

**TALENT MANAGEMENT IN RECRUITING PROCESS IN CII MODREN
CARRIER CENTER (MCC)**

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

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

**Accredited with Grade "A" by NAAC I 12B Status by UGC I Approved by
AICTE Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

April - 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of SURAM LAKSHMI MOUKTHIKA (39410212) who have done the Project work entitled **"Talent management in recruiting process in CII Modern Carrier Center (MCC)"** under my supervision from
January 2021 to March 2021.

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Submitted for Viva voce Examination held on_____.

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DECLARATION

I **SURAM LAKSHMI MOUKTHIKA ,39410212** here by declare that the Project Report entitled “**TALENT MANAGEMENT IN RECRUITING PROCESS IN CII MODERN CARRIER CENTER (MCC)**” done by me under

the guidance of Dr. NITHYA. S, at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

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ABSTRACT

The present study was conducted on the talent management in recruiting process in CII MODERN CARRER CENTER(MCC). The main objective of the study was to find out how they recruiting the talent employees and how they maintaining and developing the talent management in their organization. The variables which were the focus of the study is to find out whether talent management strategies are used in recruiting process, understand the need of talent management in recruiting process, impact of talent management in recruiting process on the performance of an organization. Employees of CII MORDERN CARRER CENTER (MCC) were the target population. The sample size of the study was 120. The research was based on convenient sampling technique. The data is collected using structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including pie charts and frequency tables were used to present the results of the study. Talent management deal with the attracting, developing and retaining the key organizational talent.

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CHAPTER-1

1.INTRODUCTION

1.1 INTRODUCTION

Before going into the discussion on Talent Management, it would be apt to understand the word "Talent". Talent in general terms refers to the capabilities, skills or the art, a person possess in a particular field. It also refers to those people who have high potential, scarce knowledge and skill or who can successfully bring about transformation and change in the organization

DEFINITION OF TALENT MANAGEMENT:

Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives.

TALENT MANAGEMENT STRATEGIES

What is a talent management strategy? A talent management strategy is based on the talent management model. It should match your organization's goals and clearly define what type of talent you need. You organize the talent management process based on the talent management strategy.

Strategy #1: Hire Only Top Employees

The advantages of this strategy are obvious:

- You immediately receive top talent.
- The employees will perform well and probably reach high performance faster
- You are able to grow your company faster.
- You are more prepared for challenges and risks.

However, there are some disadvantages:

- It's expensive, and will cost you even more if you end up needing to hire someone else.

- It could be more difficult to retain top talent.
- The hiring process may take longer, as you'll probably want to select from a wider pool of candidates.
- It can be challenging to manage team of top talent.
- Having too many top performers on a team can lead to competition and result in underperformance.

Strategy #2: Hire Promising Specialists and Develop Them

This second option has a couple advantages:

- You can find talent faster. This may be necessary if you are in urgent need for talent and have insufficient time to search for top employees.
- You will likely save money on salaries.
- The employee has the potential to become a skilled and loyal professional.
- You can hire two, or even three, promising specialists for the same amount as for one top performer.

The main disadvantages are:

- Your company may grow slower.
- Compared to top talent, these hires lack of knowledge. This can lead to lower performance.
- You may need to hire another specialist if the employee cannot handle the role.
- It requires a larger investment in development.
- The strategy may fail entirely and you'll need to revert to option 1.

Strategy#3: Combine Strategies 1 and 2

This quote describes the strategy best:

"Your team's strength is not a function of the talent of individual members. It's a function of their collaboration, tenacity, and mutual respect."

Finally, the pros of combining the two above are:

- It gives you the best of both worlds.

- It also allows you to take advantage of a combination of new hires and existing talent.
- Having top talent and potentially good specialists (e.g. young employees) will help the specialists grow faster and motivate them.
- It leads to knowledge transfer — top talent can teach other employees.

All the same, there is one con:

- If you have specific requirements (such as you are in urgent need of growth or if you are on a tight budget), sticking to a single strategy may be more appropriate.

BUILDING YOUR TALENT MANAGEMENT STRATEGY

Lastly, before you go ahead and launch your recruitment and talent management strategy, make sure you include the essential components of a talent management strategy.

1. Know What Is Your Talent Management Strategy Is For

Every organization has its own unique goals. Whether they relate to better performance or higher revenue, your goals need to be clearly stated and achievable. You also need to know exactly how employees will play a role in helping you meet your targets.

2. Measure the Results

You need to know how to measure results to see if your strategy is working. Define the metrics you'll use and how often you'll take measurements.

3. Assign Responsibilities

Much of the talent management strategy is down to HR, but other people at your company will also need to be involved. For instance, C-level executives are responsible for succession planning.

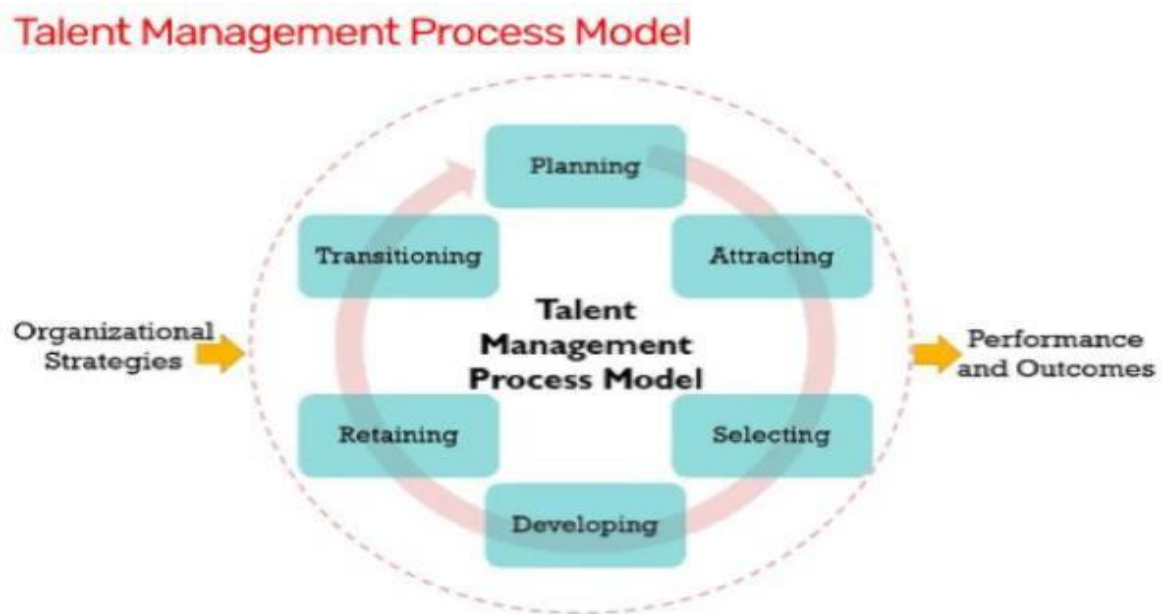
4. Communicate with Employees

Make sure your employees are clear about where they stand and know what is expected of them. Talk to them about their career goals to ensure that your company is creating the right opportunities.

TALENT MANAGEMENT PROCESS

While often cyclical rather than a generic linear progression of events, the process of talent management could be considered, to begin with acknowledging the need for talent and leads to filling that gap and ultimately growing and optimizing the skills, traits, and expertise of employees, new and old.

The following image depicts the key points of the talent management process:



1. PLANNING:

Planning is the initial step in the process of Talent Management. It involves the following:

- Identifying the human capital requirement.
- Developing the job description and key roles.
- Proposing a workforce plan for recruitment.

2. ATTRACTING:

Deciding whether the source of recruitment should be internal or external and seeking for the suitable individuals to fill in the vacant positions through:

- Job Portals such as Naukri.com, Timesjob.com, etc.
- Social Network such as LinkedIn and Twitter
- Referrals.

3. SELECTING:

Recruiting and selecting the personnel. It involves the following steps:

- Scheduling written test and interviews.
- Scrutinizing the most suitable candidate for the profile.

4. DEVELOPING:

In this stage, the employee is prepared according to and for the organization and the profile. Following are the steps involved in the process:

- Carrying out an onboarding programme or an orientation.
- Enhancing the skills, aptitude and proficiency of the personnel to match the profile.
- Counselling, guiding, coaching, educating, mentoring employees and job rotation.

5. RETAINING:

Employee retention is essential for any organizational existence and survival. Following are the ways of employee retention:

- Promotions and increments.
- Providing opportunities for growth by handing over special projects.
- Participative decision making.
- Teaching new job skills.
- Identifying the individual's contribution and efforts.

6. *TRANSITIONING:*

Talent management aims at the overall transformation of the employees to achieve the organizational vision. It can be done through:

- Retirement benefits to employees.
- Conducting exit interviews
- Succession Planning or Internal Promotions.

DEFINITION OF RECRUITMENT

“Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour force upon whom the organization can draw when it needs additional employees.” —Dale S. Beach

RECRUITMENT: Ensuring the right people are attracted to the organization.

Recruitment becomes strategic to say, Recruitment practices determine organizational effectiveness. In a tight labour market it is a daunting task to attract the brightest talent towards your organization and then getting them onboard. Internet has become an important source of external recruiting. Systems and standards have been laid down for the same. Here building an employer brand is important. Those who do, get right people onboard.

FUNCTIONS OF RECRUITMENT

- Assessing recruitment,
- Job design and development,
- Fixing standards,
- Advertisement and publicity,
- Making initial contact with prospective candidates,
- Identification and seeking applicants,
- Preliminary examination and assessment of applications,
- Shortlisting of probable candidates for selection,
- Calling the shortlisted candidates for interview,
- A selection process like interviewing or testing,

- Hiring the best candidates,
- Recording and documentation,
- Fixing pay packages to the selected candidates.

SOURCES OF RECRUITMENT

The eligible and suitable candidates required for a particular job are available through various sources. These sources can be divided into two categories.

Internal Sources of Recruitment:

1. Promotions:

The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.

2. Retirements:

The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.

3. Former employees:

Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

4. Transfer:

Employees may be transferred from one department to another wherever the post becomes vacant.

5. Internal advertisement:

The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

Benefits of Internal Sources of Recruitment:

1. The existing employees get motivated.

2. Cost is saved as there is no need to give advertisements about the vacancy.
3. It builds loyalty among employees towards the organization.
4. Training cost is saved as the employees already know about the nature of job to be performed.
5. It is a reliable and easy process.

Limitations of Internal Sources of Recruitment:

1. Young people with the knowledge of modern technology and innovative ideas do not get the chance.
2. The performance of the existing employees may not be as efficient as before.
3. It brings the morale down of employees who do not get promotion or selected.
4. It may lead to encouragement to favouritism.
5. It may not be always in the good interest of the organization.

External Sources of Recruitment:

1. Press advertisement:

A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

2. Campus interviews:

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

3. Placement agencies:

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

4. Employment exchange:

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5. Walk in interviews:

These interviews are declared by companies on the specific day and time and conducted for selection.

6. E-recruitment:

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

7. Competitors:

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.

Benefits of External Sources of Recruitment:

1. New talents get the opportunity
2. The best selection is possible as a large number of candidates apply for the job.
3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.

Limitations of External Sources of Recruitment:

1. Skilled and ambitious employees may switch the job more frequently.
2. It gives a sense of insecurity among the existing candidates.
3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.

Talent Management is beneficial to both the organization and the employees. In these days of highly competitive world, where change is the only constant factor, it is important for an organization to develop the most important resource of all - the Human Resource. In this globalized world, it is only the Human Resource that can provide an organization the competitive edge because under the new trade agreements, technology can be easily transferred from one country to another and there is no dearth for sources of cheap finance. But it is the talented workforce that is very hard to find. The biggest problem is how to retain the present workforce and stop them from quitting.

1.2 INDUSTRY PROFILE

Employment Service Industry: The employment services industry provides a variety of human resources services to businesses. These services include providing temporary workers to other businesses, helping employers locate suitable employees, and providing human resources services to clients.

Industry organization: The employment services industry has four distinct segments. Employment placement agencies list employment vacancies and place permanent employees. Temporary help services, also referred to as temporary staffing agencies, provide employees, on a contract basis and for a limited time, to clients in need of workers to supplement their labour force. Executive search services, often referred to as head hunters, provide search, recruitment, and placement services for clients with specific executive and senior management needs. Professional employer organizations are engaged in providing human resources and human resources management services to staff client businesses. They also may share responsibility as a co-employer of workers to provide a cost-effective approach to the management and administration of the human resources functions of their clients.

The days of walk-in interviews and newspaper advertisements are gone. Mass recruitment currently happens through a simple job portal on the internet that any recruiter can open and have access to. Hence collecting thousands of profiles and screening them and most importantly choosing the perfect candidates to become easy and less time-consuming. For Indian recruiters, it is essential to optimize hiring quality for the upcoming future. The recruiters look for quality talent, and that is one of the most valuable metrics to assert the effectiveness of the hiring process. Hence, the Indian recruiters try to find the best hiring metric. To cope with the changing scenarios in the recruitment industry, the recruitment agencies in India are changing their hiring practices as well. In-house recruitment teams can be more capable of hiring without adopting any complicated measures. At present, the worldwide recruitment industry is expanding as the level of competition is increasing and paving the way for bulk-hiring. With every new start-up entering the corporate world leads every recruitment agency to significant recruitment.

However, even though there is a lot of demand, it becomes very challenging to choose the best contender in such a competitive market.



To cope with the changing scenarios in the recruitment industry, the recruitment agencies in India are changing their hiring practices as well. In today's time, all the hiring agencies post free vacancies and choose a suitable package as per requirement. In this process, a job seeker does not need to pay anything. This way, recruitment teams can build an in-house capability of hiring without adopting any complicated measures. With online portals, recruitment agencies can collect numerous profiles. So, even though there is huge demand, there are a plethora of applications a recruiter can choose from. The agencies can easily sort the application into categories by using keywords and advanced technology. The gap between hiring volume and the total budget is increasing. The Indian recruiters are supposed to invest wisely. This could pose a challenge in terms of recruitment, as it becomes difficult to overcome such obstacles. However, by creating cost- efficient choices, the recruiters can attract great quality candidates. Employee referral programs are one of the critical sources of successful hiring. This program is growing in size, especially in the last few years. This assures quality recruitment as the employee who is referring to another job seeker also gets rewarded.

1.3 COMPANY PROFILE



Directorate of Employment, **Ministry of Labour & Employment** (MOLE) has launched **the National Career Services** (NCS), this initiative aims to provide a variety of employment related services including "**Model Career Centre**", with primary focus on Career counselling.

Hence the proposed study entitled ***“A STUDY ON HUMAN RESOURCE PRACTICES OF***

MODEL CAREER CENTRE” located in Guindy, Chennai. Model Career Centers will be a reservoir of skilled talent pool, where the Industry can tap in from, thus establishing a seamless employer-employee connect. The Model Career Centers are intended to be the role model for replication of career related services. For supporting the professional assistance requirement, the Ministry of Labour and Employment has launched a scheme for Young Professionals to be deputed to these Model Career Centers to facilitate the integration and institutionalization of new processes. They also coordinate outreach activities in schools/colleges and conduct job-fairs including interaction with academia, local industry, manufacturing associations, training providers and other stakeholders.

The study encloses those activities undertaken by the career center to connect the job seekers and job providers having the NCS Portal as a platform to render the below services.

This includes

- Free online NCS Portal registration
- Candidate registration and tracking.

- Job and skill mapping for contemporary/popular careers.

CONFEDERATION OF INDIAN INDUSTRY



MCC- MODEL CAREER CENTRE

Directorate of Employment, Ministry of Labour & Employment (MOLE) has launched the National Career Services (NCS), this initiative aims to provide a variety of employment related services including "**Model Career Centre**", with primary focus on Career

Counseling. Model Career Centers will be a reservoir of skilled talent pool, where the Industry can tap in from, thus establishing a seamless employer-employee connect.

To help 12 million youth entering the workforce, to pursue the right career choice according to their aptitude and ability, the Ministry has tasked **CII (Confederation of Indian Industry)** to establish Model Career Centers (MCC) in Gurgaon, Mumbai & Chennai. For the Model Career Centers to be robust in its varied services to the youth.

CII –



CONFEDERATION OF INDIAN INDUSTRY (INTRODUCTION)

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed

organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has around 9000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 276 national and regional sectoral industry bodies.

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National and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programs. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

India is now set to become a US\$ 5 trillion economy in the next five years and Indian industry will remain the principal growth engine for achieving this target. With the theme for 2019-20 as 'Competitiveness of India Inc - India@75: Forging Ahead', CII will focus on five priority areas which would enable the country to stay on a solid growth track. These are - employment generation, rural-urban connect, energy security, environmental sustainability and governance.

With 66 offices, including 9 Centers of Excellence, in India, and 10 overseas offices in Australia, China, Egypt, France, Germany, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 355 counterpart

organizations in 126 countries, CII serves as a reference point for Indian industry and the international business community.

VISION

To play a catalytic role in linking CII with multiple stakeholder across the global and projecting Indian industry as a stable and dependable partner.

It acts on behalf of Indian industry in making representations to government and intergovernmental organizations. It occupies the highest level consultative status with the government and its specialized agencies.

MISSION

To access more markets for Indian Industry, and create B2B opportunities for membership. This it does by leveraging inter departmental synergies to take India's international economic relations to new levels, across the entire spectrum of economic cooperation from agriculture to manufacturing, from services to knowledge based industries, from nanotechnology to FDI, from infrastructure to the setting up of SEZs.

MAJOR ROLES

Our primary goal is to develop Indian industry and to ensure that government and society as a whole, understand both the needs of industry and its contribution to the nation's well-being. For this, we work

- To identify and strengthen industry's role in the economic development of the country
- To act as a catalyst in bringing about the growth and development of Indian Industry
- To reinforce industry's commitment to society
- To provide up-to-date information and data to industry and government
- To create awareness and support industry's efforts on quality, environment, energy management, and consumer protection
- To identify and address the special needs of the small sector to make it more competitive
- To promote cooperation with counterpart organizations

- To work towards the globalization of Indian industry and integration into the world economy

This is done by adopting a proactive and partnership approach with the government on various national and international issues concerning the Indian economy. It closely interacts on policy issues at both the central and state levels. Extensive dialogue and interaction with members and all sections of the community to build consensus are held.

The Department's work encompasses: (INTERNATIONAL)

- Promoting international Cooperation
- Supporting progress of Indian industry in trade, investment and related issues
- Accessing technologies
- Fostering professionalism and competitiveness
- Providing policy inputs to the Government
- Promoting global connectivity for Indian industry
- Creating ground support for Indian industry in different countries through linkages
- Building people-to-people contacts with countries to enhance trade
- Providing investment into India
- Promoting Brand India

Global Partnerships: CII maintains a unique worldwide network of partnerships with governments (both at federal and at provincial levels), legislators, industry institutes, academia, think leaders and executives to various countries to facilitate direct dialogue, exchange of ideas and bilateral business opportunities.

There has been a collaboration with the World Economic Forum for over 20 years to host the annual **India Economic Summit (IES)** in New Delhi. The IES attracts increasing numbers of Business Leaders from across the world, and maps the economic development of the country while raising awareness about investment opportunities. In addition, CII International has ensured the presence of Indian industry and senior political leadership at Davos.

The Partnership Summit is an annual event where world leaders are invited to

address delegates from diverse countries. Now in its 15th year, it is a flagship event of the International department. Another tool used by CII International, is to undertake research and bring out publications, guides and background papers pertaining to different countries for members and delegates.

INTERNSHIP SITE- MCC (MODEL CAREER CENTRE)

Model Career Centre aims to provide complete guidance and counselling through self assessments & insights into making right career choices. We also enhance personality & confidence of the youth before entering into the corporate world by imparting various professional and personal development skills through blended approach of online and offline learning mechanisms.

OBJECTIVES

Leadership model for “Industry – Career Centre Collaboration” is for:

- Enhancing employability of and entrepreneurship in youth
- Upgradation of skills of existing workforce
- Mainstreaming informal skills
- Meeting the emerging skill needs of the industry

VISION

Linking Youth with Job & Career Opportunities through Counselling & Training

MISSION

- Reach out to the youth through workshops, portals, job fairs, etc.
- Guide youth as per their aptitude and potential about the training & job opportunities
- Connecting job-seekers to job-providers

CORE VAUES- HELPING

- **H** - Honesty
- **E** - Efficient
- **L** - Loyalty
- **P** - Passionate
- **I** - Integrity
- **N** - Nurturing
- **G** - Goal Oriented

ONLINE REGISTRATION

Core service of model career centre is to make the job seekers to get registered in the NCS Portal and in MCC Portal. This evinces the details of candidate's profile searching for job, which can be matched with the job description given by job providers. Online Registration Process involves filling up of details of candidate such as their qualification, age, personal details, areas of interest, etc.,

ONLINE PORTAL

www.mcc

=

centre.com

www.ncs.gov.in

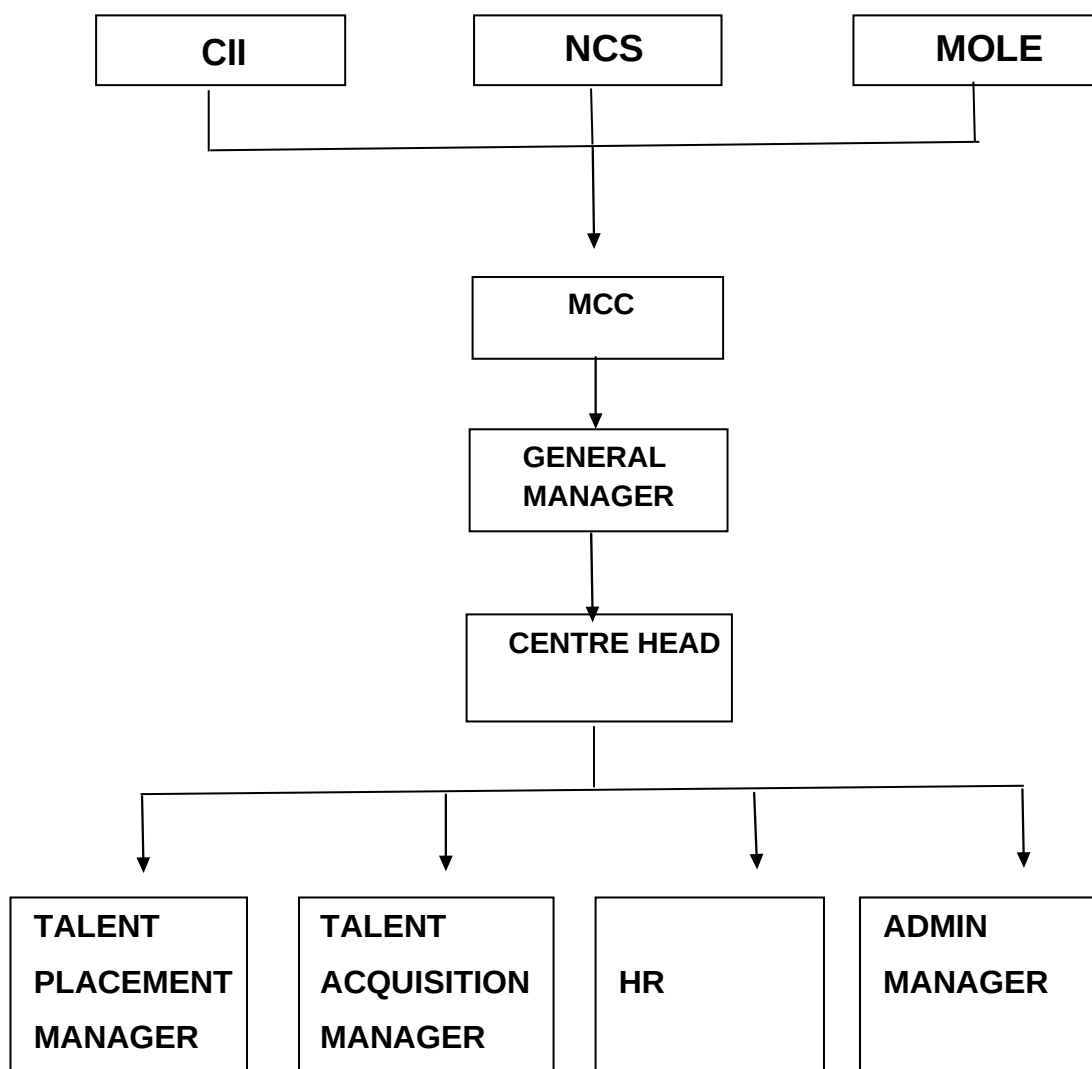
www.wheelbox.com/mcc

ONLINE PROMOTION OF MCC

Through the social media such as facebook, twitter, instagram, and whatsapp the page MCC was promoted towards people whereas job seekers are identified and through this page job fair are posted and so many job seekers are came to know about the job opportunities for their qualification are availed. Connected organization's official page to Model career center page, to link the organization with the MCC to seek the employment opportunities. Continuous promotion makes the people around and across the region come to know about MODEL CAREER CENTRE. Therefore these are such roles we have engaged and observed which comes as blossom of outcome and benefits in which we attained in the period of internship.

CORPORATE STRUCTURE

CORPORATE STRUCTURE OF MODEL CAREER CENTRE



MCC forms a project undertaken by a non- profit organization called CII works to downscale the unemployment issues prevailing in India. Being a Centre of CII task, it works with five employees viz; Centre head, Talent Acquisition Manager, Talent Placement Manager, administration Manager and an HR. Role of each employee is interrelated in achieving the Centre's objectives. They all were accountable for their activities to the Centre head. And he is accountable to the general manager of CII-MCC. Centre head leads and coordinates all activities performed by other employees of the Centre.

1.4 NEED OF THE STUDY

- Determine the present and future requirement of the organization for the organizational growth
- Understanding the talent management in recruitment process and recruit the right person for the right job according to the organizational needs.

1.5 SCOPE OF THE STUDY

- The project is concerned with the study of various aspects of talent management in recruiting process at CII MORDEN CARRER CENTER (MCC) besides exploring the process of talent management in recruitment. The scope of the study also lies in understanding the motivation, development and retaining the employees in the organization.

1.6 OBJECTIVES OF STUDY

PRIMARY OBJECTIVE

To study on the talent management in recruitment process of employees with reference to CII Model Career Centre

SECONDARY OBJECTIVE

- To find out whether talent management strategies are used in recruiting process
- To understand the need of talent management in recruiting process
- To identify various challenges of talent management in recruiting process
- To study the impact of talent management in recruiting process on the performance of an organization with special reference to **CII MODEL CARRER CENTER (MCC)**

1.7 LIMITATIONS OF THE STUDY

- Collecting data properly from employees become difficulty due to the time constraint
- There is no measure to check out whether the information provided by the employees is correct or not

CHAPTER 2

2.REVIEW OF LITERATURE

A detailed survey of the concerned literature has been carried out based on various journals, reviews concerned magazines and internet and presented below: Any Organization needs to have a vision and a well defined strategy on hiring for the future. The fundamental aspects about the definitions of human recourses have been discussed and planning of new models has been discussed. The need to disband the conventional school of thoughts about organizational behavior has been advocated and a new approach has been suggested for HR [ANANDARAM, 2007.]

Amiri M. and Safariolyaei, N. (2017). Authors have discussed about talent management among employees They have explained that the talent management the hidden talent of employees and emphasized that the management should focused on the talent of employees for improving and increasing the productivity and performance of workers.

Amiri, M. and Nobakht, A. (2016). It was found that, performance management is an essential way to improve the effectiveness of organization and achievement of organizational goals. However, the effect of talent management among HR professionals and managers is more essential for improving the circumstance of the organization for achieving the goals.

Branham (2000) agrees that recruitments are too expensive and it is essential that the new staff should stay for long time. According to Dalziel (2004) a major factor of recruitment failure is due to wrong recruitment practices that are based on credentials which considered poor predictors for 23 performance. The successful recruitment recipe is —Hiring for Competenciesll which considered a main building block that Talent Management relies on

Berger and Berger (2003) explains a simple and practical approach to the identification, assessment and management of talent in the current, dynamic operating business environment. The book plainly gives advice on how to avoid high staff turnover and poor morale Ed Michaels (2001) argues that Talent Management is becoming critical. A Talent Management Mindset should be in stilled in managers throughout the organization. Ed Michaels is a recently retired McKinney and Company Director, in Atlanta, Georgia.

Busi & Bitici, (2006) Performance Management and Performance Measurement are used to assess Talent Management. Performance Measurement is a technical and practical task to assess staff performance and Performance Management is a concept where the results of Performance Measurements are being used and identified.

Coleman (2005) argues that TM is more than an HR process, since it requires an integrated and holistic approach. Organizations should realise that talent might remain hidden and dormant if it is not developed, even though it can be seen as a natural ability. Organizations need to pay attention to the subject as a separate issue and not just see it as leadership development, which fits our elitist definition of talent. TM has also been used interchangeably with 'human capital management' (Taylor, 2007b). While the concept of TM incorporates that an organization has to see its employees as a valuable asset, TM is focused on the individual. In contrast, human capital management has an aggregate view and is focused on the overall value of human asset (Taylor, 2007b). We agree with the above, since our definition of talent focuses on specific individuals, whereas human capital management includes all employees. It is our stance that everyone can be an asset, but not everyone is a talent

Cunningham (2007) identified two broad strategic choices to take into consideration the alignment of people with roles or, alignment of roles with people in the process of recruiting. The first choice discusses of matching possible candidates to asset of already approved job roles. This option will allow many factors to control performance; such as, Selection, recruitment, placement and promotion, all of which help recruiting and placing talents where they are most effective. Promotion in this case depends on the amount of development and learning achievements one contributes. On the other hand, the second choice explains the opposite idea that allies roles with people. This choice focuses on the people selected first and the roles will adapt to those people's distinctiveness. Whenever organizations have hard time finding the right person in terms of capability, they have the option of hiring someone who enjoys much impressive learning strengths in comparison to his capabilities. The fast learning advantage will allow the person to quickly develop and be trained to perform well.

Douglas J. Novona, (2005). Through the study, the author has highlighted the factors which are responsible for the success of talent management activities. In this context, the author has stated that talent management activities, can seem intimidating and difficult to handle for managers and human resources in the organizations. However, while discussing 'talent' author has referred to the most valuable function in the organization. In the opinion of the author, organizations do not survive without people and when the management people of the organization think and plan for the development of these products of value; things can be complex and appear multiple.

Frank & Taylor (2004) pointed out that it is an essential part in the Talent Management to provide learning and performance improvement of high performers. Ordonez de Pablos (2004) argues that it is important to have internal system of HRM in order to make knowledge, capabilities and skills of the firm's human capital protected and valuable. Among the benefits that Human Resource Management System covers are: promotion-from within, comprehensive training and skill based pay. Based on performance management systems, Frank and Taylor (2004) foresee that staff will receive custom made responses to skill weaknesses continuously.

Frank (2004), most of the workforce does not engage itself which shows a valid relation to Talent Management where only the top talents are mostly they engaged workforce in a firm. (Frank et al., 2004) engagement has been developed from classic motivation theories. motivation was about making someone doing something for its own sake and not in order to receive a reward, which is in line with engagement (Frank et al., 2004). 25 Motivation is also a part of several definitions of Talent Management (e.g. Heinen & O'Neill, 2004; Schweyer, 2004)

According to Herman's research, there are five reasons why people quit; all of which depend on communicative factors except for the fifth one, which is compensation. Most of people quit their jobs due to lack of positive reinforcement and inspiring feedback from managers, which makes them feel discouraged and unappreciated for their services. These theories are backed up by Frank and Taylor (2004) and Benjamin (2003) they rank poor management as the number

one reason behind the employees leaving.

According to Heinen and O'Neill (2004), Talent Management is one of the most effective ways to achieve a durable competitive advantage. The question here is how long can the organization sustain its competitive advantage and keep the knowledge base isolated from competitors. An example of an isolating mechanism is when a knowledge based should be embedded within the firm and not tied to specific individuals. Branham (2000) agrees that recruitments are too expensive and it is essential that the new staff should stay for long time. According to Dalziel (2004) a major factor of recruitment failure is due to wrong recruitment practices that are based on credentials which considered poor predictors for performance. The successful recruitment recipe is —Hiring for Competenciesll which considered a main building block that Talent Management relies on.

Henderson, 2011, The mission statement is the first step in setting objectives for the organization. The incorporation of the strategy with the organization's long-term vision enables it to achieve competitive advantage. Both the mission and the vision serve different, yet fundamental roles in the incorporation of the strategic plan. Organizations that are well managed devote much attention to the recruitment and selection processes. This increases the amount of individuals who have the most appropriate attributes to become high performers, which leads to organization objectives.

KARTHIKEYAN J (2007), argues that Organization need to have a vision and a well defined strategy on hiring for the future. They are of the view that 18 whether we have the right talent within to attract and retain the best available talent Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by Jones et al. (2006) include several types of interviews, role play, group discussions and group tasks, and so on.

Laff, (2006) Talent Management is not only a new word for sourcing and developing employees. It requires a dynamic integration between many processes Cunningham, (2007). (Laff, 2006; Uren, 2007) argued that one of the main factors to implement successfully Talent Management in the organization is the permanent commitment from all organization's levels and cannot be implemented and done only by HR, if so it would be unable to react when necessity demand to changes in the organization.

As Lawler, (2005) mentioned the main purpose of integrating HRM and strategy is to make human capital to be a strategic differentiator. According to Laff's (2006) study for different CEOs, Talent Management is the best way to secure a competitive advantage.

Michaels, Handfield-Jones and Axelrod (2001) states that while not everyone can become a superstar in the organization, they can stand out by challenging themselves and by being more dedicated to their work, and that is what the development programs are for. Adapting those programs, organizations will attract Talents, retain talented staff for longer time and would have better performance in the long run.

Nonaka and Toyama (2005) argues that knowledge is transferred to the all levels of the organization all the way through a process that includes socialization, externalization, combination, and internalization. Grigoryev (2006) not only employers but also employees are becoming more aware of the fact that there are some skills and characteristics which are essential to function properly in the workplace. (Branham, 2000; Schweyer, 2004) found that most of the organizations recruit externally rather than finding inside talents. This possibly happens because managers avoid retaining their best functional individuals so they will not risk losing them to competitors. Von Seldeneck, (2004) the best time to recruit key people is in a slowing economy. Since highly talented people would predisposition in order to manage their environment, a firm might utilize such situation by providing new compensations schemes and challenging packages that are tailored for key Talents, simultaneously; other organizations would be dormant in locating talented people. The internal human capital is essential to attract talented people from competitors. Thus they should have the vision, passion, integrity and ability to

create an environment that will draw people in.

Therefore, any organization is encouraged to develop real-time recruitment strategies that must attempt to generate a pool of appropriately qualified and well-experienced individuals so as to effectively initiate the selection strategies and decisions. In essence, the potential applications are encouraged to apply for the open vacancies and also the relevant departments can engage in recruiting the best candidates to upgrade the department's performance (Taher et al. 2000).

Silzer et al. (2010) was largely concerned with Talent management, and through their work they were successful in resolving issues like whether or not talent is something one can be born with or is it something that can be acquired through development. According to Silzer et al (2010), that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the concern of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn practical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give insights in the most effective approaches to recruitment even though companies will have to employ their in house management skills for applying generic theories across particular organizational contexts. Work conducted by Silzer et al (2010) described that the primary objective of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer et al. 2010).

According to (Schweyer, 2004) A Talent Management System puts useful means in the hands of HR professionals that enable them to gather, process and evaluate volumes of data related to high potentials and other staff. Laff (2006) argues that with the presence of the new technology the talent management will no longer be only for the top management but it will down to the end of the organization hierarchy. Therefore the organization in this case can assess its entire staff to find potential staff

Taylor (2007a) states that most definitions give a definition of what Talent management should consist of, instead of saying what it is. Therefore, he came to the following definition: —[talent management is making capabilities fit commitments] (Taylor, 2007a). He suggests that his definition is focusing on the aim of Talent management and he further argues that Talent management should not be seen as an individual aim but as an aim of the organization as a whole. Talent management should help the organization to ensure that it is able to do what it is set out to do today, but also in the future.

William J. Rothwell, H.C. Kazanas(2003) ignites the imagination, expands the possibilities, and offers practical strategies any organizations can use to effectively develop, retain and utilize talent for the benefit of an organization and enter the fluid, flexible future. Managers at all levels will cheer the sanity Roth well suggests..

CHAPTER – 3

3. RESEARCH METHODOLOGY

RESEARCH PROBLEM

To study on talent management in recruiting process at CII MORDEN CARRIER CANTER(MCC)

3.1 RESEARCH DESIGN

The research design that was used for the study is descriptive study design. A descriptive study collects data in order to answer questions about current status of the subject. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with finding out what are the factors that influence the employee performance on the motivational incentives.

3.2 SAMPLING TECHNIQUE

Simple random sampling - Simple random sampling is a subset of individuals chosen from a larger set of population. Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process.

3.3 SOURCE OF DATA

After identification and defining the research problem and determining specific information required solving the problem, the researcher task is to look the type and source of data which may yield the desired result. Data sources are of two types through which data is collected. Data source may be classified as

1. Primary data
2. Secondary data

PRIMARY DATA

Primary data was collected through survey method by distributing questionnaires to employees in CIIMCC.

SECONDARY DATA

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

periodical, journal, magazines, statistical data sources etc. The secondary source used for this study is company profile, scope, need, review of literature.

3.4 STRUCTURE OF QUESTIONNAIRE

A questionnaire consists of number of questions printed or typed in a definite order on a form or set of forms. The respondents have to answer the question on their own. The questionnaire should be comparatively.

3.5 SAMPLE SIZE

Sample is a group of subjects that are selected from the general population and are considered as a representative of the real population for the specific study. For the current research 120 samples were collected out of 230 employees.

3.6 PERIOD OF STUDY

The period of study is three months.

3.7 ANALYTICAL TOOLS

The data collected from the employees during the survey are analysed using various tools. Some of the statistical tools applied in the study are

1. Correlation
2. Anova test
3. T - test

CHAPTER- 4

DATA ANALYSIS & INTERPRETATION

4.1 PERCENTAGE ANALYSIS

CLASSIFICATION OF RESPONDENTS ACCORDING TO AGE

TABLE NO 4.1.1: Classification Of Respondents According To Age

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
20-30	92	76.7
31-40	27	22.5
41-50	1	0.8
Above 50	0	0
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The above table represent the details on the classification of respondents based on age. Out of 120 respondents the highest no of members are between 20-30 i.e 76.7 % and lowest no of respondents are between above 50 i.e 00.0%.

Age Group
120 responses

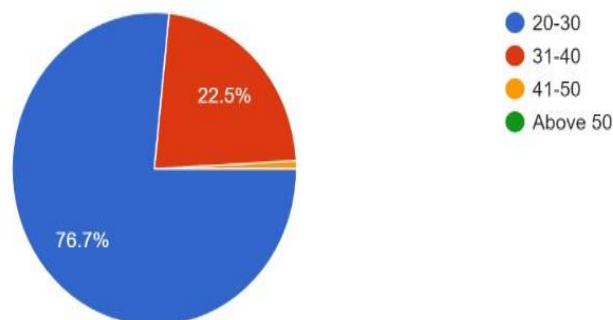


CHART NO 4.1.1: Classification Of Respondents According To Age

CLASSIFICATION OF RESPONDENTS ACCORDING TO GENDER

TABLE 4.1.2 Classification Of Respondents According To Gender

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Male	68	43.3
Female	52	56.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The above table shows that 43.3% of respondents are male and 56.7% of respondents are female out of 120 respondents.

Gender

120 responses

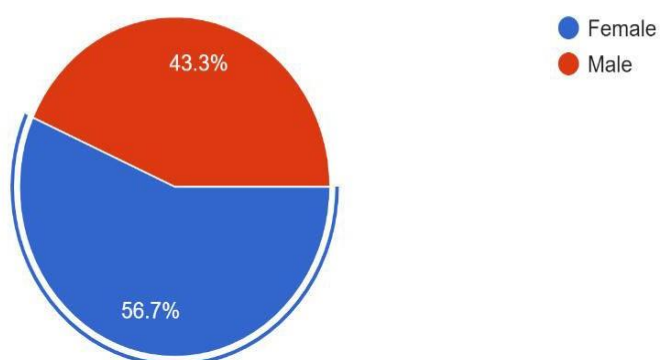


CHART NO 4.1. 2: Classification Of Respondents According To Gender

CLASSIFICATION OF RESPONDENTS ACCORDING TO QUALIFICATION

TABLE NO 4.1.3: Classification Of Respondents According To Qualification

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
10 th	1	0.8
12 th	14	11.7
UG	53	44.2
PG	50	41.7
Other	2	1.6
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The above table represent the details on the classification of respondents based on Qualification. Out of 120 respondents PG Graduated persons are 41.7 %, 12th qualified persons are 11.7% and UG graduated members of respondents are 44.2%.

Qualification
120 responses

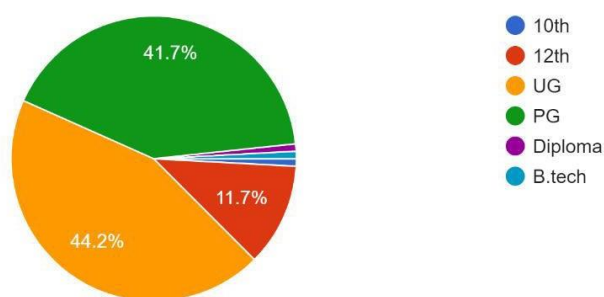


CHART NO 4.1.3 Classification Of Respondents According To Qualification

CLASSIFICATION OF RESPONDENTS ACCORDING TO MONTHLY INCOME

TABLE NO 4.1.4: Classification Of Respondents According To Monthly Income

CLASSIFICATION	NUNMBER OF RESPODENTS	PERCENTAGE
10,000-20,000	53	44.2
21,000-30,000	45	37.5
31,000-40,000	8	06.7
40,000 above	14	11.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The above table represent the details on the classification of respondents based on Qualification. Out of 120 respondents 37.5% of employees are having a pay scale between 21,000-30,000, Responses of 11.7% are with the pay scale between 40,000 and above and majorly 44.2% are of with the pay scale lying between 10,000-20,000.

Monthly Income
120 responses

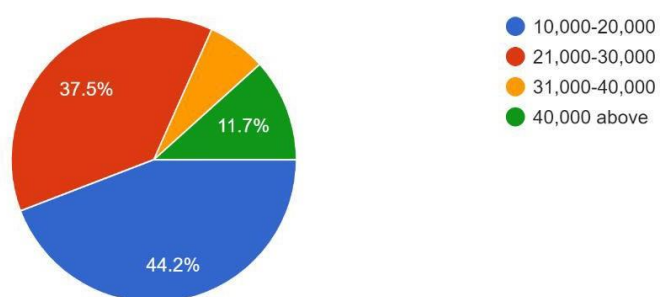


CHART NO 4.1.4: Classification Of Respondents According To Monthly Income

CLASSIFICATION OF RESPONDENTS ACCORDING TO WORK EXPERIENCE

TABLE NO:4.1.5 Classification Of Respondents According To Work Experience

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Below 1 year	40	33.3
1-3 years	46	38.3
3-5 years	26	21.7
Above 5 years	9	7.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The above table represent the details on the classification of respondents based on Qualification. Out of 120 respondents, 40 employees are working with the experience of below 1 year i.e. 33.3%, 46 employees are working with the experience of 1-3 years i.e. 38.3%, 26 employees are working with the experience of 3-5 years i.e. 21.7% and 9 employees are of with the experience of 5 years and above i.e. 7.5%.

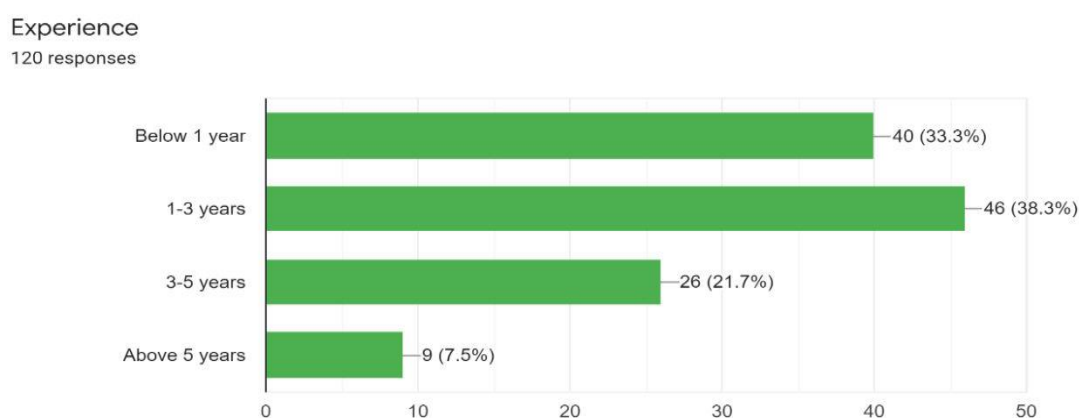


CHART NO 4.1. 5: Classification Of Respondents According To Work Experience

CLASSIFICATION OF RESPONDENTS ACCORDING MARTIAL STATUS

TABLE NO:4.1.6 Classification Of Respondents According Martial Status

CLASSIFICATION	NUNMBER OF RESPODENTS	PERCENTAGE
Married	46	38.3
Unmarried	74	61.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to the marital status as mentioned in the above diagram 46 number of respondents i.e. 38.3% are married and 74 number of respondents i.e. 61.7% are unmarried.

Martial status
120 responses

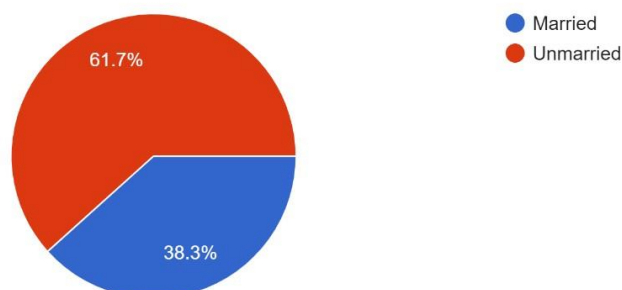


CHART NO:4.1.6 Classification Of Respondents According Martial Status

CLASSIFICATION OF STAGES INVOLVED IN RECRUITING THE CANDIDATES

TABLE NO:4.1.7 Classification Of Stages Involved In Recruiting The Candidates

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
1	10	8.3
2	9	7.5
3	30	25
4	57	47.5
5 and above	14	11.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

As per the above statistical report 10 numbers of respondents aspect is 1 stage, 9 numbers of respondents aspect is 2 stages, 30 numbers of respondents aspect is 3 stages, 57 numbers of respondents aspect is 4 stages and 14 numbers of respondents aspect is 5 stages.

HOW MANY STAGES ARE INVOLVED IN RECRUITING THE CANDIDATE?

120 responses

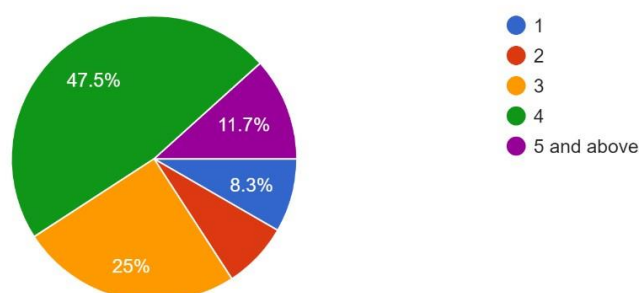


CHART NO:4.1.7 Classification Of Stages Involved In Recruiting The Candidates

CLASSIFICATION OF RESPONDENTS ACCORDING TO THE ORGANIZATION USE WHICH TEST DURING THE PROCESS OF RECRUITMENT

TABLE NO: 4.1.8 Classification Of Respondents According To The Organization Use Which Test During The Process Of Recruitment

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Written	64	53.3
Aptitude	40	33.3
Group discussion	32	26.7
Personal interview	35	29.2
Psychometric test	10	8.3
Other	1	0.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 64 respondents i.e. 53.3% says that the organization uses Written test, 40 respondents i.e. 33.3% uses Aptitude Test, 32 respondents i.e. 26.7% uses Group Discussion, 35 respondents i.e. 29.2% uses Personal Interview, 10 respondents i.e. 8.3% uses Psychometric Test and 01 respondent i.e. 0.8% uses Other Test, during the process of recruitment.

DOES THE ORGANIZATION USE ANY OF THE FOLLOWING TESTS DURING THE PROCESS OF RECRUITMENT?

120 responses

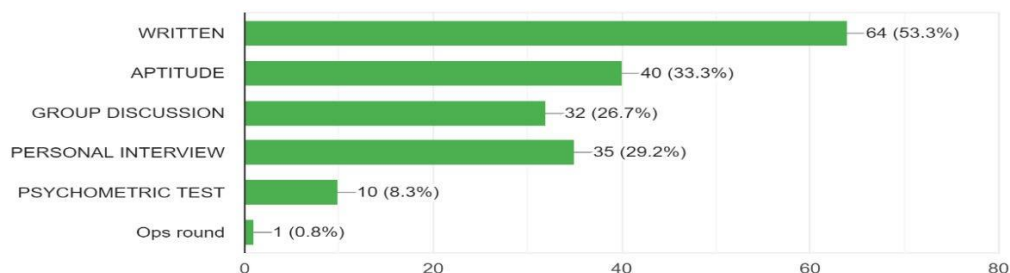


CHART NO: 4.1.8 Classification Of Respondents According To The Organization Use Which Test During The Process Of Recruitment

CLASSIFICATION OF RESPONDENTS ACCORDING TO APART FROM THE HR MANAGER, OTHER DEPARTMENTS ARE REQUIRED TO GET INVOLVED IN INTERVIEWING PROCESS

TABLE NO:4.1.9 Classification Of Respondents According To Apart From The Hr Manager, Other Departments Are Required To Get Involved In Interviewing Process

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Hr executives	74	61.7
Process manager	33	27.5
Administration	13	10.8
Others	0	0
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 74 respondents i.e., 61.7% says that HR Executives, 33 respondents i.e. 27.5% says as Process Manager.13 respondents i.e., 26.7% says as administration.

APART FROM THE HR MANAGER, WHO ALL FROM THE OTHER DEPARTMENTS ARE REQUIRED TO GET INVOLVED IN INTERVIEWING PROCESS?

120 responses

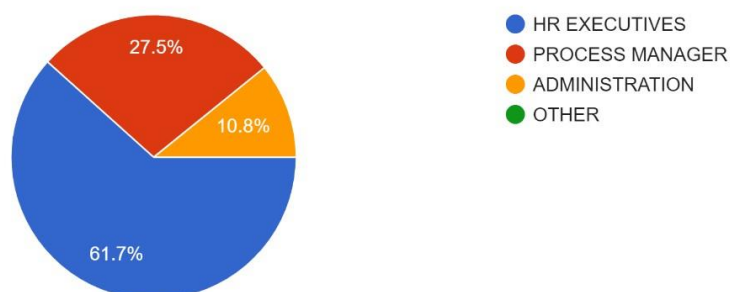


CHART NO:4.1.9 Classification Of Respondents According To Apart From The Hr Manager, Other Departments Are Required To Get Involved In Interviewing Process

CLASSIFICATION OF RESPONDENTS ACCORDING TO COMPLETE YOUR WORK WITHIN A GIVEN TIME

TABLE NO:4.1.10 Classification Of Respondents According To Complete Your Work Within A Given Time

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	59	49.2
Agree	33	27.5
Neutral	16	13.3
Disagree	9	7.5
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 59 respondents i.e. 49.2% are Strongly Agree, 33 respondents i.e. 27.5% are Agree, 16 respondents i.e. 13.3% are Neutral, 09 respondents i.e. 7.5% are Dis Agree, 03 respondents i.e. 2.5% are Strongly Dis agree.

CAN YOU COMPLETE YOUR WORK WITHIN A GIVEN TIME?

120 responses

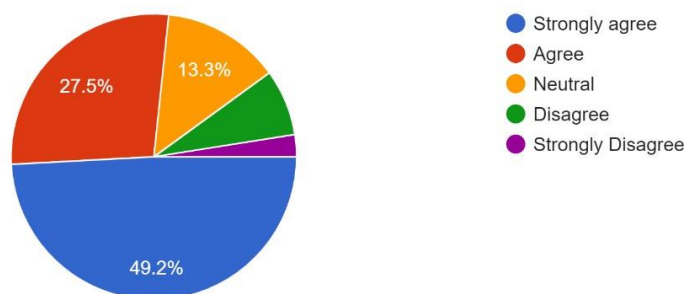


CHART NO:4.1.10 Classification Of Respondents According To Complete Your Work Within A Given Time

CLASSIFICATION OF RESPONDENTS ACCORDING TO TALENT MANAGEMENT IS THE PROCESS OF ENSURING THAT THE ORGANIZATION ATTRACTS, RETAINS, MOTIVATES AND DEVELOPS THE TALENTED PEOPLE IT NEEDS. DO YOU HAVE SUCH A PROCESS IN YOUR COMPANY

TABLE NO:4.1.11 Classification Of Respondents According To Talent Management Is The Process Of Ensuring That The Organization Attracts, Retains, Motivates And Develops The Talented People It Needs.

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	75	62.5
Agree	29	24.2
Neutral	14	11.7
Disagree	1	0.8
Strongly disagree	1	0.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 75 respondents i.e. 62.5% are Strongly Agree, 29 respondents i.e. 24.2% are Agree, 14 respondents i.e. 11.7% are Neutral, 01 respondent i.e. 0.8% are Disagree, 01 respondent i.e. 0.8% are Strongly Disagree.

Talent management is the process of ensuring that the organization attracts, retains, motivates and develops the talented people it needs. Do you have such a process in your company?
120 responses

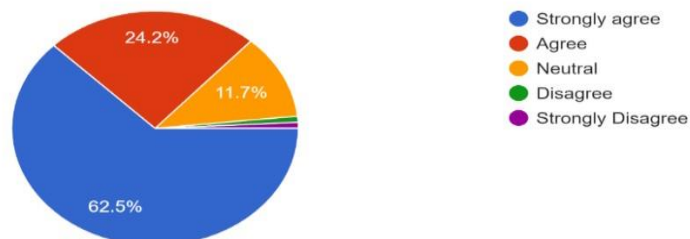


CHART NO:4.1.11 Classification Of Respondents According To Talent Management Is The Process Of Ensuring That The Organization Attracts, Retains, Motivates And Develops The Talented People It Needs.

CLASSIFICATION OF RESPONDENTS ACCORDING TO THE COMPANY USE TALENT MANAGEMENT PRACTICES FOR IDENTIFYING KEYPERFORMERS

TABLE NO:4.1.12 Classification Of Respondents According To The Company Use
Talent Management Practices For Identifying Key performers

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	73	60.8
Agree	27	22.5
Neutral	16	13.3
Disagree	1	0.8
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 73 respondents i.e. 60.8% are Strongly Agree, 27 respondents i.e. 22.5% are Agree, 16 respondents i.e. 13.3% are Neutral, 01 respondent i.e. 0.8% are Disagree, 03 respondents i.e. 2.5% are Strongly Disagree.

Does your company use talent management practices for identifying key performers?
120 responses

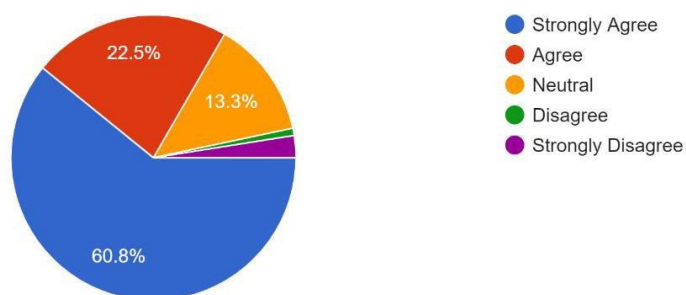


CHART NO:4.1.12 Classification Of Respondents According To The Company Use
Talent Management Practices For Identifying Key performers

CLASSIFICATION OF RESPONDENTS ACCORDING TO ORGANIZATION DOING TIMELINESS RECRUITMENT PROCESS

TABLE NO:4.1.13 Classification Of Respondents According To Organization Doing Timeliness Recruitment Process

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	103	85.8
No	17	14.2
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 102 respondent's i.e.,85.8% are saying Yes, 17 respondents i.e. 14.2% are saying No.

Is the organization doing timeliness recruitment process
120 responses

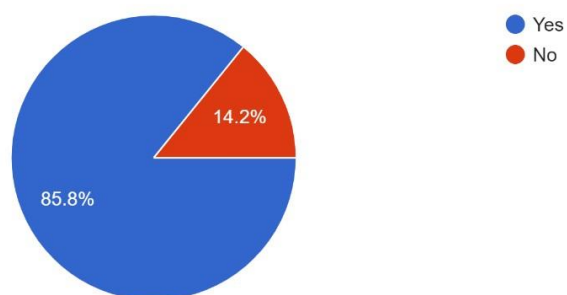


CHART NO:4.1.13 Classification Of Respondents According To Organization Doing Timeliness Recruitment Process

CLASSIFICATION OF RESPONDENTS ACCORDING TO THE ORGANIZATION CLEARLY DEFINE THE POSITION OBJECTIVES, REQUIREMENTS AND CANDIDATE SPECIFICATIONS IN THE RECRUITMENT PROCESS

TABLE NO 4.1.14 Classification Of Respondents According To The Organization
Clearly Define The Position Objectives, Requirements And Candidate Specifications
In The Recruitment Process

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	107	89.2
No	13	10.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 107 respondent's i.e.89.2% are saying Yes, 13 respondents i.e. 13% are saying No..

Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

120 responses

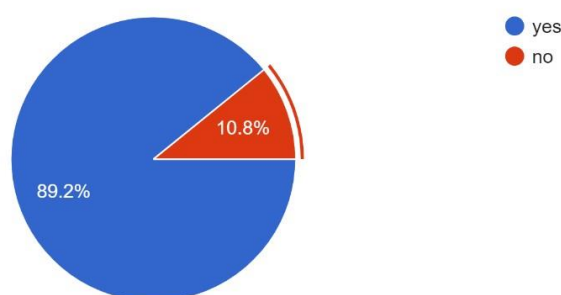


CHART NO 4.1.14 Classification Of Respondents According To The Organization
Clearly Define The Position Objectives, Requirements And Candidate Specifications
In The Recruitment Process

CLASSIFICATION OF RESPONDENTS ACCORDING TO PROVIDING TALENTED STAFF WITH OPPORTUNITIES FOR CAREER DEVELOPMENT &GROWTH. IS THERE SUCH A PROGRAM IN YOUR ORGANIZATION

TABLE NO:4.1.15 Classification Of Respondents According To Providing Talented Staff With Opportunities For Career Development &Growth. Is There Such A Program In Your Organization

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	107	89.2
No	13	10.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to 107 respondent's i.e.89.2% are saying Yes, 13 respondents i.e. 13% are saying No.

Providing talented staff with opportunities for career development &growth. Is there such a program in your organization?

120 responses

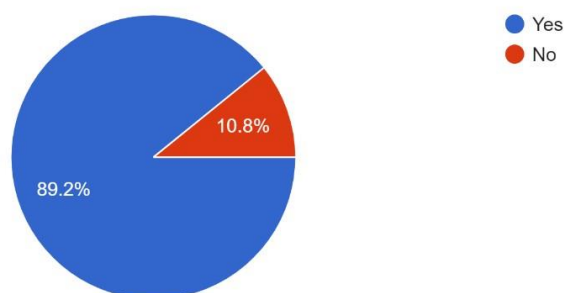


CHART NO:4.1.15 Classification Of Respondents According To Providing Talented Staff With Opportunities For Career Development &Growth. Is There Such A Program In Your Organization

CLASSIFICATION OF RESPONDENTS ACCORDING TO WITHIN THE ORGANIZATION, WHAT KIND OF TALENT DEVELOPMENT ACTIVITIES ARE CARRIED OUT

TABLE NO 4.1.16 Classification Of Respondents According To Within The Organization, What Kind Of Talent Development Activities Are Carried Out

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Skill building classroom workshop	46	38.3
Developmental experience term assignments	35	29.2
Coaching	20	16.7
Action learning	9	7.5
Mentoring	6	5
Education	2	1.7
Organization development	2	01.6
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to the organization 46 number of respondents i.e. 38.3% are carried out with the Skill Building Classroom Workshop, 35 number of respondents i.e. 29.2% are carried out Developmental Experience Term Assignments, 20 number of respondents i.e. 16.7% are carried out with the Coaching, 09 number of respondents i.e. 7.5% are carried out with Action Learning, 06 number of respondents i.e. 5% are carried out with Mentoring, 02 number of respondents i.e. 1.7% are carried out with Education, 02 number of respondents i.e. 01.6% are carried out with Organization Development.

Within your organization, what kind of talent development activities are carried out?

120 responses

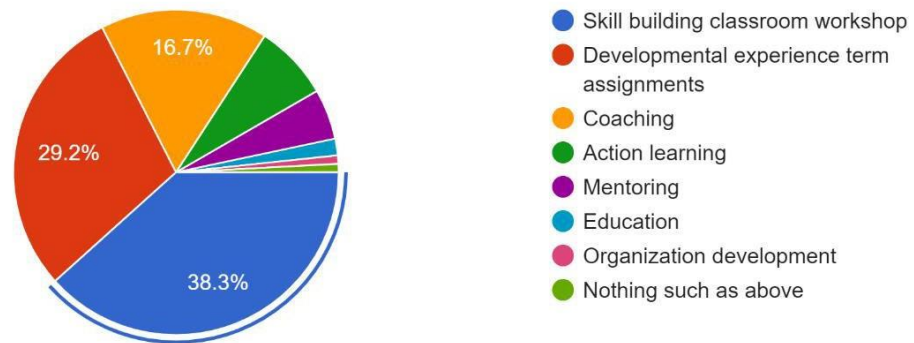


CHART NO 4.1.16 Classification Of Respondents According To Within The Organization, What Kind Of Talent Development Activities Are Carried Out

CLASSIFICATION OF RESPONDENTS ACCORDING TO OVERALL HOW MUCH ARE YOU SATISFIED WITH YOUR COMPANY'S PERSONNEL POLICIES

TABLE NO 4.1.17 Classification Of Respondents According To Overall How Much Are You Satisfied With Your Company'S Personnel Policies

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
1	3	2.5
2	4	3.3
3	23	19.2
4	41	34.2
5	49	40.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

With their company personnel policies number of respondents 03 i.e. 2.5% are satisfied, number of respondents 04 i.e. 3.3% are satisfied, number of respondents 23 i.e. 19.2% are satisfied, number of respondents 41 i.e. 34.2% are satisfied, number of respondents 49 i.e. 40.8% are satisfied.

Overall how much are you satisfied with your company's personnel policies?
120 responses

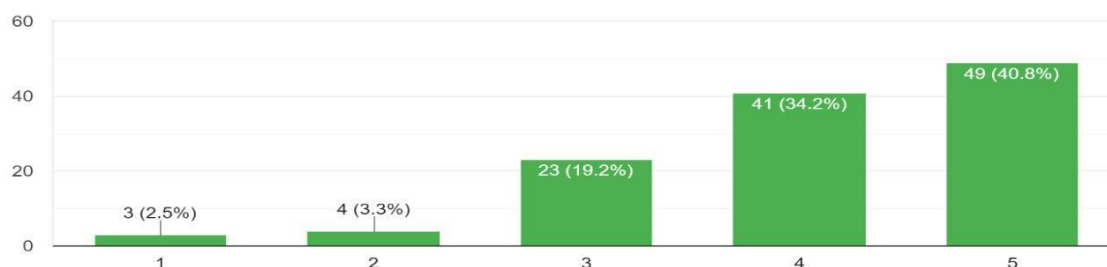


CHART NO 4.1.17 Classification Of Respondents According To Overall How Much Are You Satisfied With Your Company'S Personnel Policies

CLASSIFICATION OF RESPONDENTS ACCORDING TO IN YOUR CURRENT ORGANIZATION, WHAT METHODS ARE MOST COMMONLY USED TO COMMUNICATE WITH EMPLOYEES

TABLE NO:4.1.18 Classification Of Respondents According To In Your Current Organization, What Methods Are Most Commonly Used To Communicate With Employees

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
In – person	55	45.8
Employee meetings	39	32.5
Letters from senior executives	12	10
E – mail	14	11.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to the employees the most common used method to communicate is of number of respondents 55 i.e., 45.8% In-Person, number of respondents 39 i.e., 32.5% Employee Meetings, number of respondents 12 i.e., 10% Letters From Senior Executives, number of respondents 14 i.e., 11.7% E-Mail.

In your current organization, what methods are most commonly used to communicate with employees?
120 responses

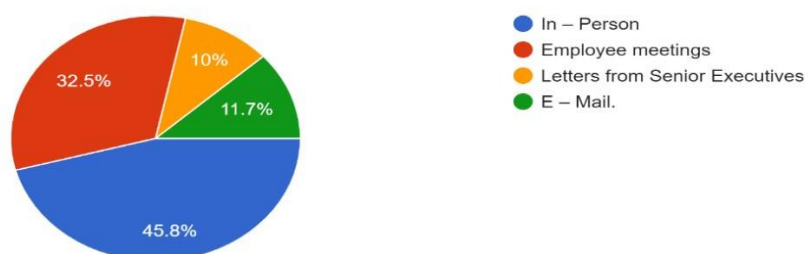


CHART NO:4.1.18 Classification Of Respondents According To In Your Current Organization, What Methods Are Most Commonly Used To Communicate With Employees

CLASSIFICATION OF RESPONDENTS ACCORDING TO DOES THE ORGANIZATION DO EMPLOYEE VERIFICATION BEFORE AND AFTER RECRUITMENT

TABLE NO:4.1.19 Classification Of Respondents According To Does The Organization Do Employee Verification Before And After Recruitment

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	70	58.3
Agree	26	21.7
Neutral	20	16.7
Disagree	2	1.7
Strongly disagree	2	1.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to the employee's verification are as number of respondents 70 i.e. 58.3% Strongly Agree, as number of respondents 26 i.e. 21.7% Agree, as number of respondents 20 i.e. 16.7% Neutral, as number of respondents 02 i.e. 1.7% Disagree, as number of respondents 02 i.e. 1.7% Strongly Disagree.

Does the organization do employee verification before and after recruitment
120 responses

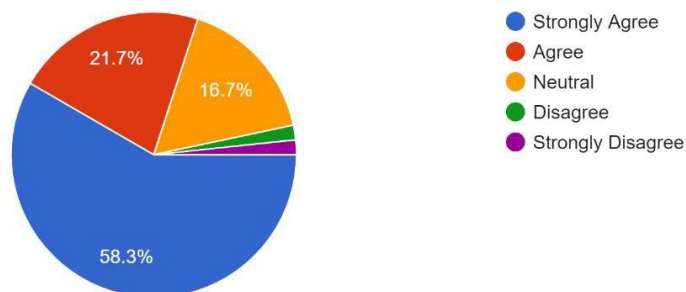


CHART NO:4.1.19 Classification Of Respondents According To Does The Organization Do Employee Verification Before And After Recruitment

CLASSIFICATION OF RESPONDENTS ACCORDING TO HOW DO YOU RATE THE HR DEPARTMENT'S PERFORMANCE IN RECRUITMENT AND SELECTION

TABLE NO 4.1.20 Classification Of Respondents According To How Do You Rate The Hr Department's Performance In Recruitment And Selection

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Very satisfied	71	59.2
Satisfied	29	24.2
Neutral	13	10.8
Dissatisfied	6	5
Very dissatisfied	1	0.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

The rate of percentage by the employees to the HR department performance in recruitment and selection number of respondents 71 i.e., 59.2% Very Satisfied, number of respondents 29 i.e., 24.2% Satisfied, number of respondents 13 i.e., 10.8% Neutral, number of respondents 06 i.e. 05% Dissatisfied, number of respondents 01 i.e. 0.8% Very Dissatisfied.

How do you rate the HR department's performance in recruitment and selection?
120 responses

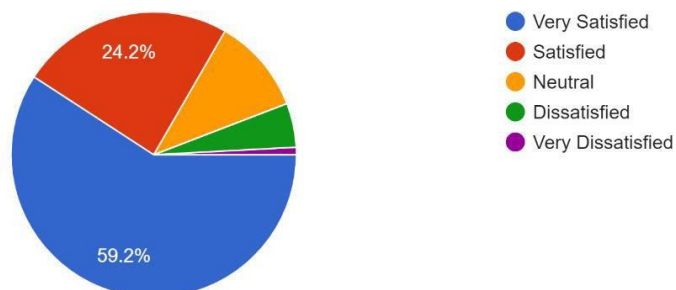


CHART NO 4.1.20 Classification Of Respondents According To How Do You Rate The Hr Department's Performance In Recruitment And Selection

CLASSIFICATION OF RESPONDENTS ACCORDING TO IF A PERSON WANTS TO LEAVE THE JOB HOW DO COMPANY RETAIN THAT CANDIDATE

TABLE NO:4.1.21 Classification Of Respondents According To If A Person Wants To Leave The Job How Do Company Retain That Candidate

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Salary appraisal	72	60
Provide a better job role	22	18.3
Understand personal issues and resolve it	19	15.8
Provide proper motivation	7	5.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to retain the candidate number of respondents 72 i.e. 60% opinion is Salary appraisal, number of respondents 22 i.e. 18.3% opinion is Provide a better job role, number of respondents 19 i.e. 15.8% opinion is Understand personal issues and resolve it, number of respondents 07 i.e. 5.8% opinion is provide proper motivation.

If a person wants to leave the job how do company retain that candidate
120 responses



CHART NO:4.1.21 Classification Of Respondents According To If A Person Wants To Leave The Job How Do Company Retain That Candidate

CLASSIFICATION OF RESPONDENTS ACCORDING TO OVERALL HOW SATISFIED ARE YOU WITH THIS COMPANY AS A PLACE TO WORK AS COMPARED TO OTHER PLACES YOU HAVE WORKED

TABLE NO :4.1.22 Classification Of Respondents According To Overall How Satisfied Are You With This Company As A Place To Work As Compared To Other Places You Have Worked

CLASSIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Very satisfied	70	58.3
Satisfied	25	20.8
Neutral	16	13.3
Dissatisfied	8	6.7
Very dissatisfied	1	0.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

According to the satisfaction of the employee's number of respondents 70 i.e. 58.3% are Very Satisfied, number of respondents 25 i.e. 20.8% are Satisfied, number of respondents 16 i.e. 13.3% are Neutral, number of respondents 08 i.e. 6.7% are Dissatisfied, number of respondents 01 i.e. 0.8% are Very Dissatisfied.

Overall how satisfied are you with this company as a place to work as compared to other places you have worked?
120 responses

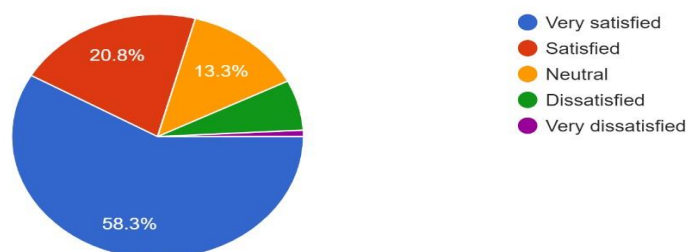


CHART NO :4.1.22 Classification Of Respondents According To Overall How Satisfied Are You With This Company As A Place To Work As Compared To Other Places You Have Worked

4.2 ANOVA

- A One- Way ANOVA Test has been carried out to determine whether there is any significant difference in the age of a respondent and his / her work completing time

Hypothesis

- **H₀**: There is no significant difference between ages of respondents in regards to their work completing time
- **H₁**: There is a significant difference between ages of respondents in regards to their work completing time

Test Results

TABLE 4.2
TABLE SHOWING RESPONDENTS FOR AGE VS WORK COMPLETING TIME

ANOVA					
Can you complete your work within a given time					
	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	8.166	2	4.083	4.175	.018
Within groups	114.426	117	.978		
Total	122.592	119			

Source: Primary Data

Interpretation

Since the p-value 0.018 is less than 0.05, null hypothesis (H₀) rejected and so accepted the alternate hypothesis (H₁). Here it is known that there is a significant difference between ages of respondents in regards to their work completing time.

4.3 ANOVA

- A One- Way ANOVA Test has been carried out to determine whether there is any significant difference between the experience of the respondents and his/her talent management practices for identifying key performance

Hypothesis

- **H₀**: There is no significant difference between experience of respondents in regards to talent management practices for identifying key performance
- **H₁**: There is a significant difference between experience of respondents in regards to talent management practices for identifying key performance

Test Results

TABLE 4.3

TABLE SHOWING RESPONDENTS EXPERIENCE VS TALENT MANAGEMENT PRACTICES FOR IDENTIFYING KEY PERFORMANCE

ANOVA					
Talent management practices for identifying key performers					
	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	5.253	3	1.751	2.725	.047
Within groups	74.539	116	.643		
Total	79.792	119			

Source: Primary Data

Interpretation

Since the p-value .047 is less than 0.05, null hypothesis (H₀) rejected and so accepted the alternate hypothesis (H₁). Here it is known that there is significant difference between experience of respondents in regards to talent management practices for identifying key performance.

4.4 T - TEST

t-Test has been carried out to statistically analyze whether there is any significant difference between the gender of a respondent and his / her preference to the satisfaction level of organization compared to other places where they worked.

Hypothesis

- **H₀:** There is no significant difference between gender of respondents in regards to the satisfaction level of organization compared to other places where they worked
- **H₁:** There is a significant difference between gender of respondents in regards to the satisfaction level of organization compared to other places where they worked

Test Results

TABLE 4.4

TABLE SHOWING RESPONDENTS FOR GENDER VS SATISFACTION LEVEL OF ORGANIZATION COMPARED TO OTHER PLACES WHERE THEY WORKED

Group statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction level of organization compared to other places where they worked	Female	70	1.67	.944	.113
	Male	50	1.64	.964	.136

Independent Samples Test									
		Levene's Test for Equality of Variances		T-test for Equality of Means					
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower
How satisfied are you with this company as a place to work as compared to other places you have worked	Equal variances Assumed	.017	.897	.178	118	.859	.031	.176	-.318
	Equal variances Not Assumed			.178	104.335	.859	.031	.177	-.319

Source: Primary Data

Interpretation

Since the p-value 0.178 is greater than 0.05, null hypothesis (H₁) rejected and so accepted the alternate hypothesis (H₀). Here it is known that there is no significant difference between gender in regard to the satisfaction level of organization compared to other places where they worked

4.5 CORRELATION

A Correlation Test has been carried out to statistically come to a conclusion as to whether or not there is any relationship between the retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talent.

Hypothesis

- **H₀:** There is no relationship between retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talent.
- **H₁:** There is a relationship between retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talent.

Test Result

TABLE 4.5

TABLE SHOWING RESPONDENTS FOR RETAINING THE CANDIDATES IN THE ORGANIZATION VS TALENT MANAGEMENT IS THE PROCESS OF ENSURING THAT THE ORGANIZATION ATTRACTS, RETAINS, MOTIVATES AND DEVELOP THE TALENTED PEOPLE

Correlations			
		If a person wants to leave the job how do company retain that candidate	Talent management is the process of ensuring that the organization attracts,retains, motivates and develops the talented people
If a person wants to leave the job how do company retain that Candidate	Pearson Correlati On	1	.153
	Sig. (2-tailed)		.096
	N	120	120
Process of ensuring that the organization attracts, retains, motivates and develops the talented people it needs. Do you have such a process in your company	Pearson correlatio N	.153	1
	Sig. (2-tailed)	.096	
	N	120	120

Source: *Primary Data*

Interpretation

Since the p-value 0.096 is greater than 0.05, null hypothesis (Ho) rejected and so accepted the alternate hypothesis (H1). Here it is known that there is a relationship between retaining the candidates in the organization.

CHAPTER 5

5.FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- According to data obtained from the survey 76.7% of respondents are between 20-30 age group,22.5% of respondents are between 31-40 age group,0.8% of respondents are 41-50 age group and there is no respondents are above 50 years.
- It is found from the survey that 43.3% respondents from the male employees and 56.7% respondents from the female employees
- 33.3% of respondents are below 1 year experience,38.3% of respondents are having 1-3 years experience, 21.7% of respondents are having less than 5 years of experience ,7.5% of respondents are having above 5 years experience.
- From the survey 41.7% respondents are post graduates,44.2% respondents are under graduates.
- 12.37% of respondents getting more than 30,000 salary per month.
- 61.7% of respondents are unmarried and 38.3% of respondents are married.
- 47.5% of respondents said that 4 stages are involved in recruiting the candidates.
- 53.3% of respondents said that in the organization they use written test in the recruiting process
- 61.7% of respondents concluded that apart from the HR manager, HR executives will involve in interviewing process
- 49.2% of respondents said that they can complete work within given time
- 60.8% of respondents concluded the company use talent management practices for identifying key performers
- 85.8% of respondents said that organization doing timeliness recruiting process
- 89.2% of respondents said that the organization clearly defines the position objectives

- 89.2% of respondents said that the organization was retaining the talented Staff with opportunities for career development and growth.
- 38.3% of respondents said that skill building classroom workshop are conducting in the organization for talent development activities.
- 40.8% of respondents satisfied with their company's personnel policies
- In the organization which method are mostly used to communicate with employees,45.8% of respondents said that In-Person,32.5% of respondents said that employee meeting,10% of respondents said that letters from senior executives and 11.7% of respondents said that E-Mail.
- 58.3% of respondents said that the organization do employee verification before and after recruitment.
- To retain the candidates 60% of respondents said that salary appraisal
- 58.3% of respondents are satisfied with the current work and organization compared to other places where they worked.
- From one way anova the researcher find that there is a significant difference between age of the respondents in regards to work completing time.
- From one way ANOVA the researcher find that there is a significant difference between experience of respondents in regards to talent management practices for identifying key performance.
- From T-Test the researcher find that there is no significant difference between the gender of respondents regards to the satisfaction level of organization compared to other places where they worked.
- From correlation the researcher find that there is a relationship between retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develops the talented people.

5.2 SUGGESTIONS

The workplace processes and systems that must effectively work together to produce a talent management strategy that will provide results for an organization have been highlighted. Organization should provide training or workshop activities to develop talent management. Develop precise job descriptions so that you know the skills, abilities and experience needed for each role. Develop an organizational culture that supports talent management. Many of the most effective integrated talent management practices are not widely used. Even though some organizations have frozen their hiring efforts, job advertising is an important part of your talent management strategy. Writing attractive job descriptions, job ads and sharing them through the right channels such as Social Media (LinkedIn and Facebook), job boards, and career sites are the main responsibilities that fall under this talent management function. Another big function of talent management is employee learning and development.

5.3 CONCLUSION

Finding the right job for the right person at the right time is important for a successful organization. Hence talent management, recruitment and selection help to find a best fit for an organization. Talent management in an organization aims at ensuring employee recruitment, training and development, performance reviews and their compensation. Working towards enhancing a good talent management system in the organization ensures these components of human resource contribute to the success of the organization.

RECRUITMENT: We understand it help to ensuring the right people are attracted to the organization.

RETENTION: We understand it help to developing implementing practices the rewards and support employees.

EMPLOYEE DEVELOPMENT: Talent management ensuring informal and formal learning and development

PERFORMANCE MANAGEMENT: Talent management is specific processes that nurture and support performance, including feedback/measurement.

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APPENDIX – I (Questionnaire)

1. name

2. Age group

- ☐ 20-30
- ☐ 21-40
- ☐ 41-50
- ☐ Above 50

3. gender

- ☐ Female
- ☐ Male

4. qualification

- ☐ 10th
- ☐ 12th
- ☐ Ug
- ☐ Pg
- ☐ Other

5. monthly income

- ☐ 10,000-20,000
- ☐ 21,000-30,000
- ☐ 31,000-40,000
- ☐ 40,000 above

6. Experience

- ☐ Below 1 year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ Above 5 years

7. Martial status

- ☐ Married
- ☐ Unmarried

8.how many stages are involved in recruiting the candidate

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ More

9.does the organization use any of the following tests during the process of recruitment

- ☐ Written
- ☐ Aptitude
- ☐ Group discussion
- ☐ Personal interview
- ☐ Psychometric test

10.apart from the hr manager, who all from the other departments are required to get involved in interviewing process

- ☐ Hr executives
- ☐ process manager
- ☐ Administration
- ☐ other

11.can you complete your work within a given time

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

12. Talent management is the process of ensuring that the organization attracts, retains, motivates and develops the talented people it needs. Do you have such a process in your company

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

13. Does your company use talent management practices for identifying key performers

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

14. Is the organization doing timeliness recruitment process

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

15. does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process

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

16. Providing talented staff with opportunities for career development & growth. Is there such a program in your organization

- ☐ Strongly agree

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

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

- ☐ Skill building classroom workshop
- ☐ developmental experience term assignments
- ☐ Coaching
- ☐ Action learning
- ☐ monitoring
- ☐ Education
- ☐ Others

18. overall how much are you satisfied with your company's personnel policies



19. In your current organization, what methods are most commonly used to communicate with employees

- ☐ In – person
- ☐ Employee meetings
- ☐ Letters from senior executives
- ☐ E – mail.

20. Does the organization do employee verification before and after recruitment

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

21. How do you rate the hr department's performance in recruitment and selection

- ☐ Very satisfied
- ☐ satisfied

- ☐ neutral
- ☐ Dissatisfied
- ☐ very dissatisfied

22. If a person wants to leave the job how do company retain that candidate

- ☐ Salary appraisal
- ☐ Provide a better job role
- ☐ Understand personal issues and resolve it
- ☐ Provide proper motivation

23. Overall how satisfied are you with this company as a place to work as compared to other places you have worked

- ☐ Very satisfied
- ☐ satisfied
- ☐ neutral
- ☐ Dissatisfied
- ☐ very dissatisfied

APPENDIX – II
ARTICLE- FULL PAPER
A STUDY ON TALENT MANAGEMENT IN RECRUITING PROCESS IN CII
MODERN CARRIER CENTER (MCC)

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ABSTRACT – The present study was conducted on the talent management in recruiting process in CII MODERN CARRER CENTER (MCC). The main objective of the study was to find out how they recruiting the talent employees and how they maintaining and developing the talent management in their organization. The variables which were the focus of the study is to find out whether talent management strategies are used in recruiting process, understand the need of talent management in recruiting process, impact of talent management in recruiting process on the performance of an organization. Employees of CII MORDERN CARRER CENTER (MCC) were the target population. The sample size of the study was 120. The research was based on convenient sampling technique. The data is collected using structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including pie charts and frequency tables were used to present the results of the study. Talent management deal with the attracting, developing and retaining the key organizational talent. KEY WORDS: Talent management, recruitment, training, development, retaining, performance of the organization.

I. INTRODUCTION

Before going into the discussion on Talent Management, it would be apt to understand the word “Talent”. Talent in general terms refers to the capabilities, skills or the art, a person possess in a particular field. It also refers to those people who have high potential, scarce knowledge and skill or who can successfully bring about transformation and change in the organization. Talent Management in an Organization, refers to those special steps an organization adopts to recruit, develop and retain its pool of top talent. Talent Management also denotes a deliberate approach taken up by an organization to attract, develop and retain

people with the aptitude and abilities to meet not only the current requirements but also future organizational needs.

In today's talent-hungry market scenario, one of the greatest challenges that organizations are facing is to successfully attract, assess, train and retain talented employees. Talent Management encompasses in itself the entire process of Planning, Recruiting, Developing, Managing, and Compensating employees throughout the organization. Organizations have realized the need for talent management and are now focusing to develop and retain the existing talent in their organization rather than trying to acquire a new talent because the cost of identifying, developing and retaining the talent internally is more cost effective instead of replacing the talent which is lost from external market.

BUILDING SUCCESSFUL TALENT MANAGEMENT STRATEGY: Talent management strategies are ways to attract and retain the very best, highest skilled workers that your company can. Much more than simply a human resource responsibility, all of the department managers in a company must focus on developing great talent management strategies in order to ensure that a business stays competitive in the market place. Understanding what constitutes an effective, actionable talent strategy and how to execute that strategy is the first step towards implementing a successful talent management program. A good talent strategy should support the "basic engine" that keeps an organization running day-to-day, as well as address the strategic challenges to position the company for future growth.

II. OBJECTIVES OF THE STUDY

- The primary objective is to study the talent management in recruiting process in CII modern carrier center (MCC)
- To find out whether talent management strategies are used in recruiting process
- To identify various challenges of talent management in recruiting process
- To study the impact of talent management in recruiting process on the performance of an organization with special reference to **CII MODEL (MCC)**

III. REVIEW OF PAST STUDIES

A detailed survey of the concerned literature has been carried out based on various journals, reviews concerned magazines and internet and presented below:.

- Busi & Bitici, (2006) Performance Management and Performance Measurement are used to assess Talent Management. Performance Measurement is a technical and practical task to assess staff performance and Performance Management is a concept where the results of Performance Measurements are being used and identified.[1]
- Cunningham (2007) identified two broad strategic choices to take into consideration the alignment of people with roles or, alignment of roles with people in the process of recruiting. The first choice discusses of matching possible candidates to asset of already approved job roles. This option will allow many factors to control performance; such as, Selection, recruitment, placement and promotion, all of which help recruiting and placing talents where they are most effective. Promotion in this case depends on the amount of development and learning achievements one contributes. On the other hand, the second choice explains the opposite idea that allies roles with people. This choice focuses on the people selected first and the roles will adapt to those people's distinctiveness. Whenever organizations have hard time finding the right person in terms of capability, they have the option of hiring someone who enjoys much impressive learning strengths in comparison to his capabilities. The fast learning advantage will allow the person to quickly develop and be trained to perform well.[2]
- Douglas J. Novona, (2005). Through the study, the author has highlighted the factors which are responsible for the success of talent management activities. In this context, the author has stated that talent management activities, can seem intimidating and difficult to handle for managers and human resources in the organizations. However, while discussing 'talent' author has referred to the most valuable function in the organization. In the opinion of the author, organizations do not survive without people and when the management people of the organization think and plan for the development of these products of value; things can be complex and appear multiple[3]
- Frank & Taylor (2004) pointed out that it is an essential part in the Talent Management to provide learning and performance improvement of high performers. Ordóñez de Pablos (2004) argues that it is important to have internal system of HRM in order to make knowledge, capabilities and skills of the firm's human capital protected and valuable. Among the benefits that Human Resource Management System covers are:

promotion-from within, comprehensive training and skill based pay. Based on performance management systems, Frank and Taylor (2004) foresee that staff will receive custom made responses to skill weaknesses continuously.[4]

- As Lawler, (2005) mentioned the main purpose of integrating HRM and strategy is to make human capital to be a strategic differentiator. According to Laff's (2006) study for different CEOs, Talent Management is the best way to secure a competitive advantage.[5]
- Michaels, Handfield-Jones and Axelrod (2001) states that while not everyone can become a superstar in the organization, they can stand out by challenging themselves and by being more dedicated to their work, and that is what the development programs are for. Adapting those programs, organizations will attract Talents, retain talented staff for longer time and would have better performance in the long run.[6]
- Taylor (2007a) states that most definitions give a definition of what Talent management should consist of, instead of saying what it is. Therefore, he came to the following definition: talent management is making capabilities fit commitments (Taylor, 2007a). He suggests that his definition is focusing on the aim of Talent management and he further argues that Talent management should not be seen as an individual aim but as an aim of the organization as a whole. Talent management should help the organization to ensure that it is able to do what it is set out to do today, but also in the future.[7]
- William J. Rothwell, H.C. Kazanas (2003) ignites the imagination, expands the possibilities, and offers practical strategies any organizations can use to effectively develop, retain and utilize talent for the benefit of an organization and enter the fluid, flexible future. Managers at all levels will cheer the sanity Rothwell suggests.[8]

IV. METHODOLOGY

The research design that was used for the study is descriptive study design. A descriptive study collects data in order to answer questions about current status of the subject. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with finding out what are the factors that influence the employee performance on the motivational incentives.

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait. The overall population is 230 employees. This study uses the Simple random sampling technique.

Primary data is the original data collected by the research first hand. It is collected for the first through field survey. These are those that are gathered specifically, for the problem at hand. Secondary data is the information which is already available in published or unpublished form. When the needed information is collected from the census of population available in library means then it is a secondary data. It is also used for collecting historical data.

A questionnaire consists of number of questions printed or typed in a definite order on a form or set of forms. The respondents have to answer the question on their own. The questionnaire should be comparatively.

This study on talent management in recruiting process was undertaken for a period of about three months. It was carried out from the month of January, 2021, to the month of March, 2021.

V. DISCUSSIONS

For more in depth analysis, analytical tools such as Anova and Correlation and T - test have been used with the help of the SPSS software by IBM. The purpose of this is to find whether there are any statistical relationships between certain factors and to draw more apt conclusions from the study.

1. ANOVA TEST

HYPOTHESIS:

- **H₀:** There is no significant difference between ages of respondents in regards to their work completing time
- **H₁:** There is a significant difference between ages of respondents in regards to their work completing time

Table showing respondents for age vs work completing time

ANOVA					
Can You Complete Your Work Within A Given Time					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.166	2	4.083	4.175	.018
Within Groups	114.426	117	.978		
Total	122.592	119			

Source: Primary Data

Interpretation

Since the p-value 0.018 is less than 0.05, null hypothesis (H_0) rejected and so accepted the alternate hypothesis (H_1). Here it is known that there is a significant difference between ages of respondents in regards to their work completing time.

2.ANOVA TEST

HYPOTHESIS:

- **H_0 :** There is no significant difference between experience of respondents in regards to talent management practices for identifying key performance
- **H_1 :** There is a significant difference between experience of respondents in regards to talent management practices for identifying key performance

Table showing respondents experience vs talent management practices for identifying key performance

ANOVA					
Talent Management Practices For Identifying Key Performers					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.253	3	1.751	2.725	.047
Within Groups	74.539	116	.643		
Total	79.792	119			

Interpretation

Since the p-value .047 is less than 0.05, null hypothesis (H_0) rejected and so accepted the alternate hypothesis (H_1). Here it is known that there is significant difference between experience of respondents in regards to talent management practices for identifying key performance.

3.T-TEST

HYPOTHESIS:

- **H_0 :** There is no significant difference between gender of respondents in regards to the satisfaction level of organization compared to other places where they worked
- **H_1 :** There is a significant difference between gender of respondents in regards to the satisfaction level of organization compared to other places where they worked

Table showing respondents for gender vs satisfaction level of organization compared to other places where they worked

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
satisfaction level of organization compared to other places where they worked	female	70	1.67	.944	.113
	Male	50	1.64	.964	.136

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
									95% Confidence Interval of the Difference
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower
how satisfied are you with this company as a place to work as compared to other places you have worked	Equal variances assumed	.017	.897	.178	118	.859	.031	.176	-.318
	Equal variances not assumed			.178	104.335	.859	.031	.177	-.319

Interpretation

Since the p-value 0.178 is greater than 0.05, null hypothesis (H1) rejected and so accepted the alternate hypothesis (H0). Here it is known that there is no significant difference between gender in regard to the satisfaction level of organization compared to other places where they worked

4. CORRELATION

HYPOTHESIS:

- **H₀:** There is no relationship between retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talent.
- **H₁:** There is a relationship between retaining the candidates in the organization and talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talent.

Table showing respondents for retaining the candidates in the organization vs talent management is the process of ensuring that the organization attracts, retains, motivates and develop the talented people

Correlations			
		If a person wants to leave the job how do company retain that candidate	Talent management is the process of ensuring that the organization attracts, retains, motivates and develops the talented people
If a person wants to leave the job how do company retain that candidate	Pearson Correlation	1	.153
	Sig. (2-tailed)		.096
	N	120	120
process of ensuring that the organization attracts, retains, motivates and develops the talented people it needs. Do you have such a process in your company	Pearson Correlation	.153	1
	Sig. (2-tailed)	.096	
	N	120	120

Interpretation

Since the p-value 0.096 is greater than 0.05, null hypothesis (H₀) rejected and so accepted the alternate hypothesis (H₁). Here it is known that there is a relationship between retaining the candidates in the organization.

VI. CONCLUSION

Finding the right job for the right person at the right time is important for a successful organization. Hence talent management, recruitment and selection help to find a best fit for an organization. Talent management in an organization aims at ensuring employee recruitment, training and development, performance reviews and their compensation. Working towards enhancing a good talent management system in the organization ensures these components of human resource contribute to the success of the organization.

RECRUITMENT: We understand it help to ensuring the right people are attracted to the organization.

RETENTION: We understand it help to developing implementing practices the rewards and support employees.

EMPLOYEE DEVELOPMENT: Talent management ensuring informal and formal learning and development

PERFORMANCE MANAGEMENT: Talent management is specific processes that nurture and support performance, including feedback/measurement.

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