to identify the effective means of rewarding, motivating and retaining talent.
- The major scope of this study is to assess the talent management activities and improve its effectiveness at SightSpectrum technology solutions.

1.7 LIMITATIONS OF THE STUDY:

- The information collected is mainly primary data and the accuracy is subject to the responses received.
- This study is confined in Chennai district only.
- The sample size was limited to 150 , as per the guidance of organization's management.

CHAPTER-2

REVIEW OF LITERATURE

Walker and Larocco (2002) have described the talent management as the ideology and mindset of the individuals, which is associated with the assurance that all the concerned employees perform the best of their abilities and potentials in the organization. The success of every concerned organization entirely relies on the marvellous output of the selected employees as well as the distinctive values formed by the employees, which are considered to be most significant and valuable asset for the organization.

Papulova and Papulova (2006) have conceptualized talent management as the strategic process of developing the abilities among the employees to see the things in motion in the organization. Talent has been recognized as the key to sustain the organizations take active performance management measures to retain the talented employees and create the numerous opportunities for the deserving beings.

Lockwood (2006) has described talent management as the execution of the integrated policies, systems and strategies, which are designed to enhance the productivity, output and work competencies by concocting the improvised processes to attract, design, retain, implement and harness the required skills and abilities of the human resources for meeting the present as well as future requisites of the organizations.

J. Bersin, (2006) has discussed the critical issues. These issues are –
1. Talent management requires integration and communication between existing HR and Research and Development activities.
2. Competency management, misunderstanding and difficult part of training and HR have become critical and Vendor claims, there is no complete 'Talent management software solution yet. On these issues, the author has discussed critically in the study paper.

Echolas (2007) has addressed talent management as the backbone of success and sustainability of every organization in the dynamic and competitive business era. The management of talent has been recognized as the biggest challenge at

the universal level over the globe. Talent management aims at furnishing the attitudes, perceptions and skills of the working employees to meet the transforming strategical environment and enable the employees to cope with the various expectations of the workplace.

M. Goldsmith and Louis Carter (2009) highlighted on the most up to date thinking, tools models, instruments and case studies which are important with a view to identify, lead and manage talent within the organization. Through the study, authors have provided a vast amount of thought-provoking ideas, tools, and models for formulating and implementing talent management strategies. Authors have also provided the case studies for planning and implementing on effective talent succession management strategy in the organization.

Cappelli (2008) has discussed talent management as a holistic strategy that is formed on the foundation of performance standards for retention of best talent in the organization in the competitive environment. Talent management ascertains the present employees, keeps track of the future requisites, strive to strike a balance in the involvement of the human resource for getting their best potential.

Shukla (2009) has defined talent management as a proactive and forward-looking initiative that focuses on enhancing the performance and pliability of the organization by integrating the several significant functions in terms of recruitment of the employees, their retention, manpower planning, employment branding and employee orientation as a continuous process.

Langenegger et al., (2011) undertook the research to ascertain the impacts of multiple types of talent management strategies on the organizational performance of the employees. Talent is the pathway to usher the successful ladder to step ahead reaching to the pinnacle in the life. It is the part of the privileged group of human resource, which are valued on the basis of commitment, performance enhancement as well as job gratification. Talent management aims at meeting the needs of the company to have right personnel at the right place and time in order to yield long term positive and significant outcomes.

Smith et al., (2011) have referred talent management as the integrated approach that encompasses a broad spectrum of the individuals' competencies and proficiency to make active contributions for the success and long-term sustenance of the organizations.

Mehta (2011) has considered the talent management as instrumental for the success and development of the organizations. Talent management has been conceptualized as the in terms of multiple phases right from addressing the requisites and objectives of the organization; working assiduously to develop a smooth tracking system to hire the manpower by focusing on the integration and acquisition of flair; making strenuous efforts to concoct the mechanisms in order to groom the abilities and competencies of the employees in a deliberative way as well as employing the suitable technological solutions for facilitating the process of managing the manpower and the positions in order to enhance the organizational commitment as well as the optimize the organizational outcomes by streamlining the entire process.

Khan (2013) in his study has defined the concept of talent management as the proper combination of precise processes and procedures; scientific assessment mechanism and a winning strategy engrossing the administration and measurement of talent as well as 32 talent strategies. Talent management aims at hiring; concocting; creating; administering; challenging; promoting as well as motivating the work force by putting the right employees at right places depicting the effective potential, flair and efficiency.

Chattopadhyay (2013) Author have stated that it may be underscored that the return on talent is calculable measure in both in quantitative and qualitative terms.

Baguant (2015) has addressed the talent management as the acquisition, motivation and retention of the best employees parallel to the effective utilization of human resources. The ever -increasing demand of the talented employees in the government and corporate sector has paved way for the execution of talent management initiatives.

Bhanupriya (2015) highlights that an unhappy and insecure employ is worse than your biggest competitor. The objective of the study is to find out linkage between talent management practices and business performance. The study mainly pointed out that talent management practices helps to increase critical success factors like encouraging innovation and creativity, employee satisfaction, customer satisfaction, to gain market share, expanding product range , increase competitiveness to attract new customers, change management, risk management, diversity management, quality management, product or process design. The study concluded that employee retention has straight impact on profitability and success of the firm.

Harshita & Bhanupriya 2018 authors of the study mainly focused the areas of challenges faced by IT firms to retain talent. In the study highlighted that IT sector is faced great challenges in retaining talent. The study showed that commitment of top management helps in retaining talent in the organisation. The study remarked that the main causes of leaving job by talented employees are unattainable high talent, lack of good salary/monetary benefits, lack of promotional opportunities, off hours shift, health issues, high stress level etc. The study concluded that the success of companies depends on managing the talent of people.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. RESEARCH METHODOLOGY

Research is an academic activity and as such the term should be used in a technical sense. According to Chifford Woody research comprises defining and redefining problems, formulating hypothesis or suggestions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. Research methodology is a way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed. This research study is a descriptive research study.

3.2. Research Design

A research design is the arrangement of conditions for collecting and analysing data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

This research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed. The design used for studying the organization culture is descriptive research.

Three important about research design are

1. The design of investigation should stem from the problem
2. Whether the designs are productive in a given problem setting depends on how imaginatively they are applied. An understanding of the basic design is needed so that they can be modified to suit specific purpose
3. The three basic design are as follows
 - i. Exploratory Research design

- ii. Descriptive Research design
- iii. Casual Research design

The Research design used in the study is descriptive research design

Descriptive Research

Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon studied. This methodology focuses more on the “what” of the research subject than the “why” of the research subject.

The descriptive research method primarily focuses on describing the nature of a demographic segment, without focusing on “why” a particular phenomenon occurs. In other words, it “describes” the subject of the research, without covering “why” it happens.

3.3 SAMPLING DESIGN

Sampling Method

Collecting data about each and every unit of the population is called census method. The approach, where only a few units of population under study are considered for analysis is called sampling method. There are two main categories under which various sampling method can be put.

The two categories are

1. Probability sampling
2. Non-probability sampling

The sampling method adopted for the study is convenience sampling under non-probability sampling.

NON-PROBABILITY SAMPLING

In non-probability sampling, the chance of any particular unit in the population being selected is unknown, since randomness is not involved in the selection process. But this does not mean that the findings obtained from non-probability sampling are of questionable value. If properly conducted their findings can be accurate as those obtained from probability sampling. The three frequencies used non-probability designs are

1. Judgment sampling

2. Convenience sampling
3. Quota sampling

CONVENIENCE SAMPLING:

In this method, the sample units are chosen primarily on the basis of the convenience to the investigator. The units selected may be each person who comes across the investigator

Units included in the sample are selected according to the convenience of the investigator. In a few situations, samples are chosen randomly. Convenience sampling was adopted for collecting the data from the respondents.

3.4 Sampling Size

The sample size is 150 and samples are selected randomly and also as per the convenience of the researcher.

3.5 Period of the study

The period of time taken to conduct the survey and preparation of the research paper is 3 months.

3.6 Hypothesis

There is positive relationship between level of satisfaction with the talent pool in the organization and effective means of rewarding motivating and retaining talent.

There is significance difference between importance in recognizing exceptional performance and top priority given for the talent management.

There is significant difference between numbers of years working and level of support given by the management to the talent pool.

3.7 METHOD OF DATA COLLECTION

Data collection

The study made use of both primary data and secondary data. Survey method is used to collect the data.

Primary Data

Primary data is the original data collected by the researcher first hand. It is collected for the first time through field survey. These are those that are gathered specifically, for the problem at hand. The various sources for collecting primary data are questionnaire, observation, interview etc.

Primary Data were collected by framing a questionnaire and Interview (Telephonic).

A set of questionnaires were prepared and questionnaires in Google form were circulated to the selected public to know their views.

Secondary Data

Secondary data is the information which is already available in published or unpublished form. When the needed information is collected from the census of population available in a library means then it is a secondary data. It is also used for collecting historical data. The various sources of secondary data are books, periodicals, journals, directories, magazines, statistical data sources etc.

3.8 RESEARCH INSTRUMENTS

Research instrument are the instruments which is used for gathering or collecting information. The instruments used in the study are

1. Direct questions

2. Close end questions
3. Dichotomous questions
4. Multiple choice questions

DIRECT QUESTIONS

Direct questions are just what their names indicate. They explicitly ask for the desired data. However the directness of the question also relates to the way a response is interpreted.

CLOSE END QUESTIONS

Such questions are also called fixed alternative questions they refer to those questions in which the respondent is given a limited number of alternative response frame which he/she is to select one that most closely matches his/her opinion or attitude.

DICHOTOMOUS QUESTIONS

A dichotomous question refers to one which offers the respondent a choice between only two alternatives and reduces the issue to its simple terms. The fixed alternatives are of the type, yes/no, agree/disagree, true/false etc.

MULTIPLE CHOICE QUESTIONS

A multiple choice question refers to one which provides several set alternatives for its answers. Thus, it is a middle ground between free answers and dichotomous question.

3.9 DATA ANALYSIS TOOLS

- Percentage Analysis
- Chi Square Analysis
- Karl pearson's Correlation

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Analysis means the computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups. It is the critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationships among the variables relating to it. The data collected seems to explain what has been observed by the researchers in the course of study and provides as a theoretical conception.

In this chapter analysis and interpretation of data is presented. The data is collected through a structured questionnaire. The data is set in terms of objectives set and are following the analysis and interpretation of data as obtained from respondents. In this method the frequencies of various factors are tabulated and the percentage for each value with respect to the total is found out. They are presented pictorially by way of graphs in order to have better understanding.

Percentage of respondent = $\text{No. of respondents} \times 100 / \text{Total no. of respondents}$

4.1.1 Percentage Analysis of Age

Chart 4.1.1 Percentage Analysis of Age

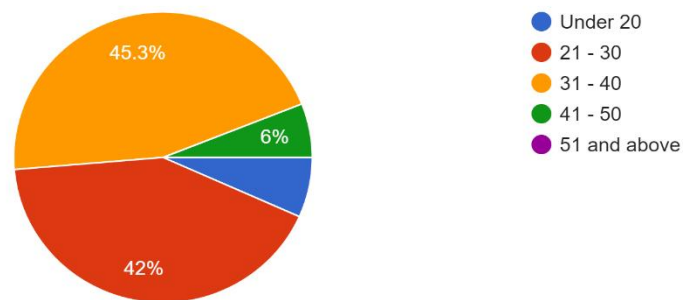


Table 4.1.1 Percentage Analysis of Age

Particular	No. of Respondents	% of Respondents
Under 20	10	6.7%
21-30	63	42%
31-40	68	45.3%
41-50	9	6%
M51 and above	0	0
Total	150	100%

INFERENCE:

The above chart shows that there are 6.7% of the respondents are belonging to the age group of under 20, 42% of the respondents are belonging to the age group of 21-30yrs. 6% of the respondents are belonging to the age group of 41-50yrs. Therefore, more age group of 31 to 40 years has the highest percentage of 45.3%.

4.1.2 Percentage Analysis of Gender

Chart 4.1.2 Percentage Analysis of Gender

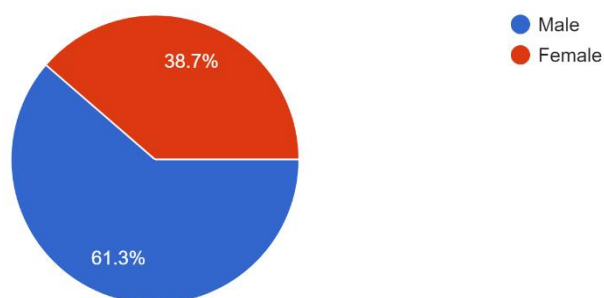


Table 4.1.2 Percentage Analysis of Gender

Particular	No. of Respondents	% of Respondents
Male	92	61.3%
Female	58	38.7%
Total	150	100%

INTERPRETATION: The above chart shows that there are 61.3% of the respondents are male, 38.7% of the respondents are female. Therefore most of the respondents are male.

4.1.3 Percentage Analysis of Highest level of Education

Chart 4.1.3 Percentage Analysis of Highest level of Education

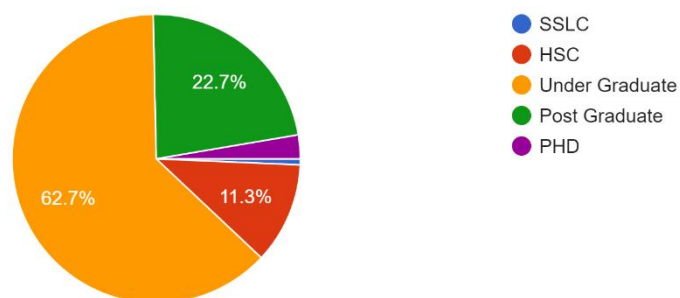


Table 4.1.3 Percentage Analysis of Highest level of Education

Particular	No. of Respondents	% of Respondents
SSLC	1	0.7%
HSC	17	11.3%
U.G	94	62.7%
P.G	34	22.7%
PHD	4	2.7%
Total	150	100%

INTERPRETATION: It is inferred from the above chart that 0.7 % of the respondents are SSLC, 11.3% of the respondents are HSC. 22.7% of the respondents are post graduate. And the highest percentage of the respondents hold U.G as their highest level of education.

4.1.4 Percentage Analysis of monthly Income

chart 4.1.4 Percentage Analysis of monthly Income

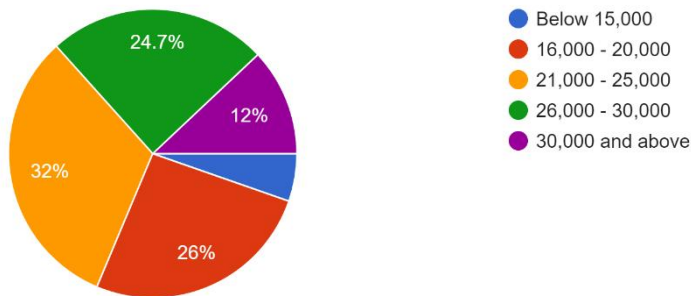


Table 4.2.4 Percentage Analysis of monthly Income

Particular	No. of Respondents	% of Respondents
Below 15,000	8	5.3%
16,000-20,000	36	26%
21,000-25,000	48	32%
26,000-30,000	37	24.7%
30,000 & above	18	12%
Total	150	100%

INTERPRETATION: It is inferred from the above chart that 5.3% of the respondents get income below 15,000, 26% of the respondents get income between 16,000-20,000. 32% of the respondents get income between 21,000-25,000 which is the highest percentage. 24.7 % of the respondents get income between 26,000 – 30,000

4.1.5 Percentage Analysis of Experience

Chart 4.1.5 Percentage Analysis of Experience

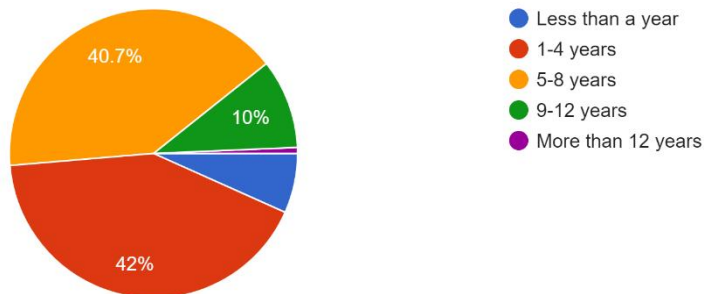


Table 4.1.5 Percentage Analysis of Experience

Particular	No. of Respondents	% of Respondents
Less than a year	10	6.7%
1-4 years	63	42%
5-8 years	61	40.7%
9-12 years	15	10%
Above 12 years	1	0.7%
Total	150	100%

INTERPRETATION: From the above table, it can be inferred that 42% of the employees have been working in the company for 1-2 years, 6.7% of the employees have been working in the company for Less than a year, 40.7% of the employees have been working in the company for 5-8 years, 10% of the employees have been working in the company for 9-12 years and 0.7% of the employees have been working in the company for more than 12 years.

4.1.6 Percentage Analysis of organization talent management strategy

Chart 4.1.6 Percentage Analysis of organization talent management strategy

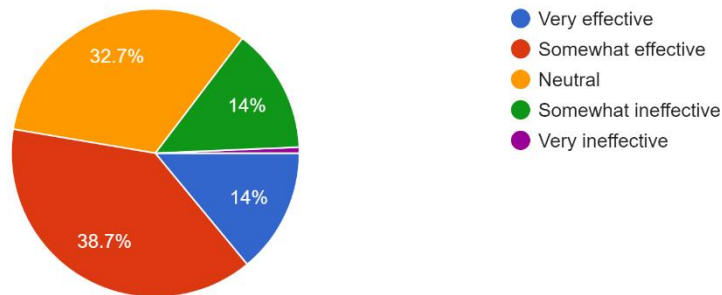


Table 4.1.6 Percentage Analysis of organization talent management strategy

Particular	No. of Respondents	% of Respondents
Very effective	21	14%
Somewhat effective	58	38.7%
Neutral	49	32.7%
Somewhat ineffective	21	14%
Very ineffective	1	0.7%
Total	150	100%

INTERPRETATION: From the above table it is inferred that 14% of the respondents think their organization's talent management strategy is very effective. 32.7% of the employees feel neutral, 14% of the employees thinks somewhat ineffective. 0.7% of the respondents thinks very ineffective about the strategy and 38.7% of the employees thinks somewhat effective about the talent management strategy.

4.1.7 Percentage Analysis of talent Identification

Chart 4.1.7 Percentage Analysis of talent Identification

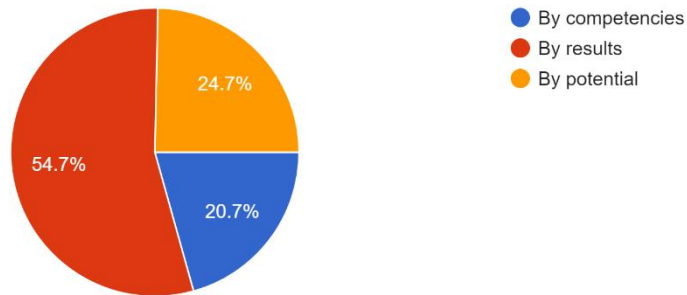


Table 4.1.7 Percentage Analysis of talent Identification

Particular	No. of Respondents	% of Respondents
Competencies	31	20.7%
Result	82	54.7%
Potential	37	24.7%
Total	150	100%

INTERPRETATION: From the above table we find that, 54.7% of the respondents are agree that by result only the organization identify talent, 24.7% of the respondents are agree that through by potential. And 24.7% of the respondents agree that organization find talents through competencies.

4.1.8 Percentage Analysis of rewarding, motivating and retaining talent:

Chart 4.1.8 Percentage Analysis of rewarding, motivating and retaining talent:

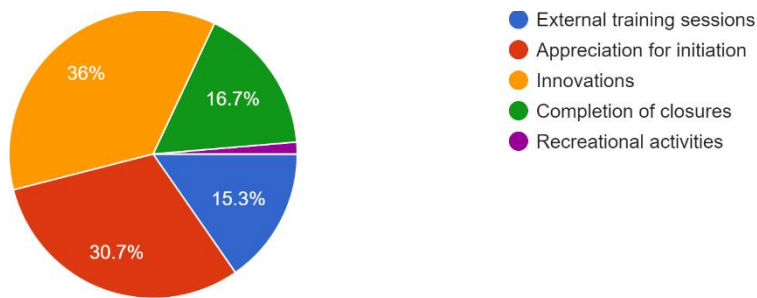


Table 4.1.8 Percentage Analysis of rewarding, motivating and retaining talent:

Particular	No. of Respondents	% of Respondents
External training sessions	23	15.3%
Appreciation for initiation	46	30.7%
Innovations	54	36%
Completion of closures	25	16.7%
Recreational activities	2	1.3%
Total	150	100%

INTERPRETATION: From the above table we find that, 30.7% of the respondents are accepting that appreciation for initiation of rewarding motivation and retaining talent, 15.3% of the respondents are accepting that external training sessions of rewarding motivation and retaining talent. 36% of the employees are accepting that innovations of rewarding motivation and retaining talent.

4.1.9 Percentage Analysis of top priority for my organization

Chart 4.1.9 Percentage Analysis of top priority for my organization

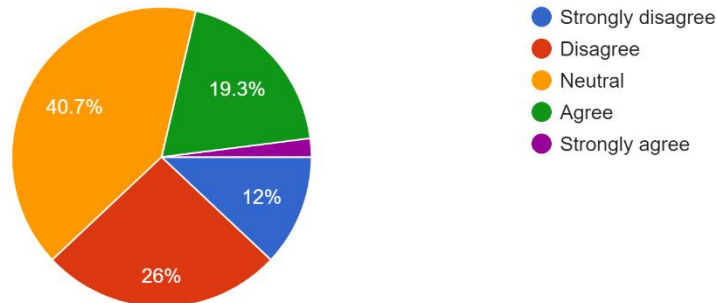


Table 4.1.9 Percentage Analysis of Experience

Particular	No. of Respondents	% of Respondents
Strongly agree	3	2%
Agree	29	19.3%
Neutral	61	40.7%
Disagree	39	26%
Strongly disagree	18	1%
Total	150	100%

INTERPRETATION: : From the above table we find that, 19.3% of the respondents are agree that organization looking talent management as top priority, 40.7% of the respondents are in the neutral state. 26% of the respondents disagree that organization looking talent management as top priority.

4.1.10 Percentage Analysis of providing importance in recognizing exceptional performance

Chart 4.1.10 Percentage Analysis of providing importance in recognizing exceptional performance

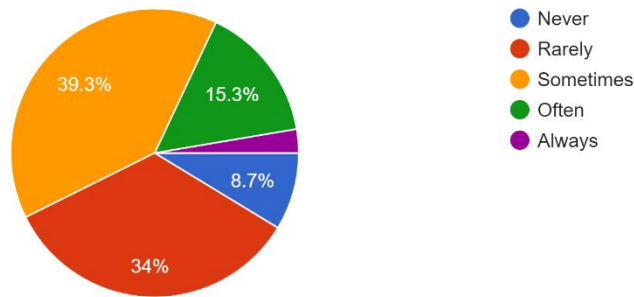


Table 4.1.10 Percentage Analysis of providing importance in recognizing exceptional performance

Particular	No. of Respondents	% of Respondents
Never	13	2%
Rarely	51	19.3%
Sometimes	59	39.3%
often	23	15.3%.
Always	4	2.7%
Total	150	100%

INTERPRETATION: From the above table we find that, 39.3% of the respondents are accepting that organization importance in recognizing exceptional performance is sometimes, 34% of the respondents are accepting Rarely. 8.7% of the respondents are not accepting it whereas 15.3% of the respondents are accepting often.

4.1.11 Percentage Analysis of Satisfaction level with talent pool

Chart 4.1.11 Percentage Analysis of satisfaction level with talent pool

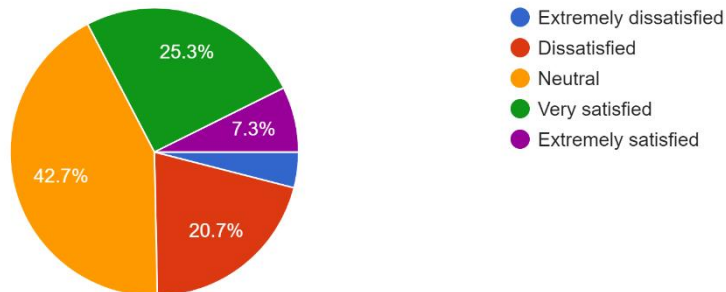


Table 4.1.11 Percentage Analysis of satisfaction level with talent pool

Particular	No. of Respondents	% of Respondents
Extremely dissatisfied	6	4%
Dissatisfied	31	20.7%
Neutral	62	42.7%
Satisfied	38	25.3%.
Extremely satisfied	11	7.3%
Total	150	100%

INTERPRETATION: From the above table we find that, 42.7% of the respondents are in the neutral state with the talent pool provided by the company, 25.3% of the respondents are very satisfied. And 7.3% of the respondents are extremely satisfied with the talent pool of the organization.

4.1.12 Percentage analysis of risk of the organization willing to put into the talent pool

Chart 4.1.12 Percentage Analysis of of risk of the organization willing to put into the talent pool

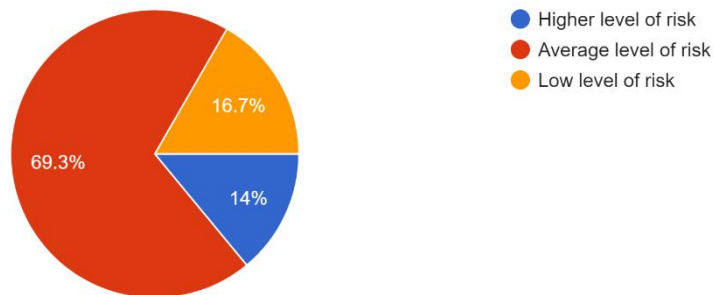


Table 4.1.12 Percentage Analysis of risk of the organization willing to put into the talent pool

PARTICULARS	RESPONDENTS	PERCENTAGE
High Level	30	14%
Average Level	100	69.3%
Low Level	20	16.7%
Total	150	100%

INTERPRETATION: From the above table we find that,69.3% of the respondents are accepting that average level of risk taken by organization for talent pool, 14% of the respondents are accepting that high level of risk taken by organization for talent pool.

4.1.13 Percentage analysis of ideas listened and values

Chart 4.1.13 Percentage Analysis of ideas of employees are listened and valued

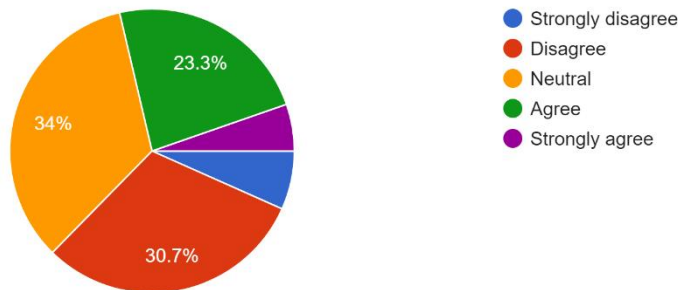


Table 4.1.13 Percentage Analysis of ideas of employees are listened and valued

PARTICULARS	RESPONDENTS	PERCENTAGE
Strongly Agree	10	6.7%
Agree	35	23.3%
Neutral	51	34%
Disagree	46	30.7%
Strongly Disagree	8	5.3%
Total	150	100%

Interpretation: From the above table we find that, 34% of the respondents are in the neutral state that their ideas are listed and valued, 24% of the respondents agree that their ideas are listened and valued. 30.7% of the respondents disagree that their ideas are not valued.

4.2. KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (Ho):

There is a positive relationship between level of satisfaction with the talent pool in the organization and effective means of rewarding motivating and retaining talent.

Alternate hypothesis (H1):

There is a negative relationship between level of satisfaction with the talent pool in the organization and effective means of rewarding motivating and retaining talent.

Descriptive Statistics

	Mean	Std. Deviation	N
Satisfaction level of talent pool	2.54	1.240	150
most effective means of rewarding motivation and retention talent	2.20	.655	150

Correlations

	Satisfaction level of talent pool	most effective means of rewarding motivation and retention talent
Satisfaction level of talent pool	1	.840**
Pearson Correlation		
Sig. (2-tailed)		.000
Sum of Squares and Cross-products	229.260	101.800
Covariance	1.539	.683
N	150	150
most effective means of rewarding motivation and retention talent	.840**	1
Pearson Correlation		
Sig. (2-tailed)	.000	
Sum of Squares and Cross-products	101.800	64.000
Covariance	.683	.430
N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Chart karl pearson's correlation

INFERENCE: Since r is positive, there is positive relationship between level of satisfaction with the talent pool in the organization and effective means of rewarding motivating and retaining talent.

4.3 CHI-SQUARE TEST

Chi-square is the sum of the squared difference between observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is no significant difference between numbers of years working and level of support given by the management to the talent pool.

Alternate hypothesis (H_1):

There is significant difference between numbers of years working and level of support given by the management to the talent pool.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Level of support given to talent pool * Year of working	150	100.0%	0	.0%	150	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.054 ^a	12	.000
Likelihood Ratio	249.558	12	.000
Linear-by-Linear Association	112.584	1	.000
N of Valid Cases	150		

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.054 ^a	12	.000
Likelihood Ratio	249.558	12	.000
Linear-by-Linear Association	112.584	1	.000
N of Valid Cases	150		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .33.

INFERENCE:

Since the calculated value is greater than the tabulated value, we reject the null hypothesis and hence there is significant difference between numbers of years working and level of support given by the management to the talent pool.

4.4 ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (H₀):

There is no significance difference between importance in recognizing exceptional performance and top priority given for the talent management .

Alternate hypothesis (H₁):

There is a significance difference between importance in recognizing exceptional performance and top priority given for the talent management .

Descriptives

Recognizing exceptional performance

	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Between- Component Variance
			Lower Bound	Upper Bound	
Model Fixed Effects	.350	.029	2.54	2.66	1.836
Random Effects		.720	.31	4.89	

ANOVA

Recognizing exceptional performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	198.083	3	66.028	538.050	.000
Within Groups	17.917	146	.123		
Total	216.000	149			

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is significance difference between importance in recognizing exceptional performance and top priority given for the talent management.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS:

- Majority (45.3%) of the respondents falls under the age group pf 31-40.
- Majority (61.3%) of the respondents are Male.
- Majority (62.7%) of the respondents holds UG as their highest level of education
- Majority of (32%) of the respondents monthly income is 21,000 to 25,000.
- Majority of (40.7% of the respondents have 1- 2 years of experience.
- Majority of (38.7) of the respondents agree that talent management strategy is somewhat effective.
- Majority of (54.7%) of the respondents agree that talents are identified by results.
- Majority of (36%) of the respondents agree that organization's most effective means of rewarding, motivating, retaining of talent are through innovations.
- Majority of (40.7%) of the respondents are in the neutral state that talent management initiatives are the top priority of the organization.
- Majority of (39.3%) of the respondents agree that organization sometimes gives importance in recognizing exceptional performance
- Majority of (42.7%) of the respondents are neutrally satisfied with the talent pool of the organization.
- Majority of (69.3%) of the respondents agree that organization willing to put moderate risk in the talent pool
- Majority of (34%) of the respondents neutrally agree that their ideas are listened and valued

5.2 SUGGESTIONS:

As most of the respondents are not aware of the ways to get into the talent pool, the management can guide all the employees to be a part of talent management.

Management can reduce the difficulties for the employees to get it to the talent management. This will ensure more talented employees in the talent management programme.

Company can acknowledge the employees while valuing their ideas through a common company forum.

Equal importance can be given for all the talent management activities including the coaching and mentoring.

Analyzing talent gaps in the current workforce is presently carried out by analyzing the knowledge and skills of employees. Behaviours expected in the future role should also be analyzed as in the senior levels, skill gaps are found concentrated around motivational, leadership and team management skills.

Talent management effectiveness gets influenced by working environment. If working environment will be effective, dynamic and adaptive as per employees' expectations and their needs, then it can contribute to the effective talent management in the firm.

Training programs to improve the skills of the employees, to make them updated about recent changes in technology and work area, to improve their job performance and to make them eligible for higher job posts, can actually help in talent management.

5.3 CONCLUSION

In organizations, talent is the key that a firm has to create a competitive advantage. This is the very reason why retention possesses the highest seat in the human resource manager's list. Retaining talent is the need of great importance in today's competitive era. The difficulties of finding, keeping, developing, and motivating individuals in key positions are definitely what dynamic HR experts are focused on the grounds that the conventional methodologies were no more ready to maintain employees. This journey for a better concept prompted the introduction of talent management. "Talent Management" has turned into the mantra for corporate success. Talent management is not a new concept and has, in fact, been called human capital management, employee relationship management, and workforce management, over the years by various researchers.

As organization continue to pursue high performance and improved results through talent management, 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. By implementing effective talent management strategy in the organization can help ensure that the right people are in the right place at the right time, as well as organizational readiness for future. Based on the outcome of this project, suitable suggestions have been provided to the management to improve their talent management.

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ANNEXURE
QUESTIONNAIRE

1. Age of the employee:

- a) Under 20
- b) 21-30
- c) 31-40
- d) 41-50

2. Gender

- a) Male
- b) Female

3.What is your highest level of education?

- a) SSLC
- b) HSC
- c) Under Graduate
- d) Post Graduate
- e) PHD

6. Annual Income

- a) Less than 15,000
- b) 16,000-20,000
- c) 21,000-25,000
- d) 26,000-30,000
- e) 30,000 and above

7. Marital Status

- a) Married
- b) Single

8. How long have you been working with the current company?

- a) Less than a year
- b) 1-4 years
- c) 5-8 years
- d) 9-12 years
- e) More than 12 years

9. What is your current job?

- a) Entry- level
- b) Mid- level
- c) Senior level
- d) Manager
- e) Other

10. How effective do you think your organization's talent management strategy is?

- a) Very effective
- b) Neutral
- c) Somewhat ineffective
- d) Very ineffective

11. How does your organization find talents?

- a) By competencies
- b) By results
- c) By potential

12. Which of the following do you believe that your organization's most effective means of rewarding, motivating and retaining talent?

- a) External training sessions
- b) Appreciation for initiation
- c) Innovations
- d) Completion of closures
- e) Recreational activities

13. Talent management activities are the top priority for my organization?

- a) Strongly agree
- b) Disagree
- c) Neutral
- d) Agree
- e) strongly disagree

14. Level of support given by the management to the talent pool?

- a) Very effective
- b) Somewhat effective
- c) Neutral
- d) Somewhat ineffective
- e) Very ineffective

15. Talent retention initiatives in your organization

- a) Acquiring new talents
- b) Leveraging existing talents
- c) Retaining the current potential

16. How transparent is your management system?

- a) Opaque
- b) Transparent
- c) Semi- transparent

17. Within your organization what kinds of talent development activities are carried out efficiently?

- a) Building classroom
- b) Coaching
- c) Mentoring
- d) Education
- e) Short term assignments
- f) Action learning
- g) other

18. Is the organization gives importance in recognizing exceptional performance?

- a) Never
- b) Rarely
- c) Sometimes
- d) Often
- e) Always

19. How much risk is the organization willing to put into the talent pool?

- a) Higher level of risk
- b) Average level risk
- c) Low level of risk

20. How satisfied are you with your talent pool in your organization?

- a) Extremely satisfied
- b) Dissatisfied
- c) Neutral
- d) Very satisfied
- e) Extremely satisfied

21. Your ideas are listened and valued?

- a) Strongly agree
- b) Disagree
- c) Neutral
- d) Agree
- e) strongly disagree

A STUDY ON EFFECTIVENESS OF TALENT MANAGEMENT AT SIGHTSPECTRUM TECHNOLOGY SOLUTIONS PVT.LTD

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Abstract:- This research work deals with a study on the effectiveness of talent management at SightSpectrum Technology solutions Private limited. Talent Management practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives. It also helps the organization to achieve the target of the organization. As organization continue to pursue high performance and improved results through talent management 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. By implementing effective talent management strategy in the organization can help ensure that the right people are in the right place at the right time, as well as organizational readiness for future. Based on the outcome of this project, suitable suggestions have been provided to the management to improve their talent management practices.

INTRODUCTION

Human resource is the most important element of the organization with the help of which the functioning of the organization goes smoothly. The effective placement of talented human resources frame the success of an organization, 'Talent' means the perfect knowledge and ability of a person to occupy a designated position in a specific area. In this regard talent management considered to be the management of talent in an organization. Talent management gained popularity in the 1990s to manage human resources in a proper and advance way.

OBJECTIVES OF THE STUDY

- To study the Talent management Practices in SightSpectrum technology solutions pvt.Ltd.
- To study the satisfaction level of employees towards the talent pool
- To study the awareness about the talent management among the employees.
- To examine the effective means of rewarding, motivating and retaining talent.
- To understand the effectiveness of talent development activities.

NEED OF THE STUDY

- Strategic talent management improves the skills and talents of team members and increase the performance of a team.
- Everything that is done to recruit, retain, develop, reward and make people perform is part of talent management as well as strategic workforce planning.

SCOPE OF THE STUDY

- The scope of the study is restricted to only one aspect of Human Resource Management – talent management.
- The effective practices of talent management strive to develop and retain potential workforces and improve organisational performance.
- Accordingly, the positive results gathered from the study will certainly be useful for the organisation, as it will help the management to create effective strategies for developing and retaining talented employees.

REVIEW OF LITERATURE

- **Walker and Larocco (2002)** have described the talent management as the ideology and mindset of the individuals, which is associated with the assurance that all the concerned employees perform the best of their abilities and potentials in the organization. The success of every concerned organization entirely relies on the marvellous output of the selected employees as well as the distinctive values formed by the employees, which are considered to be most significant and valuable asset for the organization.
- **Cappelli (2008)** has discussed talent management as a holistic strategy that is formed on the foundation of performance standards for retention of best talent in the organization in the competitive environment. Talent management ascertains the present employees, keeps track of the future requisites, strive to strike a balance in the involvement of the human resource for getting their best potential.
- **Shukla (2009)** has defined talent management as a proactive and forward-looking initiative that focuses on enhancing the performance and pliability of the organization by integrating the several significant functions in terms of recruitment of the employees, their retention, manpower planning, employment branding and employee orientation as a continuous process.
- **Smith et al., (2011)** have referred talent management as the integrated approach that encompasses a broad spectrum of the individuals' competencies and proficiency to make active contributions for the success and long-term sustenance of the organizations.

METHODOLOGY:

RESEARCH METHODOLOGY

Research is an academic activity and as such the term should be used in a technical sense. According to Chifford Woody research comprises defining and redefining problems, formulating hypothesis or suggestions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. Research methodology is a way to systematically solve the research problem. It is a plan of action for a

research project and explains in detail how data are collected and analyzed. This research study is a descriptive research study.

RESEARCH DESIGN

Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon studied. This methodology focuses more on the “what” of the research subject than the “why” of the research subject.

The descriptive research method primarily focuses on describing the nature of a demographic segment, without focusing on “why” a particular phenomenon occurs. In other words, it “describes” the subject of the research, without covering “why” it happens.

SAMPLING DESIGN

In this method, the sample units are chosen primarily on the basis of the convenience to the investigator. The units selected may be each person who comes across the investigator.

Units included in the sample are selected according to the convenience of the investigator. In a few situations, samples are chosen randomly. Convenience sampling was adopted for collecting the data from the respondents.

DATA COLLECTION

PRIMARY DATA

- Primary data is the original data collected by the researcher first hand. It is collected for the first time through field survey. These are those that are gathered specifically, for the problem at hand. The various sources for collecting primary data are questionnaire, observation, interview etc.
- Primary Data were collected by framing a questionnaire and Interview (Telephonic).
- A set of questionnaires were prepared and questionnaires in Google form were circulated to the selected public to know their views.

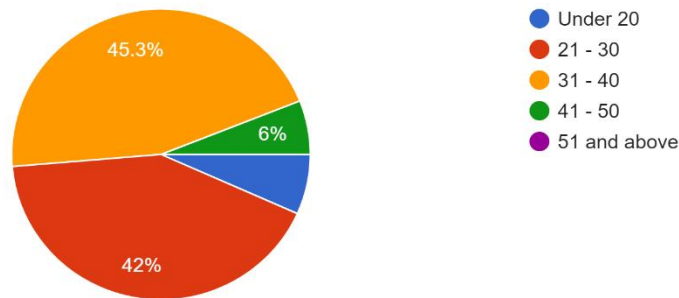
STATISTICAL TOOLS

The statistical tools and test used for this study are.

- Percentage Analysis
- Chi Square Analysis
- Karl pearson’s Correlation
- One-way Anova

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS:

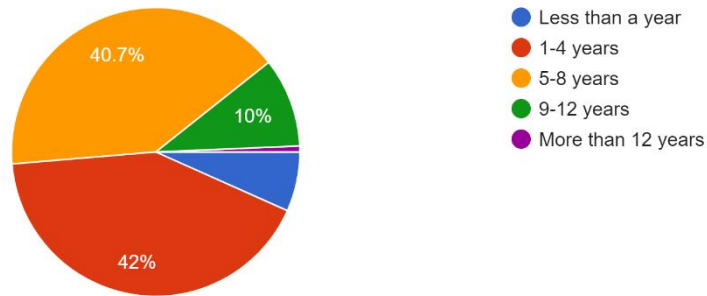


AGE

Particular	No. of Respondents	% of Respondents
Under 20	10	6.7%
21-30	63	42%
31-40	68	45.3%
41-50	9	6%
M51 and above	0	0
Total	150	100%

INFERENCE:The above chart shows that there are 6.7% of the respondents are belonging to the age group of under 20, 42% of the respondents are belonging to the age group of 21-30yrs. 6% of the respondents are belonging to the age group of 41-50yrs. Therefore, more age group of 31 to 40 years has the highest percentage of 45.3%.

Percentage Analysis of Experience



Particular	No. of Respondents	% of Respondents
Less than a year	10	6.7%
1-4 years	63	42%
5-8 years	61	40.7%
9-12 years	15	10%
Above 12 years	1	0.7%
Total	150	100%

INFERENCE:From the above table, it can be inferred that 42% of the employees have been working in the company for 1-2 years, 6.7% of the employees have been working in the company for Less than a year, 40.7% of the employees have been working in the company for 5-8 years, 10% of the employees have been

working in the company for 9-12 years and 0.7% of the employees have been working in the company for more than 12 years.

CHI-SQUARE TEST

Chi-square is the sum of the squared difference between observed (*o*) and the expected (*e*) data (or the deviation, *d*), divided by the expected data in all possible categories.

Null hypothesis (H₀):

There is no significant difference between numbers of years working and level of support given by the management to the talent pool.

Alternate hypothesis (H₁):

There is significant difference between numbers of years working and level of support given by the management to the talent pool.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.054 ^a	12	.000
Likelihood Ratio	249.558	12	.000
Linear-by-Linear Association	112.584	1	.000
N of Valid Cases	150		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .33.

INFERENCE:

Since the calculated value is greater than the tabulated value, we reject the null hypothesis and hence there is significant difference between numbers of years working and level of support given by the management to the talent pool.

FINDINGS

- Majority (45.3%) of the respondents falls under the age group pf 31-40.
- Majority (61.3%) of the respondents are Male.
- Majority (62.7%) of the respondents holds UG as their highest level of education
- Majority of (32%) of the respondents monthly income is 21,000 to 25,000.
- Majority of (40.7% of the respondents have 1- 2 years of experience.
- Majority of (38.7) of the respondents agree that talent management strategy is somewhat effective.

- Majority of (54.7%) of the respondents agree that talents are identified by results.
- Majority of (36%) of the respondents agree that organization's most effective means of rewarding, motivating, retaining of talent are through innovations.
- Majority of (40.7%) of the respondents are in the neutral state that talent management initiatives are the top priority of the organization.
- Majority of (39.3%) of the respondents agree that organization sometimes gives importance in recognizing exceptional performance
- Majority of (42.7%) of the respondents are neutrally satisfied with the talent pool of the organization.
- Majority of (69.3%) of the respondents agree that organization willing to put moderate risk in the talent pool

CONCLUSION

In organizations, talent is the key that a firm has to create a competitive advantage. This is the very reason why retention possesses the highest seat in the human resource manager's list. Retaining talent is the need of great importance in today's competitive era. The difficulties of finding, keeping, developing, and motivating individuals in key positions are definitely what dynamic HR experts are focused on the grounds that the conventional methodologies were no more ready to maintain employees. This journey for a better concept prompted the introduction of talent management. "Talent Management" has turned into the mantra for corporate success. Talent management is not a new concept and has, in fact, been called human capital management, employee relationship management, and workforce management, over the years by various researchers.

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