

THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE AND RETENTION STRATEGIES

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **DINESH KUMARR** (40410049) who has done the Project work entitled as “**THE IMPACT OF TALENTMANAGEMENT ON EMPLOYEE PERFORMANCE AND RETENTION STRATEGIES**” under my supervision from September 2021 to November 2021.

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INTERNAL GUIDE

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Submitted for Viva voce Examination held on_____.

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Examiner**

External

DECLARATION

I **DINESH KUMAR R (40410049)** here by declare that the Project Report entitled as **“THE IMPACT OF TALENTMANAGEMENT ON EMPLOYEE PERFORMANCE AND RETENTION STRATEGIES”** done by me under the guidance of **MS. SUDHA PAULIN MBA.** Assistant Professor, School of Business Administration is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

NAME

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. BHUVANESWARI G.**, Dean, School of Business Administration and **Dr. PALANI A.**, Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

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I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

DINESHKUMAR R

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Date:

20/12/2021

The Principal,
Sathyabama institute of science and technology information,
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Sub: Permission for project work.

We are glad to accord permission to the following student of final year Master of Business Administration from your college to undertake project work in our organization for 3 Months.

Mr.Dineshkumar.R (reg.no: 40410049)

Please advise the student to contact the undersigned for further clarifications.

FOR PGS & CO



PGS & CO
PROPRIETOR

G.PRABAKARAN
(PROPREITOR)



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ABSTRACT

The aim of this study was to investigate the impact of talent management on employee performance and retention strategies at the PGS & CO. The main problem revolved around the inability to attract, attain and retain talented employees that perform effectively, intensifying service delivery challenges in PGS & CO. The main objectives of the study were to determine the impact of talent management on employee performance at PGS & CO, to investigate talent management strategies that can be used by PGS & CO to improve employee retention and employee performance and to formulate retention strategies that can be used by PGS & CO.

The study adopted the quantitative research design and a pre-coded structured close ended questionnaire comprising the 5 Point Likert Scale was administered to the respondents. The questionnaire comprised of Section A and Section B. The target population comprised of 125 professionals at the PGS & CO. The researcher solicited the services of a Senior Librarian to run the TURN IT IN Program to test the entire dissertation for plagiarism.

CHAPTER 1

1.1 INTRODUCTION

Talent management is based on the premise that organizations are run by people. According to N Tonga (2007:3), processes, technology and capital are equally important. However, it is people who create value using these assets. This means that the more competent the employees are that an organization has, the better it will perform. According to Nguwi (2015:3), organizations need to put in place talent management mechanisms in order to get maximum output from employees since the success of the organization depends on the performance of employees and is directly related to the quality of the workforce and the service that the organization provides. This study aims at identifying the impact of talent management on employee performance and retention strategies.

1.2 AREA OF INDUSTRY

1.2.1 FACT

These industries provide major employment to people living.

1.2.2 SAMPLE SIZE

The sample size taken for the study is 125 employees.

1.2.3 LOCATION

The area of study is located at Thiruvallur.

1.2.3 TARGETED PEOPLE

There are both men and women at the age of 19 to 60.

1.2.4 TYPE OF INDUSTRY

Constructions and hollow block manufacturing company.

1.3 INDUSTRY PROFILE

1.3.1 DEFINITION OF KEYTERMS

For the purposes of this study, the following main terms are defined:

1.3.2 Talent Management

According to Taunton(2007:9), talent management is the systematic identification, attraction, development, utilization and retention of high potential individuals with the required skills to meet current and future business needs.

1.3.3 Employee Performance

Bullock (2013:1) defines employee performance as the overall expected values from employeesbehaviour,carriedoutoveracourseofasetperiodoftime.Inotherw ords, the work-related activities expected from a person and how well these activities are executed.

1.3.4 RetentionStrategies

According to Shanghvi (2012:3), retention strategies are policies and plans that organizations follow to satisfy the diverse needs of employees and create an environment that encourages people to stay in the organization.

1.4 OBJECTIVES OF THESTUDY

1.4.1 PRIMARY OBJECTIVE

-  To determine the impact of talent management on employee performance.
-  To determine the current employee retention strategies being used.

1.4.2 SECONDARY OBJECTIVE

- ✚ To explore other factors that could lead to improve employee performance.
- ✚ To investigate talent management strategies that can be used to improve employee retention and employee performance.

1.5 SCOPE OF THE STUDY

- ✚ The study investigates the impact of Talent Management on employee performance and retention.
- ✚ The focus of the study was on Talent Management on employee performance and retention strategies.

1.6 IMPORTANCE OF TALENT MANAGEMENT

- ✚ To identify, select and cultivate employees that demonstrate superior performance and who inspire others to perform at the same altitude;
- ✚ To find, develop and position highly qualified backups for key positions in the organisation;

CHAPTER 2

REVIEW OF LITERATURE

- ✚ James and Mathew (2012) identifies the critical role that leadership plays in identifying and managing talent. It suggests that great leaders refer to talent as a recurring pattern of feelings, thoughts and behaviour that can be applied to the organization productively.
- ✚ According to Cheese, Thomas and Craig (2008), individuals use these qualities and attributes to achieve goals in the interest of the organization. They assert that talent also include developing individuals' skill sets to solve problems.
- ✚ Iles (2010) affirms that talent refers to people who have the ability to make a difference to organizational performance, decision making and service delivery through immediate or long term contributions by demonstrating high level competencies.
- ✚ Hayes (2009) states that there is a misconception that talented individuals always perform outstandingly. He argues that talent on its own will not make a person stand out, however, it is how it is developed and utilised that enables an individual to perform exceptionally. One common aspect in most definitions is that talent is inborn just like intelligence and not acquired.
- ✚ Oakley (2007) is of the opinion that a common understanding is important of what entails talent so as to create a benchmark for making hiring, developmental and promotional decisions within the organization.
- ✚ Hayes (2009) concludes that talent is used as an all-encompassing term describing the personnel that organizations need to attract, acquire, develop, promote and retain so as to achieve organizational goals and to perform competitively in the external environment. The confidence in talent and its bottom line are at the heart of talent management.

- ✚ Harry (2012:22), the increased emphasis in Talent and Talent Management has resulted in organizations recognizing the importance of a talent mindset. Bell (2014:1) defines a talent mindset as a set of attributes, beliefs and behaviours residing with in employees and the organization emphasising talented individuals as the core of organizational competitive advantage.
- ✚ Gama (2009:5), organisations with a talent mindset believe that better performance and competitiveness can be achieved when the organisation has the right talent on- board.
- ✚ Luna-Arocas and Morley (2015:34) affirm that for talent management to be successfully implemented, the employees and the organisation need to share a talent mentality.
- ✚ Powell (2009:3) state that the line manager's role is of importance and it can make or break the system. Blass (2007:4) suggests that there are six strategic perspectives that direct how an organisation approaches talent management.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 DATA REQUIREMENTS

3.1.1 PRIMARY DATA

Primary data are those that are collected as fresh for the first time & thus happen to be origin in character. Here primary data was collected through a structured questionnaire.

3.1.2 SECONDARY DATA

The secondary data are those, which have collected by same others that have been processed. For the study, the secondary data is called from various publications and journals of stock exchanges, newspapers, books, business and investment magazines, articles & websites.

3.2 RESEARCH DESIGN

3.2.1 Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.2.2 SAMPLING TECHNIQUE

The method of this project sampling will be conduct a survey on a convenience sampling method.

3.2.3 STRUCTURE OF QUESTIONNAIRE

A questionnaire was construction with 30 questions to obtain the necessary information for the research.

3.3 HYPOTHESISFRMAED

PARAMETIC TEST

Parametric tests are based on assumptions about the distribution of the underlying population from which the sample was taken. The most common parametric assumption is that data is approximately normally distributed.

NON PARAMETICTEST

Nonparametric tests do not rely on assumptions about the shape or parameters of the underlying population distribution.

3.4 SAMPLINGDESIGN

- a) **Sample size:-**Thesamplesizetakenforthestudyis125 employees.
- b) **Sample location:** - The area of study is located at Thiruvallur.
- c) **Sample target people:** - There are both men and women at the age of (19 to 60).

3.5 TOOLS FORANALYSIS

HYPOTHESISANALYSIS

CHI SQUARE TEST

A Chi-square test is a hypothesis testing method. It is a statistical test used to compare observed results with expected results.

CHI SQUARE

- ✚ Null Hypothesis H0: There is no association between age and organization's culture helps to retain employees.
- ✚ Alternate Hypothesis H1: There is association between age and organization's culture helps to retain employees.

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?	125	100.0%	0	0.0%	125	100.0%

AGE * I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES? Crosstabulation

Count

		I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?					Total
		STRONGLY DIS AGREE	DIS AGREE	NEUTRAL	AGREE	STRONGLY AGREE	
AGE	20 to 25 years	2	2	7	23	2	36
	26 to 30 years	1	2	10	19	7	39
	31 to 35 years	0	3	7	16	5	31
	Above 35 years	0	3	4	11	1	19
Total		3	10	28	69	15	125

Chi-Square Tests

Value	df
9.700 ^a	12
10.553	12
125	

- a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .46.

INFERENCE

Here p value = 12 which is greater than 0.05, so accepting null hypothesis. Hence there is no association between age and organization's culture helps to retain employees.

ONE WAY ANOVA

- ✚ ANOVA, which stands for Analysis of Variance, is a statistical test used to analyze the difference between the means of more than two groups.
- ✚ A one-way ANOVA uses one independent variable, while a two-way ANOVA uses two independent variables.

Descriptives

GENDER

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimu m	Maximu m
					Lower Bound	Upper Bound		
20,000 to 25,000	44	1.30	.462	.070	1.16	1.44	1	2
26,000 to 30,000	54	1.19	.392	.053	1.08	1.29	1	2
Above 30,000	27	1.15	.362	.070	1.00	1.29	1	2
Total	125	1.22	.413	.037	1.14	1.29	1	2

ANOVA

GENDER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.453	2	.227	1.335	.267
Within Groups	20.715	122	.170		
Total	21.168	124			

GENDER

Duncan^{a,b}

Subset for alpha = 0.05	
N	1
27	1.15
54	1.19
44	1.30
	.143

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 38.323.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

INFERENCE

Since the value of p is greater than 0.05 in all the cases of performance factors, we accept the null hypothesis that there is no significance difference between gender of the employees and salary of the employees.

T TEST

A t-test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

T test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?	125	3.08	1.140	.102

One-Sample Test

Test Value = 5						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?	-18.827	124	.000	-1.920	-2.12	-1.72

INFERENCE

There is no significance difference in the mean of employees are Agreed that they see themselves in this organization in next five years.

CHAPTER 4

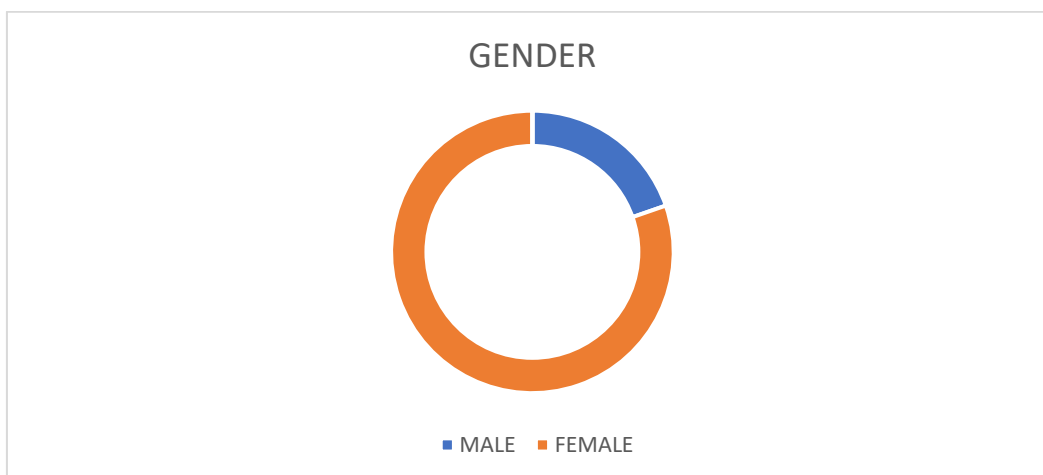
DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1 SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
MALE	98	78.4
FEMALE	27	21.6
TOTAL	125	100

CHART 4.1.1 SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS.



INTERPRETATION

From the above table and chart it is interpreted that 78.4% of respondents are Male and 21.6% of respondents are Female.

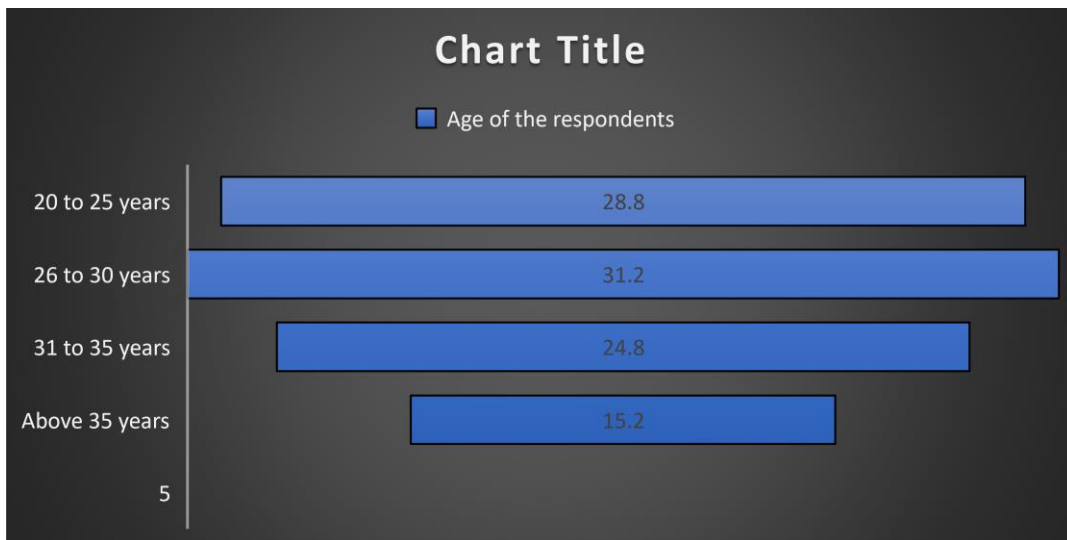
INFERENCE

Majority of the respondents are Male 78.4%.

TABLE 4.1.2 SHOWING AGE WISE CLASSIFICATION OF RESPONDENT

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20 to 25 years	36	28.8
26 to 30 years	39	31.2
31 to 35 years	31	24.8
Above 35 years	19	15.2
Total	125	100

CHART 4.1.2 SHOWING AGE WISE CLASSIFICATION OF RESPONDENT



INTERPRETATION

From the above table and chart it is interpreted that 28.8% of the respondents are 20 to 25 years old, 31.2% of them are 26 to 30 years old, 24.8% of the respondents are 31 to 35 years old and 15.2% of the respondents are above 35 years.

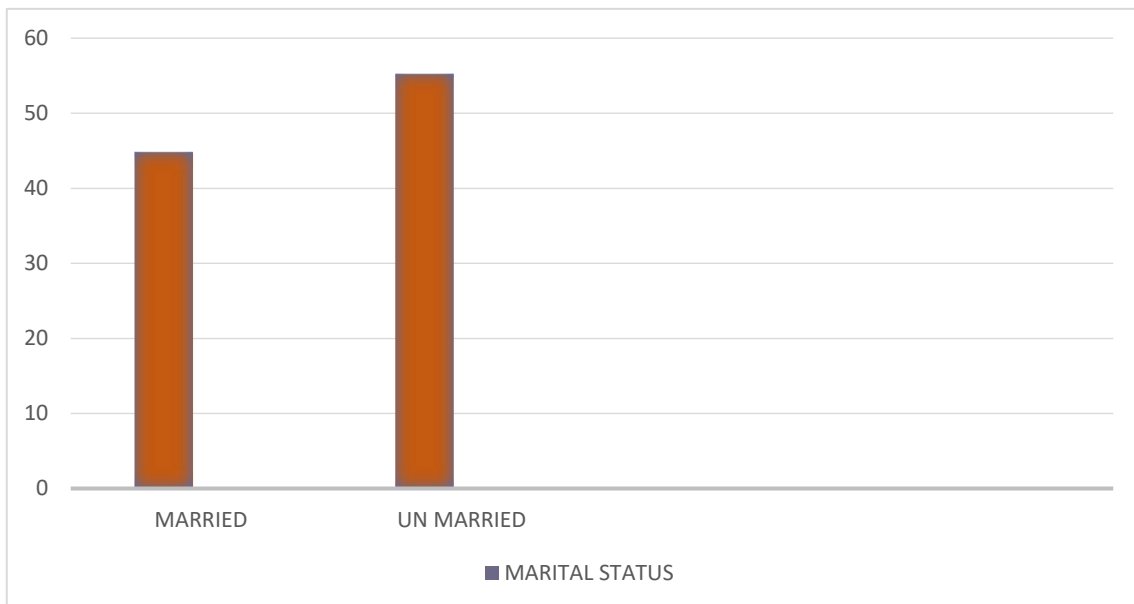
INFERENCE

Majority of the respondents are 26 to 30 years of age 31.2%.

TABLE 4.1.3 SHOWING MARITAL STATUS WISE CLASSIFICATION OF THE RESPONDENT

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
MARRIED	56	44.8
UN MARRIED	69	55.2
TOTAL	125	100

CHART 4.1.3 SHOWING MARITAL STATUS WISE CLASSIFICATION OF THE RESPONDENT



INTERPRETATION

From the above table and chart it is interpreted that 44.8% of respondents are married and 55.2% of respondents are unmarried.

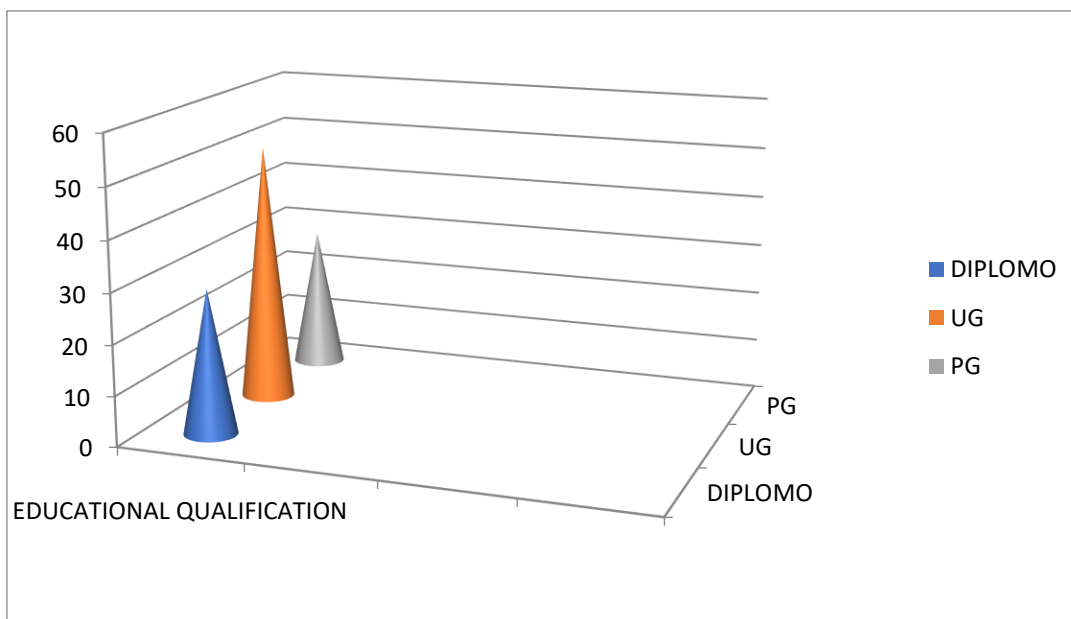
INFERENCE

Majority of the respondents are unmarried 55.2%.

TABLE 4.1.5 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
DIPLOMO	36	28.8
UNDER GRADUATE	64	51.2
POST GRADUATE	35	28
TOTAL	125	100

CHART 4.1.5 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents were 28.8% is diplomo, 51.2% is under graduate and 28% is post graduate.

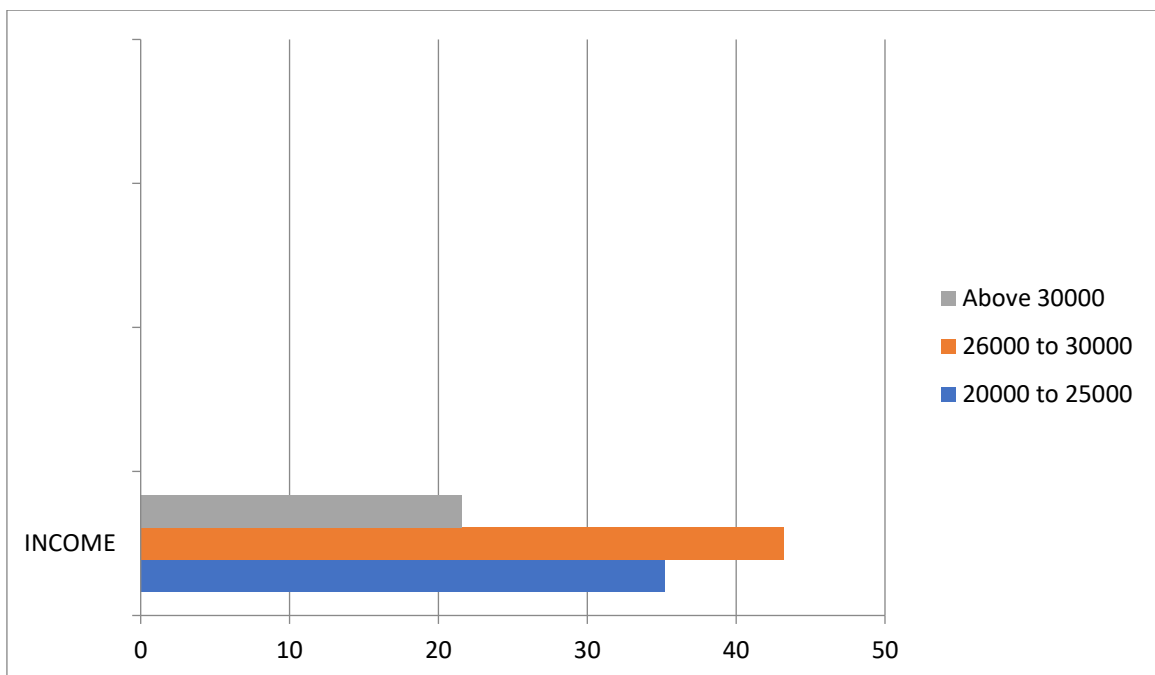
INFERENCE

Majority of the respondents are graduate 51.2%.

TABLE 4.1.5 INCOME OF THE RESPONDENTS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20000 to 25000	44	35.2
26000 to 30000	54	43.2
Above 30000	27	21.6
TOTAL	125	100

CHART 4.1.5 INCOME OF THE RESPONDENTS



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents income were 35.2% is 26000 to 30000, 43.2% is 26000 to 30000 and 21.6% is above 30000.

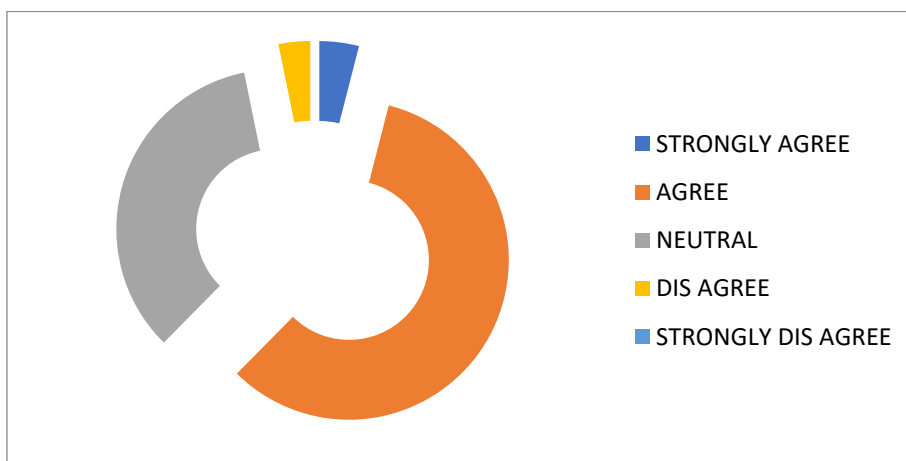
INFERENCE

Majority of the respondent's income is 26000 to 30000 43.2%.

TABLE 4.1.6 IS TALENT MANAGEMENT IS IMPLEMENTED SUCCESSFULLY IN THIS ORGANIZATION TO ADVANCE EMPLOYEES?

PARTICULARS	NO.OFRESPONDENTS	PERCENTAGE
STRONGLY AGREE	5	4
AGREE	73	58.4
NEUTRAL	43	34.4
DIS AGREE	4	3.2
STRONGLY DI AGREE	0	0
TOTAL	125	100

CHART 4.1.6 IS TALENT MANAGEMENT IS IMPLEMENTED SUCCESSFULLY IN THIS ORGANIZATION TO ADVANCE EMPLOYEES?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that talent management is successfully implemented were 4% is strongly agree, 58.4% is agree, 34.4% is neutral, 3.2% is dis agree and 0% ia strongly dis agree.

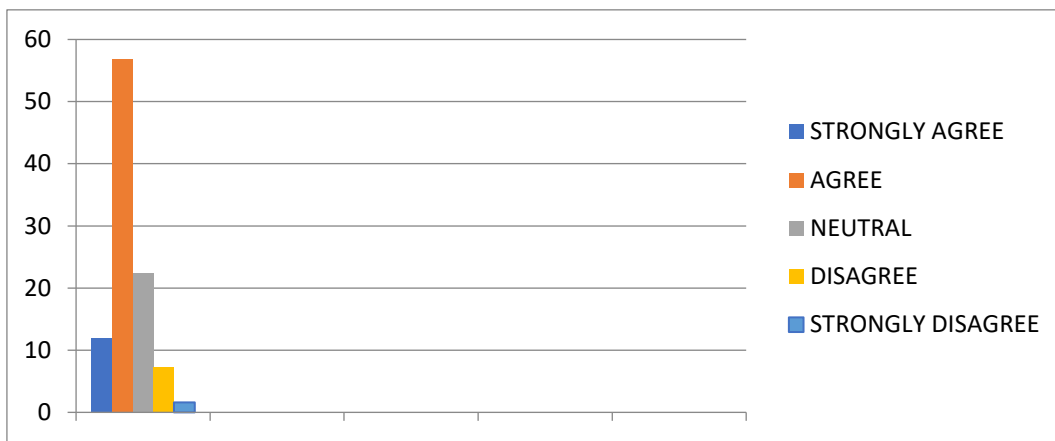
INFERENCE

Majority of the respondents are chosen agree 58.4%.

TABLE 4.1.7 DID THIS ORGANIZATION ATTRACTS HIGHLY TALENTED EMPLOYEES?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	15	12
AGREE	71	56.8
NEUTRAL	28	22.4
DIS AGREE	9	7.2
STRONGLY DISAGREE	2	1.6
TOTAL	125	100

CHART 4.1.7 DID THIS ORGANIZATION ATTRACTS HIGHLY TALENTED EMPLOYEES?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that this organization attracts highly talented employees were 12% is strongly agree, 56.8% is agree, 22.4% is neutral, 7.2% is dis agree and 1.6% is strongly disagree.

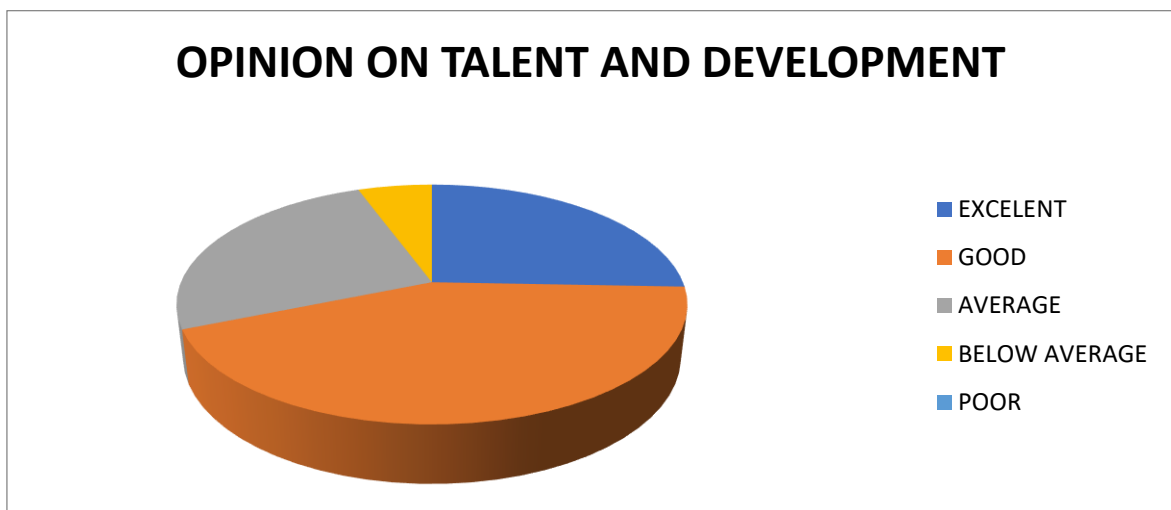
INFERENCE

Majority of the respondents are chosen agree 56.8%.

TABLE 4.1.8 OPINION ABOUT TRAINING AND DEVELOPMENT IN THIS ORGANIZATION

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
EXCELENT	32	25.6
GOOD	54	43.2
AVERAGE	32	25.6
BELOW AVERAGE	7	5.6
POOR	0	0
TOTAL	125	100

CHART 4.1.8 OPINION ABOUT TRAINING AND DEVELOPMENT IN THIS ORGANIZATION



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that the opinion about training and development in this organization were 25.6% is excellent, 43.2% is good, 25.6% is average, 5.6% is below average and 0% is poor.

INFERENCE

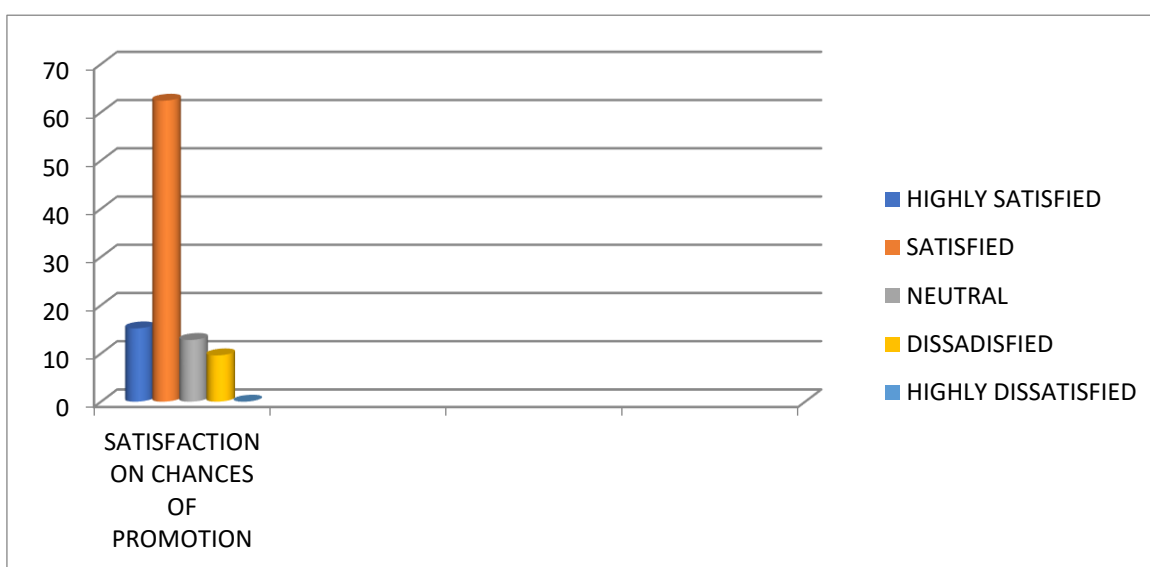
Majority of the respondent's opinion is good 43.2% about training and

development.

TABLE 4.1.9 ARE YOU SATISFIED WITH THE CHANCES OF PROMOTIONS?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	19	15.2
SATISFIED	78	62.4
NEUTRAL	16	12.8
DISSATISFIED	12	9.6
HIGLY DISSATISFIED	0	0
TOTAL	125	100

CHART 4.1.9 ARE YOU SATISFIED WITH THE CHANCES OF PROMOTIONS?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that the satisfaction on chances of promotions were 15.2% is highly satisfied, 62.4% is satisfied, 12.8% is neutral, 9.6% is dissatisfied and 0% is highly dissatisfied.

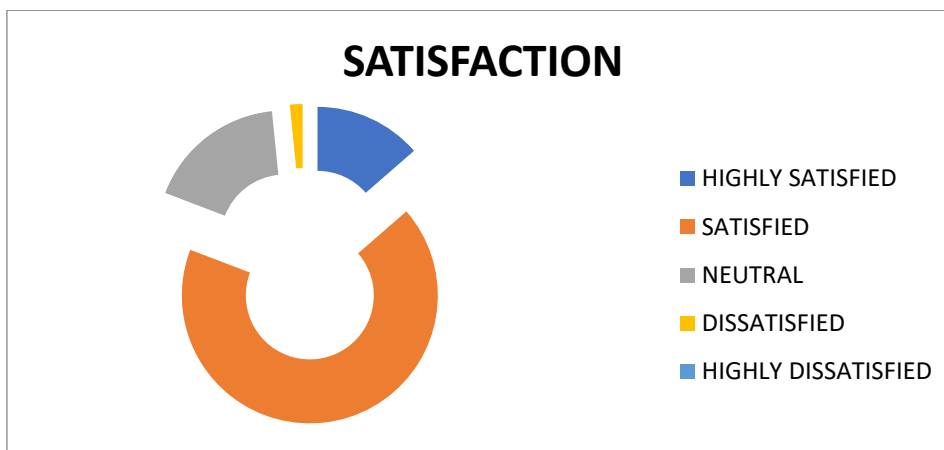
INFERENCE

Majority of the respondents were satisfied 62.4% with the chances of promotions.

TABLE 4.1.10 ARE YOU SATISFIED WITH REGULAR FEEDBACK ON YOUR PERFORMANCE?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	17	13.6
SATISFIED	84	67.2
NEUTRAL	22	17.6
DISSATISFIED	2	1.6
HIGLY DISSATISFIED	0	0
TOTAL	125	100

CHART 4.1.10 ARE YOU SATISFIED WITH REGULAR FEEDBACK ON YOUR PERFORMANCE?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that the satisfaction with regular feedback on performances were 13.6% is highly satisfied, 67.2% is satisfied, 17.6% is neutral, 1.6% is dissatisfied and 0% is highly dissatisfied.

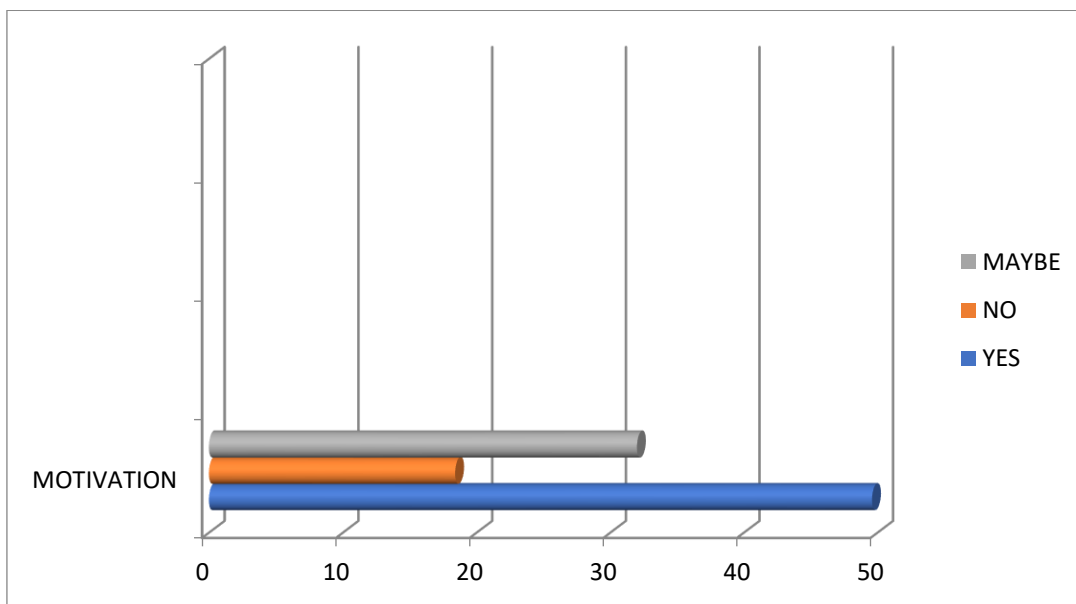
INFERENCE

Majority of the respondents were satisfied 67.2% with the regular feedback on their performances.

TABLE 4.1.11 ARE YOU MOTIVATED TO CONTRIBUTE MORE THAN IS USUALLY REQUIRED?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
YES	62	49.6
NO	23	18.4
MAYBE	40	32
TOTAL	125	100

CHART 4.1.11 ARE YOU MOTIVATED TO CONTRIBUTE MORE THAN IS USUALLY REQUIRED?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that they are motivated to contribute more than usually required were 49.6% is yes, 18.4% is no and 32% is maybe.

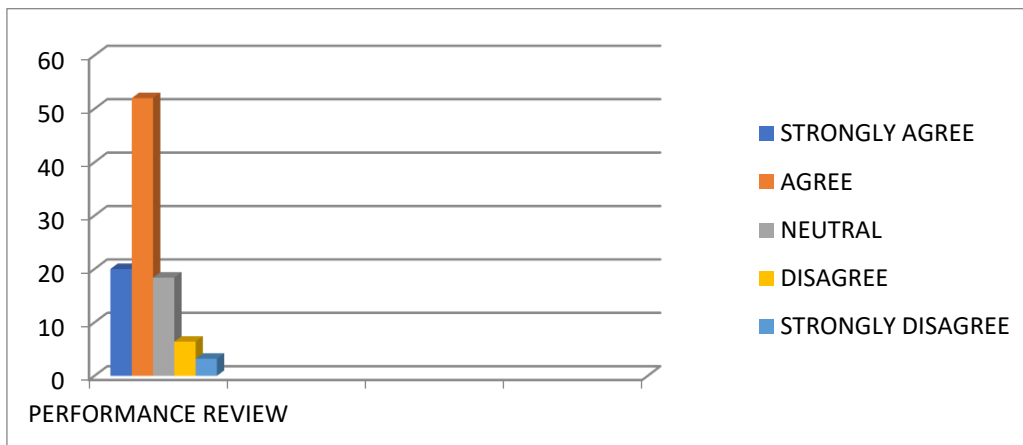
INFERENCE

Majority of the respondents is saying yes 49.6% they were motivated.

TABLE 4.1.12 THE PERFORMANCE REVIEW PROCESS PROVIDES YOU WITH ACCURATE INFORMATION ABOUT YOUR STRENGTHS AND WEAKNESS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	25	20
AGREE	65	52
NEUTRAL	23	18.4
DIS AGREE	8	6.4
STRONGLY DISAGREE	4	3.2
TOTAL	125	100

CHART 4.1.12 THE PERFORMANCE REVIEW PROCESS PROVIDES YOU WITH ACCURATE INFORMATION ABOUT YOUR STRENGTHS AND WEAKNESS



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that their performance review is accurate about strength and weakness were 20% is strongly agree, 52% is agree, 18.4% is neutral, 6.4% is disagree and 3.2% is strongly disagree.

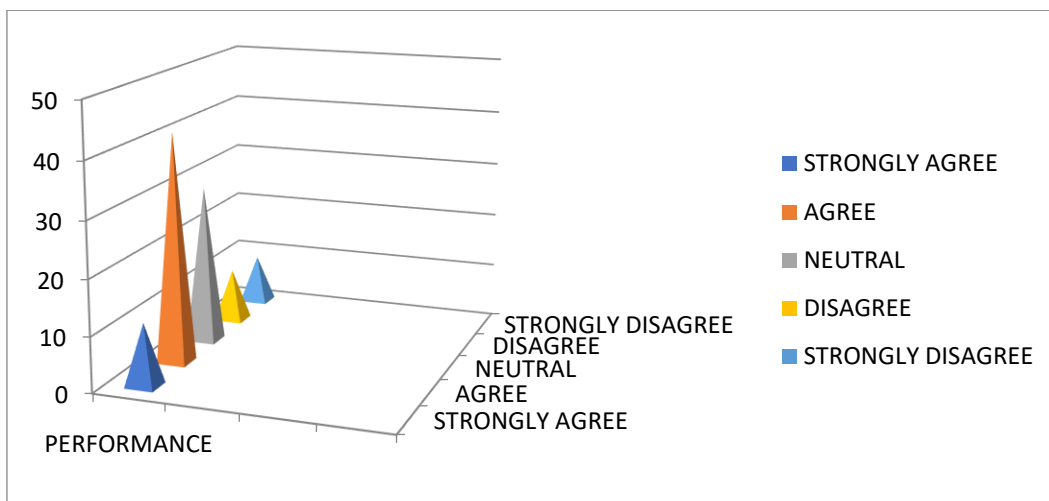
INFERENCE

Majority of the respondents said that they are agree 52%.

TABLE 4.1.13 IN THIS ORGANIZATION POOR PERFORMANCE IS ADEQUATELY MANAGED.

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	14	11.2
AGREE	52	41.6
NEUTRAL	36	28.8
DIS AGREE	12	9.6
STRONGLY DISAGREE	11	8.8
TOTAL	125	100

CHART 4.1.13 IN THIS ORGANIZATION POOR PERFORMANCE IS ADEQUATELY MANAGED



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that their poor performance is adequately managed were 11.2% is strongly agree, 41.6 is agree, 28.8% is neutral, 9.6% is disagree and 8.8% is strongly disagree.

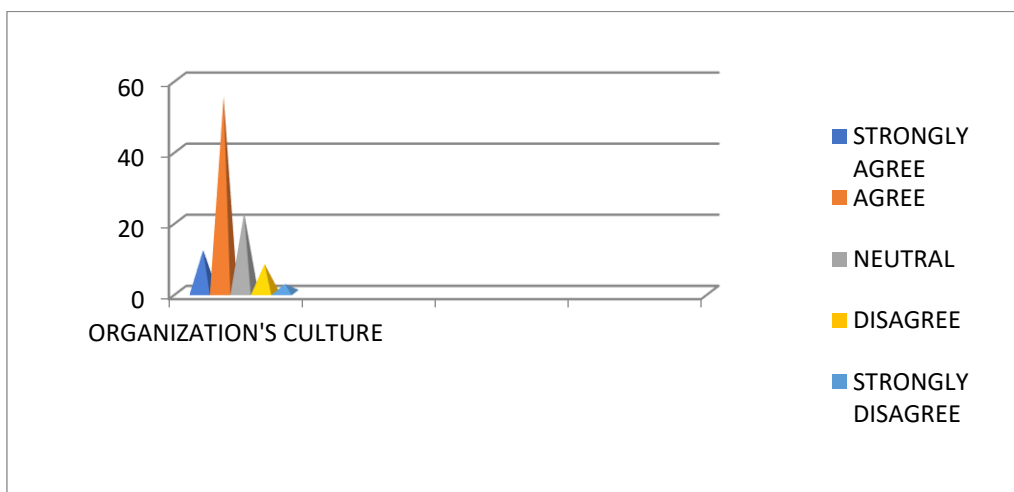
INFERENCE

Majority of the respondents said they agree that their poor performance is adequately managed.

TABLE 4.1.14 I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	15	12
AGREE	69	55.2
NEUTRAL	28	22.4
DIS AGREE	10	8
STRONGLY DISAGREE	3	2.4
TOTAL	125	100

CHART 4.1.14 I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that their organization's culture helps to retain employees were 12% is strongly agree, 55.2% is agree, 22.4% is neutral, 8% is disagree and 2.4% is strongly disagree.

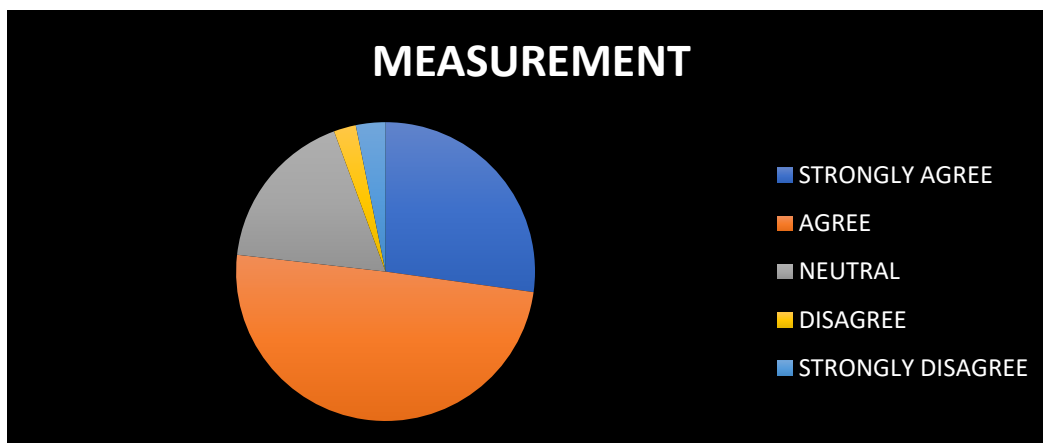
INFERENCE

Majority of the respondents are saying they agree 55.2% that their organization's culture helps to retain employees.

TABLE 4.1.15 DO YOU AGREE THAT THERE ARE SOME MEASURES TO RETAIN EMPLOYEES IN THIS ORGANIZATION?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	34	27.2
AGREE	62	49.6
NEUTRAL	22	17.6
DIS AGREE	3	2.4
STRONGLY DISAGREE	4	3.2
TOTAL	125	100

CHART 4.1.15 DO YOU AGREE THAT THERE ARE SOME MEASURES TO RETAIN EMPLOYEES IN THIS ORGANIZATION?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that there are some measures to retain employees in this organization were 27.2% is strongly agree, 49.6% is agree, 17.6% is neutral, 2.4% is disagree and 3.2% is strongly disagree.

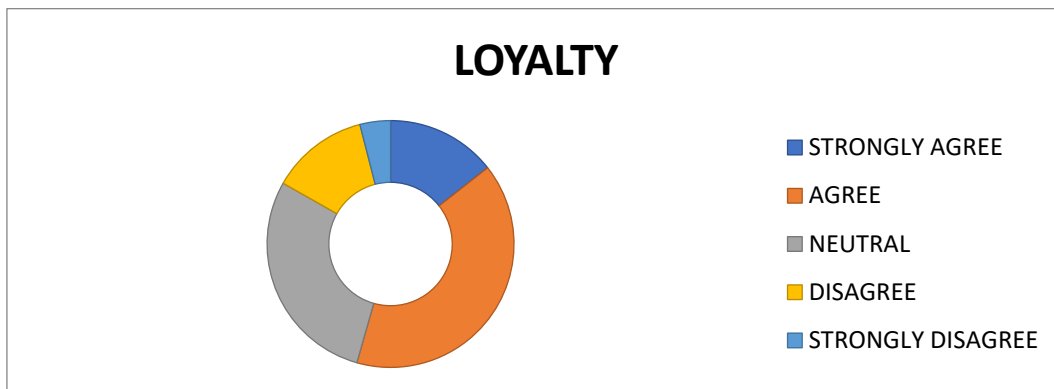
INFERENCE

Majority of the respondents were agree 49.6% that there are some measures to retain employees in this organization.

TABLE 4.1.16 LOYALTY IS MORE IMPORTANT AND THUS I FEEL A SENSE OF MORAL OBLIGATION TO REMAIN IN THIS COMPANY. IS THIS YOUR MAIN REASON?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	18	14.4
AGREE	50	40
NEUTRAL	36	28.8
DISAGREE	16	12.8
STRONGLY DISAGREE	5	4
TOTAL	125	100

CHART 4.1.16 LOYALTY IS MORE IMPORTANT AND THUS I FEEL A SENSE OF MORAL OBLIGATION TO REMAIN IN THIS COMPANY. IS THIS YOUR MAIN REASON?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that loyalty is the main obligation to remain in this company were 14.4% is strongly agree, 40% is agree, 28.8% is neutral, 12.8% is disagree and 4% is strongly disagree.

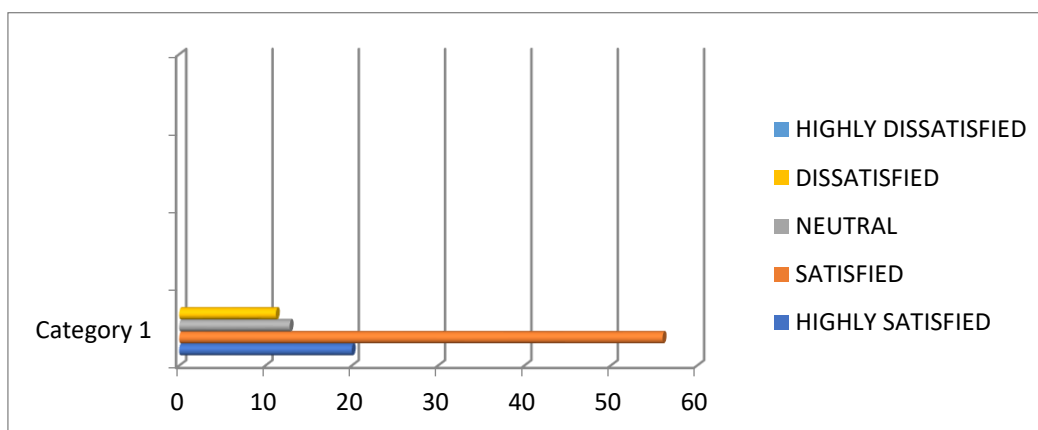
INFERENCE

Majority of the respondents were agree 40% that loyalty is more important.

TABLE 4.1.17 HOW MUCH YOU SATISFIED WITH THE RETENTION STRATEGIES IN THIS ORGANIZATION?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	25	20
SATISFIED	70	56
NEUTRAL	16	12.8
DISSATISFIED	14	11.2
HIGLY DISSATISFIED	0	0
TOTAL	125	100

CHART 4.1.17 HOW MUCH YOU SATISFIED WITH THE RETENTION STRATEGIES IN THIS ORGANIZATION?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that their satisfaction with the retention strategies in this organization were 20% highly satisfied, 56% satisfied, 12.8% neutral, 11.2% dissatisfied and 0% is highly dissatisfied.

INFERENCE

Majority of the respondents were satisfied 56% with the retention strategies of the organization.

TABLE 4.1.18 DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	11	8.8
AGREE	40	32
NEUTRAL	35	28
DISAGREE	26	20.8
STRONGLY DISAGREE	13	10.4
TOTAL	125	100

CHART 4.1.18 DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?



INTERPRETATION

From the above table and chart it is interpreted that the number of respondents admitted that they see themselves in this organization next five years were 8.8% strongly agree, 32% agree, 28% neutral, 20.8% disagree and 10.4% strongly disagree.

INFERENCE

Majority of the respondents were agree 32% that they see themselves in this organization after five years.

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS, LIMITATIONS & CONCLUSION

5.1 FINDINGS

- ✚ Majority of the respondents are Male 78.4%.
- ✚ Majority of the respondents are 26 to 30 years of age 21.2%.
- ✚ Majority of the respondents are unmarried 55.2%.
- ✚ Majority of the respondents are graduate 51.2%.
- ✚ Majority of the respondents income is 26000 to 30000 43.2%.
- ✚ Majority of the respondents are chosen agree 58.4%.
- ✚ Majority of the respondents are chosen agree 56.8%.
- ✚ Majority of the respondent's opinion is good 43.2% about training and development.
- ✚ Majority of the respondents were satisfied 62.4% with the chances of promotions.
- ✚ Majority of the respondents were satisfied 67.2% with the regular feedback on their performances.
- ✚ Majority of the respondents is saying yes 49.6% they were motivated.
- ✚ Majority of the respondents said that they are agree 52%.
- ✚ Majority of the respondents said they agree that their poor performance is adequately managed.
- ✚ Majority of the respondents are saying they agree 55.2% that their organization's culture helps to retain employees.
- ✚ Majority of the respondents were agree 49.6% that there are some measures to retain employees in this organization.
- ✚ Majority of the respondents were agree 40% that loyalty is more important.
- ✚ Majority of the respondents were satisfied 56% with the retention strategies of the organization.
- ✚ Majority of the respondents were agree 32% that they see themselves in this organization after five years.

5.2 CONCLUSION AND RECOMMENDATIONS

5.2.1 CONCLUSION

The need to determine whether or not talent management practices have an impact on employee performance and retention strategies is what prompted this study. After a rigorous analysis, key findings emerged from the study. The findings indicated that the pressure on public sector departments to attract, develop and retain talent in today's dynamic and competitive environment is increasing. Regardless of how vast a public sector organization may be or how exceptional the services are, it is impossible to survive in the long run without a high performance workforce. To ensure that a high performance workforce is retained, talent management and retention strategies must be put in place. The talent management practices an organization has in place will directly have an impact on employee performance as well as their intention to stay or leave the organization. The study further concludes that, talent management plays a vital role in ensuring that high potential and high performance employees are retained in the organization. Thus, public sector organizations must adopt a talent mindset to remain fully and effectively operational in the long run. The findings also indicate that talent management can have a negative impact on the success of the organization if not effectively implemented. Ineffective implementation of a talent management strategy poses a challenge on the performance and retention of key employees. Retention of core skills in the organization and ultimately transferring these skills to other employees leads to an improvement in service delivery for public sector organizations, hence, the need for retention strategies. These findings were supported by a number of authors and literature.

5.2.2 RECOMMENDATIONS

Providing adequate resources

A significant number of the respondents indicated that they did not perform well because of inadequate resources. Therefore, top management at PGS & CO should provide adequate necessary resources for employees to use on their tasks and activities so that they can perform well.

Providing regular feedback

Top management at PGS & CO should provide regular feedback to employees regarding their performance. In addition, the feedback should be accurate and have both the employees' strengths and weaknesses. The results indicated that there is a significant relationship between employees receiving regular feedback on their performance and the performance review process providing employees with accurate information about their strengths and weaknesses.

Training and development

The results revealed that a significant number of the respondents did not agree that they performed well because they were satisfied with what they learned. Therefore, top management at PGS & CO should ensure that the training methodologies employed are the ones preferred by employees. Moreover, training manuals should be simple and understandable and the delivery method should be convenient to the employees. In addition, training and evaluation should be conducted at the end of each training program to determine the effectiveness of the program delivered as well as making improvements.

Retention strategies

The results indicated that majority of the respondents revealed that If they got another offer for a better job elsewhere they felt it was right to leave PGS & CO Therefore, top management at PGS & CO should ensure that the retention strategies adopt the commitment-based approach.

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ANNEXURE – I QUESTIONNAIRE

The impact of talent management on employee performance and retention strategies.

CREATED BY
DINESH KUMAR R
40410049

* Required

1. NAME *

2. AGE *

Mark only one oval.

- ☐ 20 to 25 years
☐ 26 to 30 years
☐ 31 to 35 years
☐ Above 35 years

3. GENDER *

Mark only one oval.

- ☐ Male
☐ Female
☐ Other: _____

4. MARITAL STATUS *

Mark only one oval.

- ☐ MARRIED
☐ UN MARRIED

5. EDUCATION QUALIFICATION *

Mark only one oval.

- ☐ Diploma
☐ UG
☐ PG

6. INCOME PER MONTH *

Mark only one oval.

- ☐ 20,000 to 25,000
☐ 26,000 to 30,000
☐ Above 30,000

7. IS TALENT MANAGEMENT IS IMPLEMENTED SUCCESSFULLY IN THIS ORGANIZATION TO ADVANCE EMPLOYEES? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

8. DID THIS ORGANIZATION ATTRACTS HIGHLY TALENTED EMPLOYEES? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

9. WHAT IS YOUR OPINION ABOUT TRAINING AND DEVELOPMENT IN THIS ORGANIZATION? *

Mark only one oval.

- ☐ EXCELLENT
☐ GOOD
☐ AVERAGE
☐ BELOW AVERAGE
☐ POOR

10. ARE YOU SATISFIED WITH THE CHANCES OF PROMOTIONS? *

Mark only one oval.

- ☐ HIGHLY SATISFIED
☐ SATISFIED
☐ NEUTRAL
☐ DIS SATISFIED
☐ HIGHLY DIS SATISFIED

11. ARE YOU SATISFIED WITH REGULAR FEEDBACK ON YOUR PERFORMANCE? *

Mark only one oval.

- ☐ HIGHLY SATISFIED
☐ SATISFIED
☐ NEUTRAL
☐ DIS SATISFIED
☐ HIGHLY DIS SATISFIED

12. ARE YOU MOTIVATED TO CONTRIBUTE MORE THAN IS USUALLY REQUIRED? *

Mark only one oval.

- ☐ Yes
☐ No
☐ MAYBE

13. IS THE PERFORMANCE REVIEW PROCESS PROVIDES YOU WITH ACCURATE INFORMATION ABOUT YOUR STRENGTHS AND WEAKNESS? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

14. IN THIS ORGANIZATION POOR PERFORMANCE IS ADEQUATELY MANAGED. *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

15. I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES? *

Mark only one oval.

- ☐ STRONGLY DIS AGREE
☐ DIS AGREE
☐ NEUTRAL
☐ AGREE
☐ STRONGLY AGREE

16. DO YOU AGREE THAT THERE ARE SOME MEASURES TO RETAIN EMPLOYEES IN THIS ORGANIZATION? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly agree

17. LOYALTY IS MORE IMPORTANT AND THUS I FEEL A SENSE OF MORAL OBLIGATION TO REMAIN IN THIS COMPANY. IS THIS YOUR MAIN REASON? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly Agree

18. HOW MUCH YOU SATISFIED WITH THE RETENTION STRATEGIES IN THIS ORGANIZATION? *

Mark only one oval.

- ☐ Highly dissatisfied
☐ Dissatisfied
☐ Neutral
☐ Satisfied
☐ Highly satisfied

19. DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS? *

Mark only one oval.

- ☐ Strongly disagree
☐ Disagree
☐ Neutral
☐ Agree
☐ Strongly Agree

ANNEXTURE – II ARTICLE

THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE AND RETENTION STRATEGIES

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ABSTRACT

The aim of this study was to investigate the impact of talent management on employee performance and retention strategies at the PGS & CO. The main problem revolved around the inability to attract, attain and retain talented employees that perform effectively, intensifying service delivery challenges in PGS & CO. The main objectives of the study were to determine the impact of talent management on employee performance at PGS & CO, to investigate talent management strategies that can be used by PGS & CO to improve employee retention and employee performance and to formulate retention strategies that can be used by PGS & CO.

The study adopted the quantitative research design and a pre-coded structured close ended questionnaire comprising the 5 Point Likert Scale was administered to the respondents. The questionnaire comprised of Section A and Section B. The target population comprised of 125 professionals at the PGS & CO. The researcher solicited the services of a Senior Librarian to run the TURN IT IN Program to test the entire dissertation for plagiarism.

INTRODUCTION

I. INTRODUCTION

Talent management is based on the premise that organizations are run by people. According to N Tonga (2007:3), processes, technology and capital are equally important. However, it is people who create value using these assets. This means that the more competent the employees are that an organization has, the better it will perform. According to Nguwi (2015:3), organizations need to put in place talent management mechanisms in order to get maximum output from employees since the success of the organization depends on the performance of employees and is directly related to the quality of the workforce and the service that the organization provides. This study aims at identifying the impact of talent management on employee performance and retention strategies.

OBJECTIVE OF THE STUDY

- ✚ To determine the impact of talent management on employee performance.
- ✚ To determine the current employee retention strategies being used.
- ✚ To explore other factors that could lead to improve employee performance.
- ✚ To investigate talent management strategies that can be used to improve employee retention and employee performance.

INDUSTRY PROFILE

Talent Management

According to Taunton(2007:9), talent management is the systematic identification, attraction, development, utilization and retention of high potential individuals with the required skills to meet current and future business needs.

II. REVIEW OF LITERATURE

- ✚ James and Mathew (2012) identifies the critical role that leadership plays in identifying and managing talent. It suggests that great leaders refer to talent as a recurring pattern of feelings, thoughts and behaviour that can be applied to the organization productively.
- ✚ According to Cheese, Thomas and Craig (2008), individuals use these qualities and attributes to achieve goals in the interest of the organization. They assert that talent also include developing individuals' skill sets to solve problems.
- ✚ Iles (2010) affirms that talent refers to people who have the ability to make a difference to organizational performance, decision making and service delivery through immediate or longterm contributions by demonstrating high level competencies.
- ✚ Hayes (2009) states that there is a misconception that talented individuals always perform outstandingly. He argues that talent on its own will not make a person stand out, however, it is how it is developed and utilised that enables an individual to perform exceptionally. One common aspect in most definitions is that talent is inborn just like intelligence and not acquired.
- ✚ Oakley (2007) is of the opinion that a common understanding is important of what entails talent so as to create a benchmark for making hiring, developmental and promotional decisions within the organization.
- ✚ Hayes (2009) concludes that talent is used as an all-encompassing term describing the personnel that organizations need to attract, acquire, develop, promote and retain so as to achieve organizational goals and to perform competitively in the external environment. The confidence in talent and its bottom line are at the heart of talent management.

III. RESEARCH METHODOLOGY

NEED FOR THE STUDY

SCOPE OF THE STUDY

-  The study investigates the impact of Talent Management on employee performance and retention.
-  The focus of the study was on Talent Management on employee performance and retention strategies.

DATA REQUIREMENTS

PRIMARY DATA

Primary data are those that are collected as fresh for the first time & thus happen to be origin in character. Here primary data was collected through a structured questionnaire.

SECONDARY DATA

The secondary data are those, which have collected by same others that have been processed. For the study, the secondary data is called from various publications and journals of stock exchanges, newspapers, books, business and investment magazines, articles & websites.

RESEARCH DESIGN

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

SAMPLING TECHNIQUE

The method of this project sampling will be conduct a survey on a convenience sampling method.

STRUCTURE OF QUESTIONNAIRE

A questionnaire was construction with 20 questions to obtain the necessary information for the research.

ANALYTICAL TOOLS

PERCENTAGE ANALYSIS

Research questions are always answered with a descriptive statistic: Generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

CHI SQUARE TEST

A Chi-square test is a hypothesis testing method. It is a statistical test used to compare observed results with expected results.

ONE WAY ANOVA

- ANOVA, which stands for Analysis of Variance, is a statistical test used to analyze the difference between the means of more than two groups.
- A one-way ANOVA uses one independent variable, while a two-way ANOVA uses two independent variables.

T TEST

A t-test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

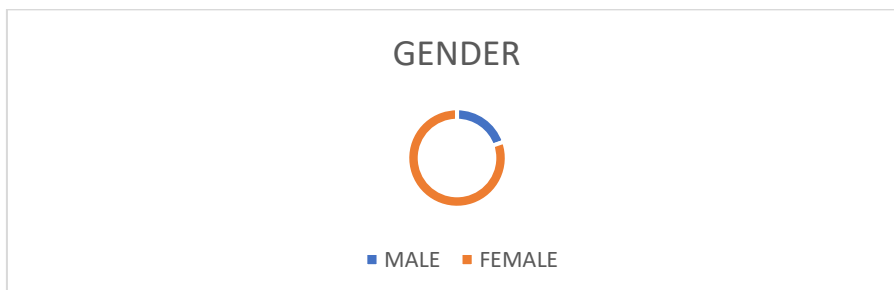
DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

TABLE SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
MALE	98	78.4
FEMALE	27	21.6
TOTAL	125	100

CHART SHOWING GENDER WISE CLASSIFICATION OF RESPONDENTS.



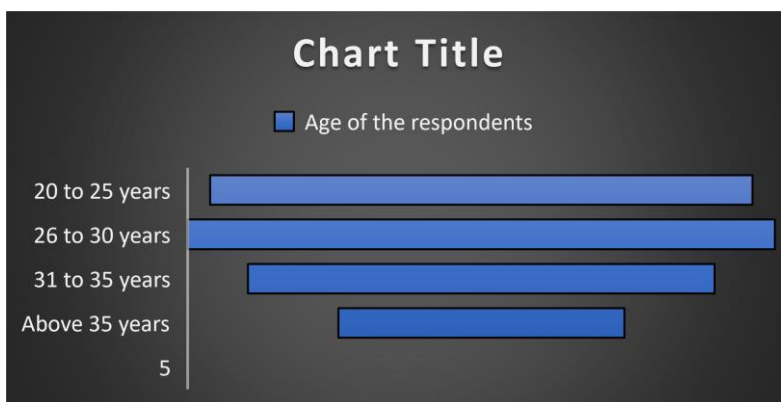
INFERENCE

Majority of the respondents are Male 78.4%.

TABLE SHOWING AGE WISE CLASSIFICATION OF RESPONDENT

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20 to 25 years	36	28.8
26 to 30 years	39	31.2
31 to 35 years	31	24.8
Above 35 years	19	15.2
Total	125	100

CHART SHOWING AGE WISE CLASSIFICATION OF RESPONDENT



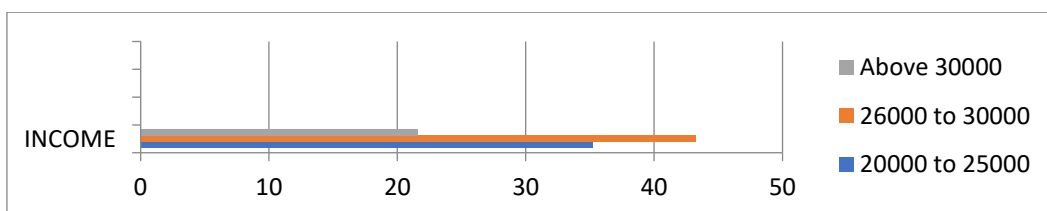
INFERENCE

Majority of the respondents are 26 to 30 years of age 31.2%.

TABLE INCOME OF THE RESPONDENTS

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
20000 to 25000	44	35.2
26000 to 30000	54	43.2
Above 30000	27	21.6
TOTAL	125	100

CHART INCOME OF THE RESPONDENTS



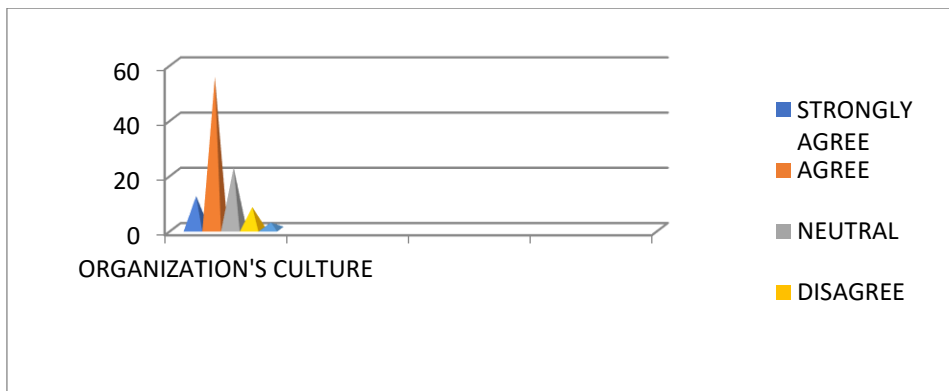
INFERENCE

Majority of the respondent's income is 26000 to 30000 43.2%.

TABLE I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	15	12
AGREE	69	55.2
NEUTRAL	28	22.4
DIS AGREE	10	8
STRONGLY DISAGREE	3	2.4
TOTAL	125	100

CHART I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?



INFERENCE

Majority of the respondents are saying they agree 55.2% that their organization's culture helps to retain employees.

TABLE DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	11	8.8
AGREE	40	32
NEUTRAL	35	28
DISAGREE	26	20.8
STRONGLY DISAGREE	13	10.4
TOTAL	125	100

CHART DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?



INFERENCE

Majority of the respondents were agree 32% that they see themselves in this organization after five years.

CHI SQUARE

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?	125	100.0%	0	0.0%	125	100.0%

AGE * I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?

Crosstabulation

Count

		I THINK THE ORGANIZATIONS' CULTURE HELPS TO RETAIN EMPLOYEES?					Total
		STRONGLY DIS AGREE	DIS AGREE	NEUTRAL	AGREE	STRONGLY AGREE	
AGE	20 to 25 years	2	2	7	23	2	36
	26 to 30 years	1	2	10	19	7	39
	31 to 35 years	0	3	7	16	5	31
	Above 35 years	0	3	4	11	1	19
Total		3	10	28	69	15	125

Chi-Square Tests

Value	df
9.700 ^a	12
10.553	12
125	

b. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .46.

INFERENCE

Here p value = 12 which is greater than 0.05, so accepting null hypothesis. Hence there is no association between age and organization's culture helps to retain employees.

ONE WAY ANOVA

Descriptive

GENDER

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20,000 to 25,000	44	1.30	.462	.070	1.16	1.44	1	2
26,000 to 30,000	54	1.19	.392	.053	1.08	1.29	1	2
Above 30,000	27	1.15	.362	.070	1.00	1.29	1	2
Total	125	1.22	.413	.037	1.14	1.29	1	2

ANOVA

GENDER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.453	2	.227	1.335	.267
Within Groups	20.715	122	.170		
Total	21.168	124			

GENDER

Duncan^{a,b}

N	Subset for alpha = 0.05	
	1	
27		1.15
54		1.19
44		1.30
		.143

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 38.323.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

INFERENCE

Since the value of p is greater than 0.05 in all the cases of performance factors, we accept the null hypothesis that there is no significance difference between gender of the employees and salary of the employees.

T TEST

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?	125	3.08	1.140	.102

One-Sample Test						
Test Value = 5						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
DO YOU THINK YOURSELF WITHIN THE ORGANIZATION IN THE NEXT 5 YEARS?	-18.827	124	.000	-1.920	-2.12	-1.72

INFERENCE

There is no significance difference in the mean of employees are Agreed that they see themselves in this organization in next five years.

V. FINDINGS AND CONCLUSION

FINDINGS

- ✚ Majority of the respondents are Male 78.4%.
- ✚ Majority of the respondents are 26 to 30 years of age 21.2%.
- ✚ Majority of the respondent's income is 26000 to 30000 43.2%.
- ✚ Majority of the respondents are saying they agree 55.2% that their organization's culture helps to retain employees.
- ✚ Majority of the respondents were agree 32% that they see themselves in this organization after five years.

CONCLUSION

The need to determine whether or not talent management practices have an impact on employee performance and retention strategies is what prompted this study. After a rigorous analysis, key findings emerged from the study. The findings indicated that the pressure on public sector departments to attract, develop and retain talent in today's dynamic and competitive environment is increasing. Regardless of how vast a public sector organization may be or how exceptional the services are, it is impossible to survive in the long run without a high performance workforce. To ensure that a high performance workforce is retained, talent management and retention strategies must be put in place.

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ANNEXURE – III BIOGRAPHY

OBJECTIVE

To be a part of an organization where get a chance to use my knowledge and skills to contribute in the progress of the organization as well as myself.

ACADEMICS

SSLC

Anderson higher secondary school 2014 passed out with 73.3%.

HSE

M.L.M. Mamallan matric higher secondary school 2016 passed out with 73.7%.

UNDER GRADUATE

Apollo Arts and Science College 2019 passed out with 62%.

POST GRADUATE

Sathyabama institute of science and technology pursuing.

INTERNSHIP

PGS & CO constructions and hallow block manufacturing company, Thiruvallur, Chennai.

TECHNICAL SKILLS

-  Microsoft word
-  Microsoft excel
-  Microsoft power point
-  Tally ERP9
-  IBM Spss