

A STUDY ON EMPLOYEE TALENT MANAGEMENT WITH SPECIAL REFERENCE TO SMART SHAPERS

Submitted in partial fulfilment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

By
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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

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

**Accredited with Grade “A++” by NAAC I 12B Status by UGC I Approved by
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SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)
CATEGORY - 1 UNIVERSITY BY UGC**

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **AJAY A 42410276** who carried out the Project Training “**A STUDY ON EMPLOYEES TALENT MANAGEMENT**” under my supervision from January 2023 to March 2023.

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Submitted for Viva voce Examination held on _____

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DECLARATION

I **AJAY.A**, hereby declare that the Project Report, entitled “**A Study of employees talent management in smart shapers** ” done by me under the guidance of **Ms.AGILA** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

Place:

Signature:

Date:

ACKNOWLEDGEMENT

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AJAY A

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CHAPTER 1

1.1INTRODUCTION

A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture

It's important to note that some organizations associate the term talent or talent management only to key performing individuals. However, it is essential to remember that each one of us has some talent potential and hence it should not be restricted to the very few. Nevertheless, it is highly likely that more attention is going to be paid to employees with high potential or exceptional skills.

Several talent management processes need to be in place on a strategic level in order ensure its success. Such processes/strategies include talent identification, recruitment & assessment, competency management, performance management, career development, learning management, compensation, succession planning etc.

Talent management has a number of benefits to offer such as employee engagement, retention, aligning to strategic goals in order to identify the future leadership of the organization, increased productivity, culture of excellence and much more.

In today's challenging business environment of going global and competition becoming intense, organizations have mounting pressure to perform better than before. Over the years, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes (Bryan, 2004)¹, wherein employees' skills and personalities are appropriately deployed to optimize performance, is a critical and difficult task. Furthermore, identifying and developing executives who have leadership potential, like every other vital strategic function, is a demanding process that is equal parts of Arts and Science (Judy Klein and Stephen A. Miles, 2003)

To carry out this mission, organizations should develop and deploy talented people who can articulate the passion and vision of their organizations. Though operating excellence, technical competence, marketing savvy, energy and drive are always important, talent-intensive organizations also require soft skills that facilitate execution across departments.

Not only Software and BPO Companies, no organization can rest in peace under the assumption that once they have recruited the employee in place, their job is done. The real challenge that is faced by these industries is not hiring the right person for the right job, neither their Performance Management System, nor their Work Climate nor Culture, but in retaining the employee. It is proven beyond argument that it is the people who make or break the organization.

Managing the talent of key employees is critical to achieve the success in long-term by any organization.

Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture.

Meaning of Talent Management

The term Talent Management is being used to describe sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the success of organizations. So, talent management is management's main priority (Michaels, Handfield-jones, H. & Axelrod, 2002)³. Today's businesses face increased global competition, shifting markets, and unforeseen events. No wonder they are finding it more difficult than ever to attract, develop, and retain the skilled workers they need (McCauley & Wakefield, 2006)⁴. Talent management is —a conscious ⁴ and deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs|| (Derek Stokley)⁵

Talent management, also known as Human Capital Management, is the process of recruiting, managing, assessing, developing, and maintaining an organization's most important resource – i.e. its people (Bhatla, 2007)⁶. Talent management initiatives must involve dialogue and engagement with business in order to hire, retain and develop the talent that is needed to achieve the business goals.

environment. It includes the creation and maintenance of a supportive and people oriented organization culture.

Talent Management refers to identifying the employee talent and utilizing it effectively

and retaining the same talent to compete with similar organizations. Talent is a competitive advantage. According to (Christonel, 2002) 8, —New Value Systems will converge and reinforce each other, creating a company capable of winning big.|| Most of the 5 organizations fail to identify the suitable candidates at the first place, and in case they do identify they fail to retain them.

As per knowledge infusion, —talent management|| is defined as —the integrated process of ensuring that an organization has a continuous supply of highly productive individuals in the right job at the right time

Talent Management is on HR professionals' minds these days, as HR works to obtain, retain and develop manpower. For talent management to be effective, what is important is to hire employees who seem to be the best fit in the organization. Organizations are taking steps to manage talent most effectively and also to develop their own employer brand. These brands simplify decision-making and communicate the value they create for their customers. Likewise, employees also identify themselves with certain organizations (Shravanthi and Sumanth, 2008)⁹ especially in the light of forecast-ed labour shortage. Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinated, performance oriented approach is adopted.

Quite often, of late organizations are adopting a Talent Management approach and are focusing on co-coordinating and integrating various aspects, such as:

Recruitment, Retention, Employee development, Leadership and "high potential employee" development, Performance management, Workforce planning and Culture.

The Researcher found from the present study that, there is a tremendous change in human resources in the past decades. The reasons behind are the changes in technology and global economic environment. Even though organizations are aware of the need for human talent they were neglecting it all these years without giving comprehensive outlook

The novel Economy is a different place from the aged one and requires a shift in value systems to become accustomed. To deal with this changing world the present age bracket needs to be aware of its contributions, developments and ability to manage both the present and future.

Therefore, it is important for the organizations to develop adequate and appropriate plans and put in efforts to attract the best pool of available candidates, and also to nurture and retain

the current employees.

Talent Management Models

Researcher found in the study that, to manage talent effectively, organizations have to follow certain models which help them in smooth functioning. The following are the two models identified in the study which are explained in detail:

Talent management is a continuous process that plans talent needs, attracts the very best talent, speeds time to productivity, retains the highest performers, and enables talent mobility across the organization. In order to successfully balance the notion of talent supply with business demand, there must be a match between capabilities and needs.

Knowledge infusion was approached to different talent management centers on the concept of —talent DNA||. In order to successfully balance the notion of talent supply with business demand, knowledge infusion breaks down the talent DNA model into three parts.

Talent management, on the other hand, focuses on enhancing the potential of people by developing capacities. Capacities are the basic DNA of an organization and also of individual potential.

Organizational culture assumes immense significance as a central theme for attaining competitive advantage. Organizational culture is hypothesized to play a decisive role in the development of a unique corporate identity, which in turn provides organizations with the opportunity to leverage their corporate identity to achieve strategic leadership. Cultural influences have a strong bearing on the character and persona of an organization.

Process of Talent Management:

The HR managers today are required to identify the talent gap and forecast the shortfalls in advance based on their experience and based on the changes taking place in the organization. They have to focus their plans and initiatives to help improve the availability of needed talent and knowledge. Recent surveys indicate that more than 62% HR managements are worried about the shortages of Talent company -wide. HR Manager should keep in mind the following factors which are responsible for employees to change jobs frequently

- Rapid changes in the world economy.
- Strong and continuous economic growth
- Globalization making easy the business boundaries
- Most competitive job market
- New competency requirements
- Rise in the outsourcing and off shoring
- Unexpected economic melt down and recession.
- Cascading effect of the above factors on employment potential resulting in wage cuts, lay offs, pink slips etc.

1.2 INDUSTRY PROFILE

The wood economy was the starting point of the civilizations worldwide, since eras preceding the Paleolithic and the Neolithic. It necessarily preceded ages of metals by many millennia, as the melting of metals was possible only through the discovery of techniques to light fire (usually obtained by the scraping of two very dry wooden rods) and the building of many simple machines and rudimentary tools, as canes, club handles, bows, arrows, lances. One of the most ancient handmade articles ever found is a polished wooden spear tip (Clacton Spear) 250,000 years old (third interglacial period), that was buried under sediments in England, at Clacton-on-Sea

Successive civilizations such as the Egyptians and Sumerians built sophisticated objects of furniture. Many types of furniture in ivory and valuable woods have survived to our time practically intact, because secluded in unviolated secret tombs, they were protected from decay also by the dry environment of desert. Many buildings and parts of these (above all roofs) contained elements in wood (often of oak) forming structural supports and covering; means of transport such as boats, ships; and later (with the invention of the wheel) wagons and carriages, winches, flour mills powered by water, etc. Wood industry comprises companies that operate by creating, manufacturing and producing wood products such as plywood, wood-plastic composites and plastic lumber. Wood demand is determined by the level of activity in end-use industries, such as building construction, and the crash of the housing market that takes a toll on the wood industry. Recovery in the housing sector, and increased demand from the automotive industry are fueling growth in the wood industry. Moving forward, players in the global wood industry will need to concentrate their efforts on optimizing renewable, managed forest resources use to boost profits. Manufacturing process efficiency and value recovery will also help render production more cost effective, giving adaptable industry players a competitive edge. Other important factors for companies seeking to capture market share include improving wood quality, better forest bio-security, pest management, and product and process innovation.

Due to the challenge represented by new materials, wood industry enterprises will have to produce new and improved wood products that offer durability and meet guidelines for environmentally friendly products. One of the major segments is the wood furniture industry and the wood furniture manufacturing industry primarily operates in various wooden furniture products. In addition, timber and wood-based pieces and panels are the primary materials used, along with supplements such as paint, glass and hardware. The wood markets analysis indicates

that a slower recovery is expected with housing attraction and inclusion of wooden products starting at a moderate rate in 2010 to moving higher to the 700,000 unit, which is expected to exceed 1.5 million units by the end of 2013.

1.3. Company profile



SMART SHAPERS is a interior designing firm with more than 20years of experience. They also executed so many projects, Residential as well as Commercials. They had most experienced workers. They have Cad designers, 3D designers and also Carpenters, Painters and etc..They also have a Workshop for Wood works, Metal works painting works and customization works. They were able to provide high quality products at a very affordable prices to their customers through innovative designs and production technology, They also doing customized interior design works. They are specialized all kind of furniture's..

We smart shapers offer highly professional Exhibition Stall Design & Fabrication Services in Ahmadabad considering all the parameters to meet the design guideline of the stall. Our team of exhibition project management has dedicated project managers who ensure the custom exhibition stall designs are made a reality for a world class experience for both you and your target customers. We offer premium quality Exhibition Stalls Fabrication Services. Our stalls are manufactured by utilizing high grade basic material and modern technology as per the set industry norms. Our provided stalls can also be customized as per the requirements of our respected client. Looking forward to be associate with your esteemed organization. smart shapers is one of the leading exhibition stall design & fabrication service provider company established in Ahmadabad. Having the experience and expertise in this field, we have managed to provide flawless services to our client. This is evident in our quality of work and the number of satisfied customers we hold today.

1.4. Statement of the problem

- In recent years, furniture making industry is growing at an alarming rate .
- Furniture manufacturing will not be able to meet the demand and the market due to the shortage of timber resources.
- The price for solid timber will increase and this is not good for the future of the furniture industry.

1.5. Need of the study

- **Talent management** is gaining increased attention.
- Talent management brings together a number of important human resources (HR) and management initiatives.
- Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes.
- This is to ensure that a co-originated, performance oriented approach is adopted.
- Organizations adopting a Talent management approach will focus on co originating and integrating

1.6. Objectives for the study

PRIMARY OBJECTIVE :

To study the Employee Talent Management in **Smart Shapers**.

SECONDARY OBJECTIVES :

- To study the level of employees talent and problem associated with employee talent management system.
- To study the employees perception and various challenges of employee talent management system.
- To know greater company loyalty and retention of talented employees.
- To suggest improve the morale and job among employees. Companies who understand that their company performance depends on their workforce.

1.7 Scope of the study

- Enables to study about the market potential.
- Enable to study about the customer preference in timber products.
- Emphasizer on finding out the brand popularity.
- It facilitates the assessment of the adopted marketing strategies. Its gives for identified marketing opportunities and threats.

CHAPTER 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Michaels E, Handfield-Jones H and Axelrod B, (2001) have explained the importance of rewards and recognition in talent management practices. They pointed out “While it takes more than money to build a winning EVP (Employee Value Proposition), if employee don’t stay competitive with the market price for the best managerial talent, employee will have a hard time.” Just as pricing of services to customers constant attention and updating, the financial dimension of these employment package always going to provide a baseline for the brand. While reward is the major symbol of recognition, it is only one of them. Survey after survey reveals that recognition is one of the most critical factors in employee motivation. Feeling valued (particularly for the discretionary effort) is a critical Please purchase PDF Split-Merge on www.verypdf.com to remove this watermark. 33 factor in employee engagement and recognition. Whether through prize giving or incentive schemes, or a general management tendency to offer praise for work well done, recognition is one of the simplest and most direct ways of demonstrating the people matter.

Barlett & Ghoshal (2002) explores with general products saying, the culture cannot be imitable if it is going to be sustainable. This research suggests that if firms can modify their cultures to improve not only financial results but also increase engagement and still maintain a culture that is imperfectly imitable, it will sustain superior performance. Here is where HR/OD can play a pivotal role in developing this type of sustainable culture. HR/OD must undertake the objective to help management develop an engaging, motivating and bonding culture necessary to attract and keep talented employees.

Heather A. Earle, (2003) examines the characteristics of the different generations that currently make up the workforce and discusses the expectation of employees from their employers and also from their work environments. It also delves into the role the workplace plays in recruitment and retention and the way in which it can be used to improve an organization’s corporate identity. It then looks at what types of perks are actually valued most by employees, and explores how the physical environment can be aligned to help and shape a company’s organizational culture and facilitate the communication, teamwork and creativity

that are necessary to sustain a culture of continual innovation.

Punita Jasrotia, (2003) explores that “The IT industry being people oriented, what differentiates the best from the rest the quality of human capital in every organization”. While there is plenty of talent available, the difficulty comes in finding the talent with best fit to the organization. Potential employees would like to associate themselves with companies which have a “brand” of success, leadership, people development initiatives and also instill a deep sense of pride and commitment. Not much effort has been made by organizations to improve their corporate image internally.

Rochelle Turoff Mucha(2004), opines that talent had become the driving force for business success. In both uncertain economic times as well as at the height of a boom, effective talent management is essential for achieving organizational excellence. It also mainly focused on aligning existing performance appraisal processes with the creation of potential identification processes. It also found that once an organization has assessed its future needs and roles, then it is ready to identify and match individuals to sweet spot. The sweet spot describes a model that positions the best person in the job for them.

According to Swapnika C and Amitabh Kondwani,(2005) high performance organizations are built around elements such as innovations, values, purpose, leadership, and trust. However, the core element, which acts as a dynamo, is “people” where they bring best performance processes. Therefore, people management practices must be revamped and synthesized to form high performance work systems. High performance work systems are a management approach in achieving optimal “fit” among people, technology, work, and information-social and technical subsystems.

Cindy McCauley and Michael Wakefield (2006) explained that talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning and evaluation. It also found that to drive performance, deal with an increasingly Please purchase PDF Split-Merge on www.verypdf.com to remove this watermark. 34 rapid pace of change, and create sustainable success, a company must integrate and align these processes with its business strategies. By assessing available talent and placing the right people in their best roles, organization can survive and thrive in today’s increasingly competitive markets.

Chartered Institute of Personnel and Development, CIPD (2008) has published a guide on Employer branding. According to the guide, Talent management is an investment that should and must demonstrate a return comparable to other forms of business investment. To prove a talent's effectiveness and demonstrate its ROI, organizations need to accurately measure their current performance in recruitment and retention. Engagement – and the financial value of engagement – can be accurately measured.

Julia Christensen Hughes and Evelina Rog(2008) opines that Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming an increasingly short supply. The benefits of an effectively implemented talent management strategy include improved Employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance.

Gordon Barker(2009) had described that the increased importance of performance management is designed to ensure that the best people feel valued and the cost of under performance is removed quickly from the business. It was found that the restrictions on the ability to buy in new talent mean that HR is being tasked with providing enhanced ways of identifying, developing and retaining high performers.

Patrica K. Zingheim, Jay R. Schuster & Marvin G.Dertien. (2009) provides an insight how the top executives of fast-growth companies have managed the transition from startup to sustained fast growth from the standpoint of talent-management strategies, practices and programs. The leadership challenge is to sustain business growth and success while stabilizing a workforce of high performing key talent who possess the company's core competencies. To do this, organizations have chosen an integrated view of total compensation and total rewards, including training, development and career opportunities as their performance-based compensation approaches.

Sanne Lehmann (2009), had explored in his study that talent management had become a prioritized area, and IT and performance systems have been set up to support the advancement

of talents. However, performance appraisals being the main mechanism to reward knowledge workers implies that the focus on financial achievements is forwarded into the motivational structure of firms promoting an environment of competition and control.

Gaye Karacay-Aydin (2009) had analyzed the under-researched effects of mentoring on talent management among female employees and employees from less advantaged socioeconomic backgrounds. It examined the moderating effects of gender and socioeconomic background; and talent management highlights the positive outcomes of mentoring for women and employees from disadvantaged backgrounds. It also found how to use mentoring programs to attract, retain, motivate, and develop these talent pools. This is the first conceptual paper that ties mentoring applications with talent management programs for the identified employee groups.

Jeanne Harris, Elizabeth Craig and Henry Egan (2010) opined that a strategic approach to managing analytical talent have considered the needs of the entire enterprise. It was found that by building and aligning the four key talent management capabilities—defining needs, discovering new sources, developing capabilities and deploying effectively—organizations can maximize the strategic impact of their analytical talent and continually expand the organization's collective analytical capabilities. That is, they can build a talent-powered analytical organization.

Ahmad Yousef Areiqat, Tawfiq Abdelhadi, Hussien and Ahmad Al- Tarawneh (2010) opines that the process of recruiting talented employee requires the best practice of human resources management in business organization, based on a strategic issue. And this includes distinguishing between a recruiter and talent scout. Employee who got recruited must start to build himself and his own talents, when this happens they can develop posture to help themselves in performing their tasks. This is because the recruiter does not take the time to actually get to know a person or even ask them what they are interested in, or what their goals are, or what sort of talents they even have. All they want is the sign up. The thrill of sign up is a rush for them.

Peter Cheese (2010) opines that attracting and retaining the talent businesses need, will require renewed focus and energy on employee value propositions, with greater flexibility to attract increasingly diverse talent. Responsible and sustainable business is going to play an

increasingly important Please purchase PDF Split-Merge on www.verypdf.com to remove this watermark. 43 part in this, not just in terms of environment, but social and economic responsibility. Many more people will be making decisions about employers based on these characteristics than in the past.

Mark L.Frigo, John D.Rapp and Roy W.Templin(2011) opined that the benefits of transformation center on employee engagement and talent had made the system for attracting and retaining talent at all levels of the organization. It was found that Employee satisfaction with professional development opportunities increased from approximately 55% in 2006 to 85% in 2010. Retention of leadership development employees went from less than 25% in 2005 to greater than 85% in 2010.

Santhoshkumar. R. and Rajasekar. N. (2012) opines that creativity and innovation, leadership, teamwork, interpersonal sensitivity, personal motivation, association and team spirit play an important role in influencing the talent in the organization. It was also found that there is no significant difference between the opinion of automobile industry and IT sector employees with regard to a set of factors which constitutes talent management practices. The study helps the company to retain the present talented workforce and stop them from quitting the organization. Critical talent has been defined and identified covering all staff-level Please purchase PDF Split-Merge on www.verypdf.com to remove this watermark.45 positions in line with company's requirements and capabilities in order to select perfect and highly skilled.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. METHODOLOGY:

The advanced learner 's dictionary of current English lays down the meaning of research as "a careful investigation or inquiry. especially through search for new facts in any branch of knowledge".

3.2. RESEARCH DESIGN:

Research design in the plan, structure, blueprint and strategy of investigation conceived, so as to obtain answers to research questions and to control" The project works titled "A STUDY ON EMPLOYEE TALENT MANAGEMENT " in SMARTSHAPERS Descriptive research design was chosen keeping in view the objectives of the research with accurate results.

3.3. SOURCES OF DATA:

DATA COLLECTION METHOD :

The methods of collecting primary data are to be originally collected.

Primary data:

Questionnaires are prepared and personal interview was conducted through survey method and observation also made for further information.

Secondary data:

Secondary data was used for through the organizational broucher, company records, books, internet, company web site, company annual reports, journals and magazine of the company for analyzing the data.

3.4.SAMPLE SIZE:

The total size of the sample 100 employees and The employees are selected by simplerandom sampling.

3.5.RESEARCH APPROACH:

Survey method, observation and personal interview.

Types of research:

The study is descriptive in nature since the objectives are laid down and the entire study is primarily focused on these objectives an initial exploratory work is done in order to get insight

about the topic.

Research instrument:

A questionnaire was used in part of this study to collect data from the face to face interview. Question with open ended and close ended questions.

3.6. STATISTICAL TOOLS USED:

- Percentage method
- Weighted average method
- Correlation

(A) Analysis Using Percentage Method

Percentage analysis shows the entire population in terms of percentage. It reveals the number of belonging is a particular category or the number of people preferring a particular thing etc.

(B) Analysis Using Weighted Average Method

- Weighted average can be defined as an average whose component items are multiplied by certain values (weights) and the aggregate of the products are divided by the total of weights.
- One of the limitations of simple arithmetic mean is that it gives equal importance to all the items of the distribution.
- In certain cases relative importance of all the items in the distribution is not the same. Where the importance of the items varies.

Correlation:

Correlation analysis deals with the association between two or more variables. Correlation does not necessary imply causation or functional relationship though the existence of causation always implies correlation, by itself it establishes only co-variation. Correlation is the technique of determining the degree of correlation between two variables incase of ordinal data where ranks are given to the different values of the variables.

CHAPTER 4

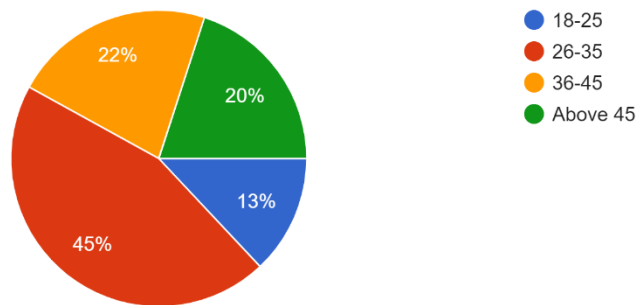
DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

4.1.1.THE TABLE SHOWS AGE OF THE RESPONDENTS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	18-25	13	13%
2	26-35	45	45%
3	36-45	22	22%
4	ABOVE 45	20	20%
TOTAL		100	100%

Age
100 responses



Interpretation

From the above table it is interpretation that 45% of employees were in the age of 26-35, 22% of respondents were 36-45 age group, 13% of respondents were 18-25 age group and 20% of employees were above 45 age group.

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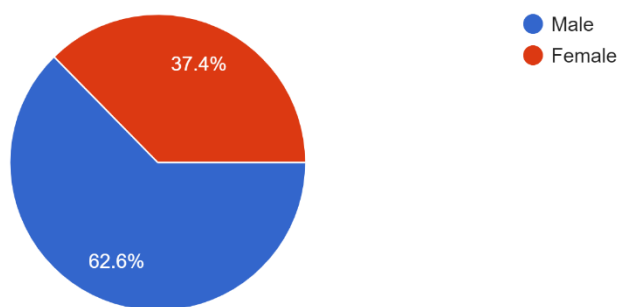
- Majority 45% of the respondents belong to the age group of above 45 category.

TABLE 4.1.2

THE TABLE SHOWS GENDER OF THE RESPONDENTS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Male	62	62.6%
2	Female	37	37.4%
TOTAL		100	100%

Gender
99 responses



Interpretation:

From the above table it is interpreted that the gender of the respondents is male 62.6% and number of respondents in female are 37.4%.

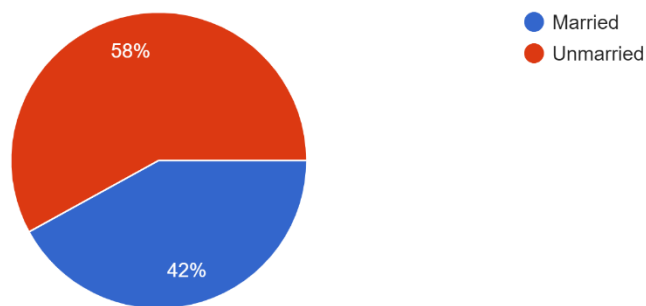
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➤ Majority 62.2% of the respondents are male.

TABLE 4.1.3
THE TABLE SHOWS MARITAL STATUS OF THE RESPONDENTS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERSENTAGE OF RESPONDENTS
1	Married	42	42%
2	Unmarried	58	58%
TOTAL		100	100%

Marital Status
100 responses



Interpretation:

From the above table 58 % of respondents are unmarried and 42 % of respondents are married

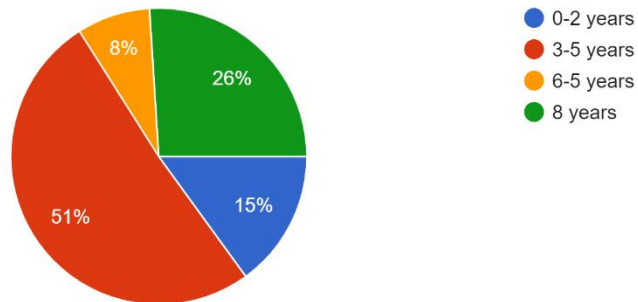
INFERENC:

- Majority 58 % of the respondents were unmarried.

TABLE 4.1.4
THE TABLE SHOWS LEVELS OF EXPERIENCE OF THE RESPONDENTS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	0-2 Year	15	15%
2	3-5 Year	51	51%
3	6-8 Year	8	8%
4	>8 Year	26	26%
TOTAL		100	100%

Years of Experience
100 responses



Interpretation:

From the above table it is interpreted that the number of respondents were 15% is 0-2 years, 51% is 3-5 years, 8% is 6-5 years, 26 % is more than 8 years.

INFERENCE:

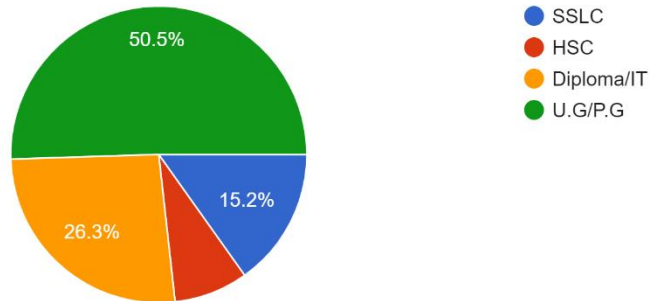
Majority 51% of the respondents had 3-5 years' experience

TABLE 4.1.5

THE TABLE SHOWS EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	SSLC	15	15.2%
2	HSC	8	8.8%
3	Diploma / IT	26	26.3%
4	U.G / P.G	50	50.5%
TOTAL		100	100%

Educational Qualification
99 responses



Interpretation:

From the above table it is interpreted that 15% of the respondents were SSLC , 8% of the respondents were HSC, 26.3% of the respondents were diploma / IT and 50.5% of the respondents were U.G/P.G in educational qualification.

INFERENCE:

Majority 50.5 % of the respondents belongs to UG educational qualification.

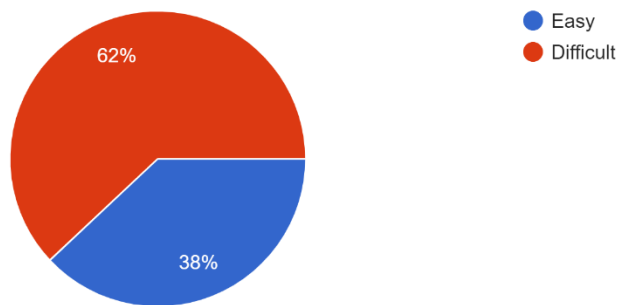
TABLE NO: 4.1.6

THE TABLE SHOWS ORGANIZATION ENHANCE TALENT PROGRESS

S.NO	PARTICULARS	NO .OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Easy	38	38%
2	Difficult	62	62%
TOTAL		100	100%

How does the organization enhance talent progress?

100 responses



Interpretation:

From the above table 38 % of respondents are easy and 62% of respondents are difficult.

INFERENCE:

Majority 62 % of the respondents belongs to difficult.

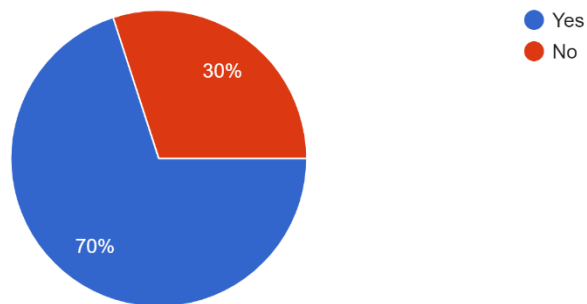
TABLE NO: 4.1.7

THE TABLE SHOWS POLICY ON EMPLOYEE TALENT MANAGEMENT

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	70	70%
2	No	30	30%
TOTAL		100	100%

Does the organization have a policy on employee talent management?

100 responses



Interpretation:

From the above table 70% of respondents are yes and 30% of respondents are no.

INFERENCE:

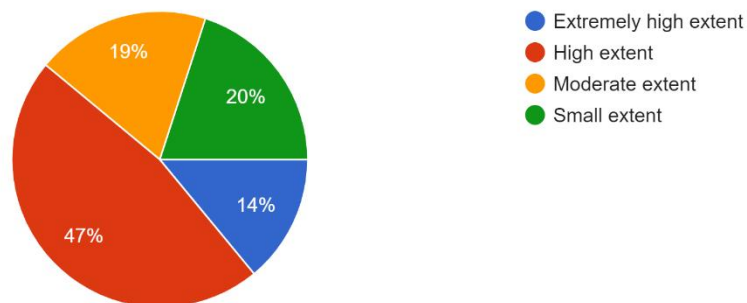
Majority 70 % of the respondents belongs to yes.

TABLE NO: 4.1.8

THE TABLE SHOWS TALENT USING AT WHAT EXTENT BY THE ORGANIZATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Extremely High Extent	14	14%
2	High Extent	47	47%
3	Moderate Extent	19	19%
4	Small Extent	20	20%
TOTAL		150	100%

To what extent is the organization using talent effectively?
100 responses



Interpretation:

From the above table it is interpreted that 14% of the respondents were Extremely High Extent, 47% of the respondents were high extent , 19% of the respondents were modern small extent and 20% of the respondents were small extent .

INFERENCE:

Majority 47 % of the respondents belongs to high extent .

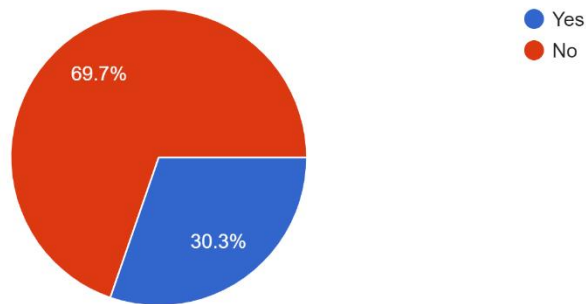
TABLE NO: 4.1.9

THE TABLE SHOWS SATISFY WITH THE WORK

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	69	69.7%
2	No	30	30.3%
TOTAL		100	100%

Are you satisfy with your work/job?

99 responses



Interpretation:

From the above table 30.0% of respondents are yes and 69.7% of respondents are no.

INFERENCE:

Majority 69.7 % of the respondents belongs to no.

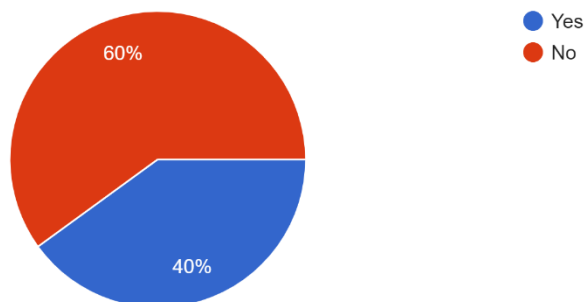
TABLE NO: 4.1.10

THE TABLE SHOWS TALENT HAS IDENTIFIED BY THE ORGANIZATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	40	40%
2	No	60	60%
TOTAL		100	100%

Has your talent /skill been identified by the organization?

100 responses



Interpretation:

From the above table 40% of respondents are yes and 60% of respondents are no.

INFERENCE:

Majority 60 % of the respondents belongs to no.

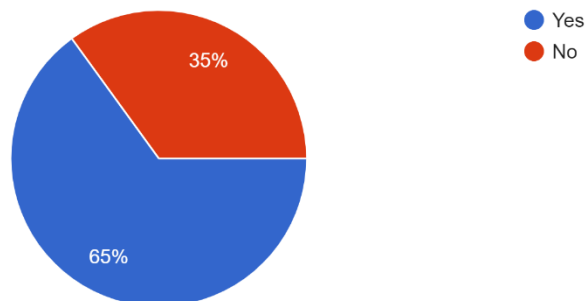
TABLE NO: 4.1.11

THE TABLE SHOWS RECRUITMENT METHOD EFFICIENT & SUITABLE

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	65	65%
2	No	35	35%
TOTAL		100	100%

Are your recruitment methods efficient and suitable?

100 responses



Interpretation:

From the above table 65% of respondents are yes and 35% of respondents are no.

INFERENCE:

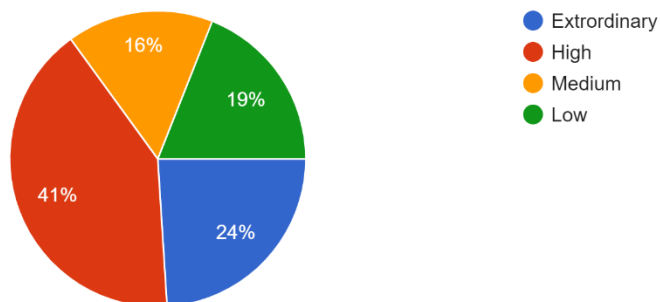
Majority 65% of the respondents belongs to yes.

TABLE NO: 4.1.12

THE TABLE SHOWS COMPANY PLAN TO HELP THE EMPLOYEE

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Extraordinary	24	24%
2	High	41	41%
3	Medium	16	16%
4	Low	19	19%
TOTAL		100	100%

How does the company plan to help employee development at what level?
100 responses



Interpretation:

From the above table it is interpreted that 24% of the respondents were extraordinary , 41% of the respondents were high , 16% of the respondents were medium and 19% of the respondents were low

INFERENCE:

Majority 41% of the respondents belongs to high.

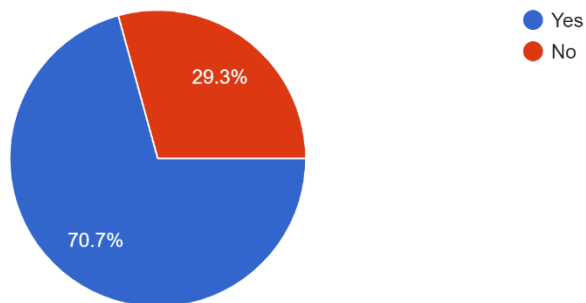
TABLE NO: 4.1.13

THE TABLE SHOWS TRAINING TO ENHANCE THE SKILL

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	70	70.7%
2	No	29	29.3%
TOTAL		100	100%

Would you willing to go on a training to enhance your skill ?

99 responses



Interpretation:

From the above table 70.7% of respondents are yes and 29.3% of respondents are no.

INFERENCE:

Majority 70.7% of the respondents belongs to yes.

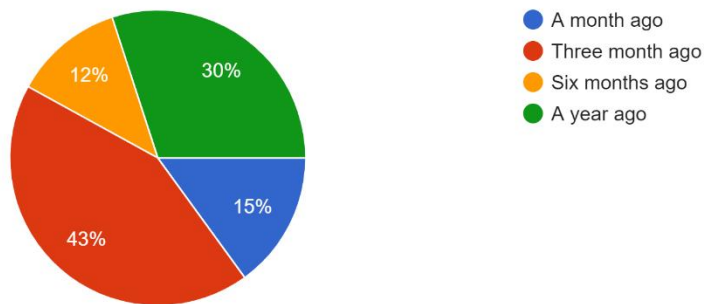
TABLE NO: 4.1.14

THE TABLE SHOWS LAST BENEFIT FOR THE IDEAS IN AN ORGANIZATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	A month ago	15	15%
2	Three months ago	30	30%
3	Six months ago	12	12%
4	A year ago	30	30%
TOTAL		100	100%

When you get last benefit for the skill/ideas in the organization?

100 responses



Interpretation:

From the above table it is interpreted that 15% of the respondents were a month ago , 43% of the respondents were three month ago, 12% of the respondents were six month and 30% of the respondents were a year ago

INFERENCE:

Majority 43% of the respondents belongs to three month ago.

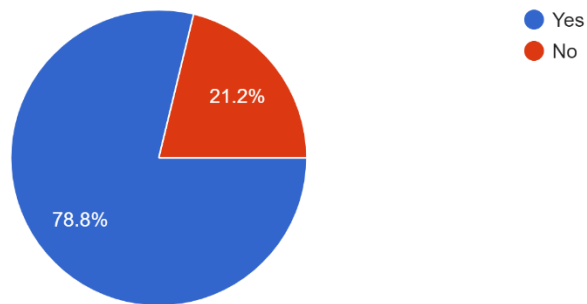
TABLE NO: 4.1.15

THE TABLE SHOWS TRAINING FOR DEVELOP TALENT

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	78	78.8%
2	No	21	21.2%
TOTAL		100	100%

Are you want to get training for develop skill/talent?

99 responses



Interpretation:

From the above table 78.8% of respondents are yes and 21.2% of respondents are no.

INFERENCE:

Majority 78.8%of the respondents belongs to yes.

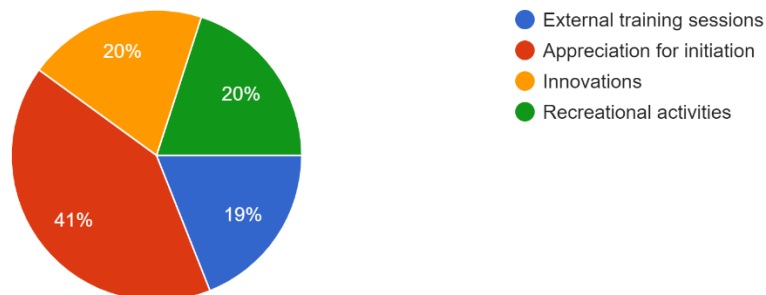
TABLE NO: 4.1.16

**THE TABLE SHOWS ORGANIZATION HAVE REWARDING
MOTIVATING AND RETAINING TALENT**

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	External Training Sessions	19	19%
2	Appreciation for initiation	41	41%
3	Innovation	20	20%
4	Recreation activities	20	20%
TOTAL		100	100%

Excluding financial compensation which of the following do you believe are your organization most effective means of rewarding motivating and retaining talent?

100 responses



Interpretation:

From the above table it is interpreted that 19% of the respondents were external training sessions, 41% of the respondents were appreciation for initiation, 20% of the respondents were innovation and 20% of the respondents were recreation activities

INFERENCE:

Majority 41% of the respondents belongs to appreciation for initiation.

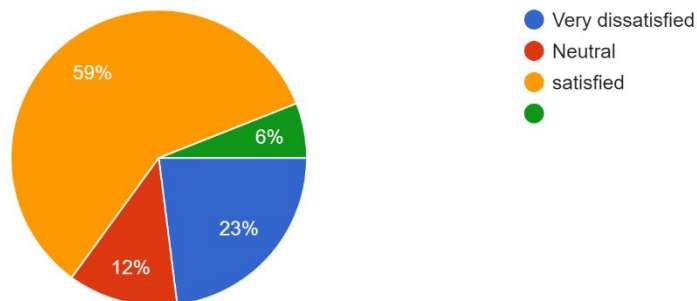
TABLE NO: 4.1.17

THE TABLE SHOWS LEVEL OF SATISFACTION TO PAY BENEFITS

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Very satisfied	23	23%
2	Satisfied	59	59%
3	neutral	12	12%
4	Highly dissatisfied	6	6%
TOTAL		100	100%

What is your level of satisfaction to pay benefits?

100 responses



Interpretation:

From the above table it is interpreted that 23% of the respondents were very dissatisfied 12% of the respondents were appreciation for neutral, 59% of the respondents were satisfied and 6% of the respondents were highly dissatisfied

INFERENCE:

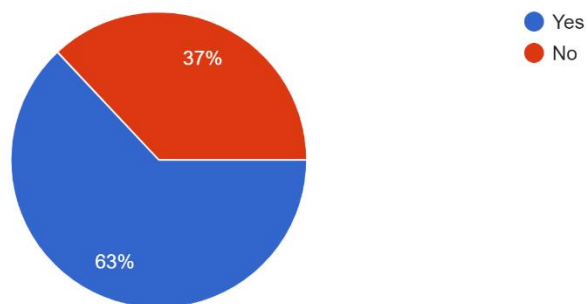
Majority 59% of the respondents belongs to neutral.

TABLE NO: 4.1.18

THE TABLE SHOWS WORKING ENVIRONMENT IS HIGHLY SATISFIED

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	63	63%
2	No	37	37%
TOTAL		100	100%

Do you feel working environment is highly satisfactory ?
100 responses



Interpretation:

From the above table 63% of respondents are yes and 37% of respondents are no.

INFERENCE:

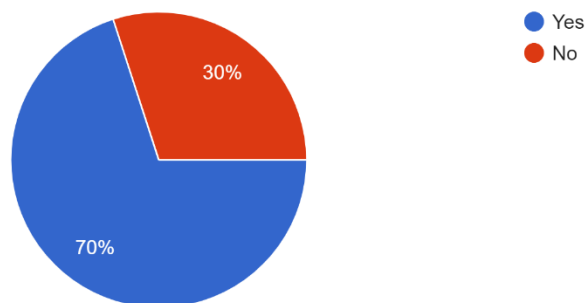
Majority 63% of the respondents belongs to yes.

TABLE NO: 4.1.19

THE TABLE SHOWS COMFORTABLE SHARING THE OPINIONS AT WORK

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	70	70%
2	No	30	30%
TOTAL		100	100%

Do you comfortable sharing your opinions at work?
100 responses



Interpretation:

From the above table 70% of respondents are yes and 30% of respondents are no.

INFERENCE:

Majority 70% of the respondents belongs to yes.

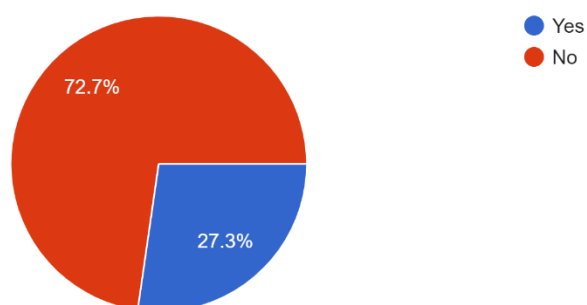
TABLE NO: 4.1.20

THE TABLE SHOWS EMPOWERED ENCOURAGED TO SOLVE PROBLEMS

S.NO	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	27	27.3%
2	No	72	72.7%
TOTAL		100	100%

Are you empowered and encouraged to solve problems on your own?

99 responses



Interpretation:

From the above table 27.3% of respondents are yes and 72.7% of respondents are no.

INFERENCE:

Majority 72.7% of the respondents belongs to no.

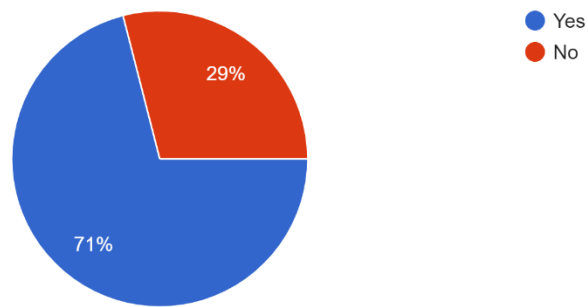
TABLE NO: 4.1.21

THE TABLE SHOWS STRONG SENSE OF PERSONAL SATISFACTION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Yes	71	71%
2	No	29	29%
TOTAL		100	100%

Are your job give you a strong sense of personal satisfaction?

100 responses



Interpretation:

From the above table 71% of respondents are yes and 29% of respondents are no.

INFERENCE:

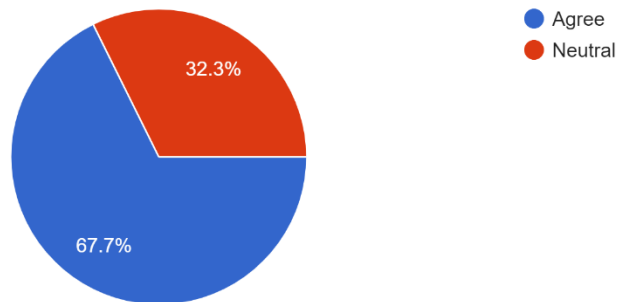
Majority 71%of the respondents belongs to yes.

TABLE NO: 4.1.22

THE TABLE SHOWS DIFFERENT IDEAS ARE VALUED IN THIS ORGANIZATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
1	Agree	67	67.7%
2	Neutral	32	32.3%
TOTAL		100	100%

People with different ideas are valued in this organization?
99 responses



Interpretation:

From the above table 67.7% of respondents are agree and 32.3% of respondents are netural

INFERENCE:

Majority 67.7%of the respondents belongs to agree.

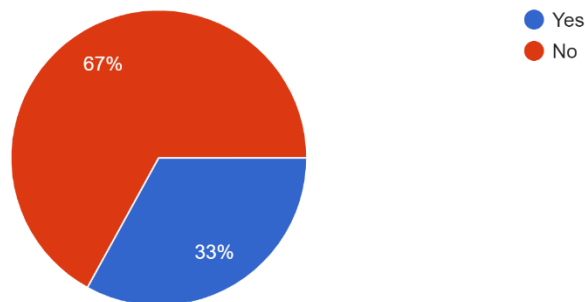
TABLE NO: 4.1.23

THE TABLE SHOWS WORK IS ACCORDING TO YOUR QUALIFICATION

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Yes	33	33%
2	No	67	67%
TOTAL		100	100%

Your work is according to your qualification and skills?

100 responses



Interpretation:

From the above table 33% of respondents are yes and 67% of respondents are no.

INFERENCE:

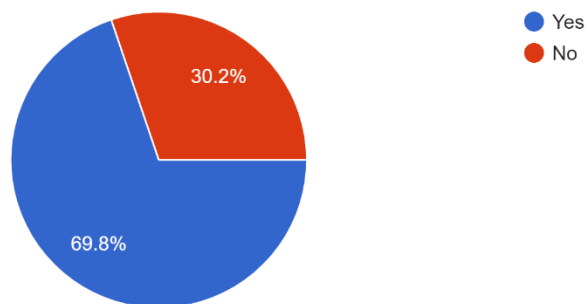
Majority 67% of the respondents belongs to no.

TABLE NO: 4.1.24
THE TABLE SHOWS SATISFIED WITH THE CURRENT JOB

S.NO	PARTICULARS	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	yes	69	69.8%
2	no	30	30%
TOTAL		150	100%

How much are you satisfied with the current job?

96 responses



Interpretation:

From the above table 69.8% of respondents are yes and 30.2% of respondents are no.

INFERENCE:

Majority 69.8% of the respondents belongs to yes.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- 45% of the respondents were in the age of 26-35
- 62.6% of the employees were male.
- 58% of the respondents were unmarried.
- 51% of the respondents were above 3-5 year of experience.
- 50.5% of the employees were education qualification in U.G\ P.G
- 62% of the respondents at feel that the organization enhance talent progress is difficult.
- 70% of the respondents to follow the organization policy on employee talent management.
- 47% of the employees were high extents the organization using talent effectively.
- 69.7% of the employees were satisfied with work.
- 60% of the employees talent has identified by the organization.
- 65% of the employees have a recruitment method is efficient and suitable.
- 41% of the employees were high to company plan help to development the employees.
- 70.7% of the employees were willing to training to enhance their skill.
- 43% of the respondents were three month ago with pay benefits in the organization.
- 78.8% of the employees were to get training for develop skill or talent.
- 41% of the employees are appreciation for initiation with organization rewarding motivation and retaining talent.
- 59% of the employees were satisfied with level of satisfaction to pay benefits.
- 63% of the employees feel that working environment is highly satisfied.
- 70% of the employees are comfortable to sharing the opinions at work.

- 72.7% of the employees were empowered and encouraged to solve their problems.
- 71% of the employees have strong sense of personal satisfaction.
- 67.7% of the employees have agree to different ideas are valued in this organization.
- 67% of the employees are satisfied with their qualification and skill is related their work.
- 69.8% of the employees were satisfied with their current job in the organization.

5.2 SUGGESTIONS

- Organization should make research to avoid talent drain.
- Perform various task to motivate employee for work, because various employee can not work with motivation they just do it, because organization pay for them.
- Develop clear job description so you know the skill, abilities and experience needed from a new employee.
- Provide effective employee ongoing training and development opportunities and the organization needs.
- Conduct quarterly performance development planning discussions that focus on the employees interest for career development.
- Design effective compensation and recognition system that reward people for their contributions.
- Provide promotional and career development opportunities for employees with in a system that includes career paths and on the job training opportunities.
- Negotiate requirements and accomplishment based performance standard, outcomes and measures within a performance development planning system.
- Recruitment, retention, employee development, leadership and high potential employee development, performance management, workforce planning and culture.

5.3 CONCLUSION

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 analytic, 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.

**A STUDY ON EMPLOYEES TALENT MANAGEMENT IN
SMART SHAPERS**

Questionnaire

1. Name :
2. Age : a) 18 – 25 b) 26-35 c) 36-45 d) Above 45
3. Gender : a) Male b) Female
4. Marital Status : a) Married b) Unmarried
5. Years of Experience : a) 0-2 years b) 3-5 years c) 6-8 years d) >8 years
6. Educational Qualification: a) SSLC b) HSC c) Diploma/IT d) U.G/ P.G
7. How does the organization enhance talent progress?
a) Easy b) Difficult
8. Does the organization have a policy on employee talent management?
a) Yes b) No
9. To what extent is the organization using talent effectively?
a) Extremely high extent b) High extent
c) Moderate extent d) Small extent
e) Extremely small extent
10. Are you satisfy with your work/job?
a) Yes b) No
11. Has your talent /skill been identified by the organization?
a) Yes b) No
12. Are your recruitment methods efficient and suitable?
a) Yes b) No
13. How does the company plan to help employee development at what level?
a) Extrordinary b) High
b) Medium d) Low

14. Would you willing to go on a training to enhance your skill ?

- a) Yes b) No

15. When you get last benefit for the skill/ideas in the organization?

- a) A month ago b) Three months ago
- b) Six months ago d) A year ago

16. Are you want to get training for develop skill/talent?

- a) Yes b) No

17. Excluding financial compensation which of the following do you believe are your organization most effective means of rewarding motivating and retaining talent?

- a) External training sessions b) Appreciation for initiation
b) Innovations d) Recreational activities
e) Recognition
-
-

18. What is your level of satisfaction to pay benefits?

- a) Highly Satisfied b) Satisfied
- c) Not Satisfied d) Highly dissatisfied

19. Do you feel working environment is highly satisfactory in SMART SHAPERS?

- a) Yes b) No

20. Are you empowered and encouraged to solve problems on your own?

- a) Yes b) No

21. Are your job give you a strong sense of personal satisfaction?

- a) Yes b) No

22. Do you comfortable sharing your opinions at work?

- a) Yes b) No

23. People with different ideas are valued in this organization?

- a) Agree b) Neutral

24. Your work is according to your qualification

and skills? a) Yes b) No

25. How much are you satisfied with the current job?

a) Highly Satisfied b) Satisfied

c) Not Satisfied d) Highly dissatisfied