

A STUDY ON TALENT MANAGEMENT STRATEGIES – HR PRACTICES

Submitted in partial fulfilment of the requirements for the award of

Master of Business Administration

by

VIJAYALAKSHMI T

(Register No. 39410233)



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC | 12B Status by UGC | 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 **VIJAYALAKSHMI T (39410226)** who have done the Project work entitled “**A STUDY ON TALENT MANAGEMENT STRATEGIES – HR PARACTICES**” under my supervision from January 2021 to March 2021.

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DECLARATION

I **VIJAYALAKSHMI T (39410226)** hereby declare that the Project Report entitled **“A STUDY ON TALENT MANAGEMENT STRATEGIES – HR PARACTICES”** done by me under the guidance of **Dr. N. KUMAR, M.A., M.Phil., PhD., MBA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

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TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	I
	LIST OF TABLES	li
	LIST OF CHARTS	lii
1	INTRODUCTION	
	1.1 Introduction about the study	1
	1.1.1 Best HR practices	2
	1.2 Industry profile	2
	1.2.1 Market size	4
	1.2.2 Service sector in India	4
	1.3 Need for Study	5
	1.4 Scope and Significance of Study	5
	1.5 Objectives of the Study	6
2	REVIEW OF LITERATURE	
	2. 1 Review of Literature	7
3	RESEARCH METHODOLOGY	
	3.1 Research methodology	16
	3.2 Research Design	16
	3.3 Sources of Data	18
	3.4 Sample Size	17
	3.5 Sampling Technique	18

	3.6 Period of Study	18
	3.7 Structure of Questionnaire	18
	3.8 Tools for analyses	18
	3.9 Limitations of the Study	18
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage analysis	18
	4.2 Chi-Square Tests	41
	4.3 Anova	42
5	5.1 Findings	45
	5.2 Suggestions	46
	5.3 Conclusion	46
	REFERENCES	47
	APPENDIX- I (Questionnaire)	50
	APPENDIX – II (Article)	56

ABSTRACT

HR practices are the means through which human resources personnel can develop the leadership of staff. This occurs through the practice of developing extensive training and motivational programs, such as devising systems to direct and assist management in performing on going performance appraisals.

Talent management touches on all key HR areas, from hiring to employee on-boarding and from performance management to retention. The purpose is to increase performance. It also aims to motivate, engage, and return employees to make them perform better. Organisations are made up of creating value through business activities. An organisation must make sure that it has a continuous and integrated process for recruiting, training, managing, and compensating these people.

This means that the talent management is aimed at improving the performance of the business. Productive and engaged employees makes a business profitable. Good talent management is, therefore the ultimate HR practice that helps a company to win in the marketplace. A talent management strategy is the plan of action to optimize the employee performance. The basic assumption here is the employees who have all the resources to do their job well, perform better. This is backed up by the research.

KEY WORDS:

Motivation, Training, Performance appraisal, Leadership, Retention.

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1.1	Age group of respondents	18
4.1.2	Gender of respondents	19
4.1.3	Qualification of respondents	20
4.1.4	Income of respondents	21
4.1.5	Experience of respondents	22
4.1.6	Respondents view on HR policies	23
4.1.7	Work contribution of respondents	24
4.1.8	Respondents view on changes in HR practices	25
4.1.9	Respondents view on training method	26
4.1.10	Respondents view on training period	27
4.1.11	Respondents view on health care policies	28
4.1.12	Respondents view on 360 degree appraisal	30
4.1.13	Respondents view on rating HR policies	31
4.1.14	Satisfactory level of respondents	32
4.1.15	Respondents view on experience	33
4.1.16	Respondents view on experience	34

4.1.17	Respondents view on experience	36
4.1.18	Respondents view on job factors	37
4.1.19	Respondents view on job factors	38
4.1.20	Respondents view on job factors	39
4.1.21	Respondents view on existing HR policies	40

LIST OF CHARTS

Table no	Particulars	Page no
4.1.1	Age group of respondents	18
4.1.2	Gender of respondents	19
4.1.3	Qualification of respondents	20
4.1.4	Income of respondents	21
4.1.5	Experience of respondents	22
4.1.6	Respondents view on HR policies	23
4.1.7	Work contribution of respondents	24
4.1.8	Respondents view on changes in HR practices	25

4.1.9	Respondents view on training method	27
4.1.10	Respondents view on training period	29
4.1.11	Respondents view on health care policies	29
4.1.12	Respondents view on 360 degree appraisal	30
4.1.13	Respondents view on rating HR policies	31
4.1.14	Satisfactory level of respondents	33
4.1.15	Respondents view on experience	34
4.1.16	Respondents view on experience	35
4.1.17	Respondents view on experience	36
4.1.18	Respondents view on job factors	37
4.1.19	Respondents view on job factors	38
4.1.20	Respondents view on job factors	39
4.1.21	Respondents view on existing HR policies	41

CHAPTER 1

1.1 :INTRODUCTION

Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with executive business plan. HR practices form the foundation supporting the way the company's human capital that will operate on your behalf. For example, HR practices include formulating a method for measuring and analysing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries, and building a framework to ensure employment laws are adhered to.

This paper try to extract the facts to find out how the companies in India facing HR problems and what kind of innovative practices they are following to recruit and retain their employees and made them feel best place to work and enjoying working and made the companies in the great height in their own field of business.

The world, at large, has started realizing the significance of the HRM in an organisation as one of the primary functions. It has assumed greater importance now than at any time in the past. Usually, at least in the past, HR has had the misfortune of being considered as a necessity, but yet unessential or unproductive department in an organisation. It was considered an administrative doer rather than a strategic partner and catalyst. HR in that context merely meant regular administrative and record-keeping functionalities. This perspective though, has rapidly changed in today's knowledge era. The outlook to HRM in India has also witnessed sea-change in last three decades. Economic liberalization in 1991 has created a hyper-competitive environment.

Human resource policies, forming the framework for the culture in the business management, create awareness towards the need to achieve the business goals in the best possible and ethical manner. Indian companies have realized, that in today's competitive business milieu, the quality of people, one employs, can make all the difference. In the last few years, the human resource has become a key player in strategic planning – it has come a long way from traditional HR operations like managing the recruitment process and handling staff appraisals to being a 'strategic business partner.

1.1.1 BEST HR PRACTICES:

Best HR practices are those that deal with enhancing competencies, commitment and culture building. These can be made possible by designing HR programs which are supported by Competence development. These practices are comprised of the informal approaches in managing the human resources and help in achieving organisational goals these practices can be said to be the most efficient (least efforts) and effective (best results) ways of accomplishing tasks. Based on repeatable procedures that have proven themselves over a period of time for large number of people. These can be made possible by designing HR programs which are supported by Competence development. In the long run, the HR practices are more focused in optimizing business outcomes.

1.2 INDUSTRY PROFILE:

Every economy consists of three sectors. They are primary sector (extraction such as mining, agriculture and fishing), secondary sector (manufacturing) and the tertiary sector (service sector). Economies tend to follow a developmental Progression that takes them from a heavy reliance on primary, toward the Development of manufacturing and finally toward a more service based structure. Historically, manufacturing tended to be more open to international trade and competition than services. As a result, there has been a tendency for the first economies to industrialize to come under competitive attack by those seeking to industrialize later.

India's services sector has always served the country's economy well and Currently accounting near about 60 per cent of the gross domestic product (GDP). In this regard, the financial services sector has been an important contributor. The Government of India has introduced reforms to liberalize, regulate and enhance this industry. At present, India is undoubtedly one of the world's most vibrant capital markets. Challenges remain, but the future of the sector looks good. The advent of technology has also aided the growth of the industry. About 75 per cent of the insurance policies sold by 2020 would, in one way or another, be influenced by digital channels during the pre-purchase, purchase or renewal stages, as per a report by Boston Consulting Group (BCG) and Google India. The service sector consists of the soft parts of the economy such as insurance, government, tourism,

banking, retail, education, and social services. In soft-sector employment, people use time to deploy knowledge assets, collaboration assets, and process-engagement to create productivity, effectiveness, performance improvement potential and sustainability. Service industry involves the provision of services to businesses as well as final consumers. Services may involve transport, distribution and sale of goods from producer to a consumer as may happen in wholesaling and retailing, or may involve the provision of a service, such as in pest control or entertainment. Goods may be transformed in the process of providing a service, as happens in the restaurant industry or in equipment repair. However, the focus is on people interacting with people and serving the customer rather than transforming physical goods. An organization was classified as a service-based business if the human resource manager indicated it was engaged primarily in one of the four service activities on the first question

The point here is that in the service sector companies, the HRD function plays a more important role as the chief sources of competitive advantage in these companies are the human resources. In the services sector like the financial and technology companies, the brand value is measured according to the level of intellectual capital which is a derivative of the contribution of the human resources in the company.

Further, the services sector runs on human resources whereas the manufacturing sector uses machines and equipment as the key aspect of production. This means that the HRD function in the services sector has to ensure that the human resources are enabled and fulfilled to actualize their potential. Especially with the prevalence of the RBV or the Resource Based View of the firm that treats human resources as being central to the functioning of companies, the services sector employs different methods and procedures to fulfil this aspect. On the other hand, the manufacturing companies are still in the process of orienting their strategies towards the RBV and in many cases, they might not be able to do so since the mode of operation is fundamentally different from that of the services sector.

1.2.1 MARKET SIZE:

The size of banking assets in India reached US\$ 1.8 trillion in FY13 and is expected to touch US\$ 28.5 trillion by FY25. Information technology (IT) services, the largest spending segment of India's insurance industry at Rs4,000 crore (US\$649.31 million) in 2014, is projected to continue strong growth at 16 per cent. The total market size of the insurance sector in India was US\$ 66.4 billion in FY13 and is expected to breach the US\$ 350–400 billion mark by 2020.

Investment corpus in India's pension sector could cross US\$ 1 trillion by 2025, Following the passage of the Pension Fund Regulatory and Development Authority (PFRDA) Act 2013, according to a joint report by CII–EY on Pensions Business in India.

India's foreign exchange (Forex) reserves touched US\$ 320.56 billion on July 25, 2014, which was just US\$ 23 million less than the all-time high of US\$ 320.79 Billion achieved on September 2, 2011.

Share of Services in Income and Employment: The share of services in overall GDP (at factor cost at 2004-05 prices) rose from 42.7% in 1990-91 to 60 % in 2014-15. however the share in employment is just nearly 25%.

1.2.2 SERVICE SECTOR IN INDIA:

1. The share of service sector in GDP is nearly doubled since independence.
2. Trade, hotels, restaurants contributes maximum percentage to GDP followed by the finance, insurance and real estate etc.
3. Tele-density, which is an important part of telecom penetration, increased from 18% in March 2007, to 74% in Dec. 2012.
4. FDI inflows to the services sector (top five sectors including construction) declined sharply by 37.6 per cent to USD 6.4 billion compared to an overall growth in FDI inflows at 6.1 per cent.

India is today one of the most vibrant global economies, on the back of robust Banking and insurance sectors. The country is projected to become the fifth largest

banking sector globally by 2020, as per a joint report by KPMG-CII. The Report also expects bank credit to grow at a compound annual growth rate (CAGR) of 17 per cent in the medium term leading to better credit penetration. Life Insurance Council, the industry body of life insurers in the country also projects a CAGR of 12–15 per cent over the next few years for the financial services segment.

1.3 NEED FOR STUDY:

Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. The primary purpose of talent management is to create a motivated workforce who will stay with your company in the long run. It Understand the power of job descriptions. And it also Give back to employees with rewards and recognition. Talent management also works to keep current employees and advance them to higher positions in the organization. This saves money that could otherwise be lost to high employee turnover. Attract top talent: Recruit the most talented and skilled employees available. When you have strategic talent management, you are able to create an employer brand, which organically attracts your ideal talent, and in turn, contributes to higher levels of business performance and results.

1.4 SCOPE AND SIGNIFICANCE OF STUDY:

Talent management is the full scope of HR processes to attract, on board, develop, motivate, and retain high-performing employees. Talent management is aimed at improving business performance through practices that make employees more productive. Human resources practices are strategic in nature. Keeping up with changing employment laws is a struggle for business owners. Many choose to ignore employment laws, believing they don't apply to their business. But doing so could mean audits, possibly even the demise of your company. Investing in the training and development of lower-level employees is another common HR problem.

1.5 OBJECTIVES OF STUDY

Every economy consists of three sectors. They are primary sector, secondary sector and the tertiary sector.

PRIMARY OBJECTIVE:

To study the effectiveness of talent management on HR practices in an organization.

SECONDARY OBJECTIVE:

- To study the training and recruitment policies
- To know about the performance appraisal process.
- To study the satisfactory level of employees to the HR practices.

CHAPTER 2

2.1 REVIEW OF LITERATURE

- **Mann (2009)**, in her Ph.D. thesis, evaluated the recruitment, selection, training and the wage policy of SSIs in Punjab. A sample size of 429 units had been taken for the purpose of the study. She concluded that recruitment and selection in SSIs were done at the factory gate and through agents and HRM personnel needed some special training. She further concluded that employees were of the view that wage policy had differed in different SSIs and wage matters were the major factor of conflict in these organizations. She suggested that there was need of awareness of HRM practices in SSI and specific type of training was required to improve the skill of employees.
- **ZulfqarBowra and KabirNiazi (2011)** in their research paper “Impact of human resource practices on employee perceived performance in banking sector of Pakistan” found that The HR practices and employee perceived performance has positive and significant relationship and it is very crucial for banks to understand that their HR practices affect the performance of employees and in turn affect the overall performance of a bank be it private sector or public sector. Many researchers have recognized numerous HR organizing practices that significantly influence performance.
- **Tripathy (2008)** Observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

- **Kundu.Subhash C., DivyaMalhan (2009)** in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and HR planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, service organizations should emphasize on human resource management practices, as has been indicated in the results. A well-defined framework of human resource management practices benefits not only the organization but also the employee. HR policies of an organization benefit the employee by providing better opportunities for growth in terms of better compensation, benefits, training and development opportunities, and career management, in turn leading to job satisfaction and self- fulfilment.

- **Venkateswaran (1997)** Conducted a study entitled —A note on HRD Climate revealed that early identification of human resource potential and development of their skill are the main tasks of the HRD department. The study based on the response of 132 executives of large public sector unit of engineering organization. The study proves the existence of favourable HRD climate in the organization. The results of the study revealed that the HRD dimensions increases the employee interest in the work place thereby eliciting a higher level of performance.

- **Singh S.K (2008)**In his research entitled — HRD Climate: Interventions and challenges examined that survival of the organizations in dynamic and complex environment require 60 employee involvement, productivity and this can be achieved with the help of quality targets, quality circles, training and development & suitable method of performance appraisal etc. Above these HRD interventions/practices should be implemented in a suitable way and HRD Climate should be conducive so that cooperation of employees can be achieved and

conflicts can be sorted out which in turn increase the effectiveness of the organization.

- **Majeed (2009)** reviewed the HR practices in knowledge-intensive firms and MNEs. Perception of gold-collar workers with reference to the relationship with top managers was discussed through the thirty articles published over the period 2000 to 2006. With the help of Chennai qualitative matrix (found in this study), the study thematically analysed the HR antecedents that emerged into four distinctive categories. The study found that one must keep in view the variable personnel demands and extensive training and development needs of knowledge workers, and highlights the need for attention to be paid to unique scientific practices for managing gold-collar workers in knowledge-intensive firms.

- **Vazirani (2007)** is of the opinion that, the best HR Practices enable the company to affect radical improvements, not just incremental ones.

- **Bharathi (2009)** explained the value of HR functions in business and its impact on higher productivity, enhanced quality, better customer service, good industrial relations and lower cost which influence the profitability of an organisation. Effective HR practices could play important role in achieving all the above said factors.

- **Guest (1999)** suggested the best Human Resource Practices that included: job design in such a manner that employees have the responsibility and autonomy to use their knowledge and skills; selection process framed to carefully identify best potential; training as an on-going activity; two-way communication process to keep everyone informed; and employee participation to increase employees' awareness about the implications of their actions, for the financial performance of the firm.

- **Kundu (2007)** conducted a study on, Human Resource Management Practices in Shipping Companies: A Study.' The main objective of the study was to assess.
- **Patil, Kallinath S. (2007)** in his study opined that, the service sector plays a vital role in the development of the country. LIC has grown into a living saga. This transformation has not come about overnight. A breakthrough has been achieved on the strong foundation laid by the people of this great institution, which provided confidence and inner strength to explore new frontiers through the program of massive decentralization, development, expansion and diversification undertaken in recent years. The organization is today on the threshold of new vistas, striving and straining for reaching new heights and surging ahead in quest of excellence.
- **Hemant Rao (2007)** emphasized the changing role of HR. There was dramatic change in HR during past five years. This study shows the significant role of human resource managers in various areas like Empowerment of workers Business process Reenergizing, Total Quality management, Humanization of work, and Quality of work life. It was the challenge of HRM to balance the impact of liberalization and globalization on productivity. Earlier the role of Personnel department was to give advice or support when asked but the changing professional employment scenario emphasized the role of HR professional while dealing with employees of different regions, caste, language and social backgrounds.
- **Maitin, T.P. (2003)** in his article "Dynamic Human Resources" stated that, out of wide variety of resources which participated in the process of organizational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilization and their profitable utilization, which increases performance of organization. The role of human resource as great intellectual assets in management is too valuable to accelerate the rate of economic progress.

- **Malik and sur (2003)** in their study on "Human Resource Accounting in India" observed that the progress of any organization is absolutely dependent on the skilful utilization of its human resources. Even in the modern world, an organization may own adequate financial resources and acquire physical resources with latest technology as it needs, it would find difficult to manage its affairs, if the human organization of the concern is not strong enough. However, the strange irony is that in India most of the organizations do not recognize it properly. They do not adopt human resource accounting (HRA) although it could contribute significantly both to internal and external management decisions. HRA also helps the people of the organization in improving their performance and bargaining capacity. It makes each of them conscious about the ratio between his contribution towards the betterment of the concern and the expenditure incurred by the concern on him.

- **G.V.Chalam and L. Srinivas (2005)** in this paper made an attempt to explore the basic gender disagreement with respect to HRD Climate in 20 branches of SBI at Andhra Pradesh. Findings of the study showed that women employees have much more concern on HRD climate than men. They come up with high level of satisfaction in respect of HRD Practices. Female Employees had higher degree of pleasure toward HRD Climate. It was also revealed that women respondents closely observed and followed the Human Resource development climate of the Bank and were also very loyal toward bank regarding their commitment toward work.

- **Mishra and Bhardwaj (2002)** in their research entitled —HRD climate: An empirical study among private sector managersll examined the nature and extent of HRD climate over the hieratical levels in large private sector organizations located in eastern parts of India. A sample of 107 managers at senior, middle, and lower levels is taken. The standardized questionnaire on HRD climate developed by Rao and Abraham (1990) was used consisting of a 5-point scale to measure the three categories i.e. general climate, OCTAPAC culture and HRD mechanisms. For analysing results mean scores and percentage scores of each item was calculated, and t-test was applied to verify the results. The conclusion was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further 63 the authors recommended that the top-level managers should be responsible

enough to introduce a well-integrated sound training policy for imparting training to the employees.

- **Hassan et al (2006)** investigated whether ISO certification contribute toward improvement in HRD system and also examined the role of HRD Practices on employees development and quality orientation in the organization. Results indicated that ISO certified companies, as compared to others, obtained higher means on some HRD Variables. It was identified that organizations with better learning, training and development, reward and recognition, and HRIS (Human resource information system) promote HRD climate in the organization. Quality orientation was estimated by career planning, performance guidance and development, role efficacy, and reward and recognition.

- **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

- **Chattopadhyay.P, (2013).** Author has stated that, it may be underscored that the return on talent is a calculable measure both- in quantitative and qualitative terms. In the opinion of the author, in typical organizational situations, this concept can wonder though it must be said in the organization, especially those belonging to the same ranks may create problems related to camaraderie. The author has further stated that, development of the right attitudes and enduring managers and people with required powers can bring forth result several times higher than the expenditure that may be incurred in finding talents, harnessing them and deploying them not only for the purposes of today but also tomorrow.

- **L. Overton, titled, (2008).** Through this study, the article author has explained employee's perspectives regarding their untapped potential. The author has

observed that employees were not only using e-learning provided as a part of their job but also using it to develop skills outside of their work. The study is based on a survey of 1950 employees. The author has found that 57 percent of employees were engaging with activities out of work, that their employers could use but they are not currently doing so. The author has also found that, if employees' untapped skills were used at work, they would feel more motivated, more empowered at work and would stay at their present company for a longer period of time. The author has concluded that tapping into hidden skills would also directly impact on the business and it would increase efficiency.

- **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 Chavan, B. (2016).** It could be said, however, the computerization of higher education and higher educational institution changed the way of teaching as well as learning of students and finding a better solution for identifying the skills of students. Here also the role of talent management among teachers and students can play an important role in identifying their hidden talent and skills for changing the condition.

- **K. R. Manjunath and K. Jalaja, (2013).** Authors have stated that, what is important for the organization is not to acquire quality human resources, but it is important for them to realize optimal value for them which requires them to develop such strategies to appraise-develop-retain the intellectual resources for creating long term sustainable competitive positions in the competitive or highly fragmented market conditions. Acquiring the right talent and sustaining them for the long term would always ensure them with all the advantages of realizing strategic turnaround to the operations

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

- **Tobias. C. (2007).** In the opinion of the author, organizations should aim to hire, develop and retain motivated capability people, who have the “Can do” (i.e. ability or capability) and the “Will do” (motivational) factors that relevant to the job. This study is based on the survey. Through the study, the author has observed that the greatest cause of job dissatisfaction is the underutilization of management talent. In the opinion of the author, talent has egoistic needs, which must be met, if they are to be fulfilled; and this forms the key content of talent management in a high performing work organizations.

- **R. Shukla. (2009).** This book pertaining to talent management highlights that, how organizations can identify and get the most out of high potential people; by developing, improving and promoting them to important positions. Through this book author has highlighted on a system for integrating human resources building blocks and conditions of human resources, which are essential for any organizations’ development and excellence, also focused on, how to link employee assessment process to career planning and improvement. In the opinion of the author, it is full of simple, efficient, easy to follow methods for assessing, planning and improving high talented people to meet the organization’s current and future requirements. The author has further stated that it will be helpful for the organizations to combine their diverse human resources functions into a single, cogent system.

- **Rath.T. (2011).** In the opinions of authors, integrated talent management is an approach to building organization and capability and engagement by integrating talent acquisition; development and deployment across traditional HR silos. Authors have further opined that this process keeps all the aspects of talent management

aligned with business objectives and goals. Through this book, authors have presented strategic and tactical guidelines for training and development professionals seeking to play key roles in the process

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

- **J. Smilansky. (2007).** He has discussed the systematic and strategic process of talent management of executives, Author has opined that, the real turning point for a business is when the management realized that if the managerial population does not reflect client base and cannot understand the consumer and therefore, they cannot provide them good service that the client wants to. This book is based on the interviews of senior HR professionals in 20 leading organizations of UK. The author has defined that, talent management as an integrated set of corporate initiatives aimed at improving the caliber, availability, and flexibility utilization of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance. The author has concluded that, while most organizations are now seen talent management as a priority, there is still widespread reluctance to conduct an objective assessment of senior executive's capability and makes sure only the most talented individuals occupy key corporate roles.

CHAPTER 3

3.1 REASEARCH METHODOLOGY:

This process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

3.2 RESEARCH DESIGN:

Research Design is a logical and systematic plan prepared for directing a research study. It 'constitutes the blueprint for the collection, measurement and analysis of data'. Survey research is relatively inexpensive and enables collecting large sampling of opinions relating to compensation, collective bargaining, jobs, quality of working life and so on. It involves preparing a series of questions on the area of research.

3.3 SOURCES OF DATA:

The sources of data may be classified into

- Primary source.
- Secondary source

PRIMARY SOURCE OF DATA:

The data which is collected for the first time is primary data. For this research primary data will be collected through a Structured Questionnaire.

SECONDARY SOURCES OF DATA:

The secondary data is the data which already exists. These are sources containing data which have been collected and compiled for another purpose. The data will be collected through websites.

3.4 SAMPLE SIZE:

A sample size of 140 around employees.

3.5 SAMPLING TECHNIQUE:

Convenience sampling technique is followed to carry on the study.

3.6 PERIOD OF THE STUDY:

It has been analysed and studied for a period of 3 months

3.7 STRUCTURED QUESTIONNAIRE:

Questionnaire is prepared and circulated to employees to know their opinions on the HR Practices. The questionnaire that is used for collection of data is close-ended where the employees are given options to be selected to get their feedback.

3.8 TOOLS FOR ANALYSIS:

After the data has been collected, analysis is made from questionnaire and tabulation method is followed. Tabulation is a technique procedure where in data is classified and put in the form of tables. The tables thus obtained were analysed with statistical tools like percentages and pie diagram so that interpretation would be precise and easy.

The data has been analysed using the following methods

- Percentage analysis method
- T test analysis method
- ANOVA analysis method

3.9 LIMITATIONS OF THE STUDY:

1. Time limitation for completing the project is 3month
2. The answers for some of the respondents may be biased.
3. Some of the respondents were unwilling to exhibit their opinion
4. Numbers of respondents were restricted due to the time facto

CHAPTER 4

4. DATA ANALYSIS AND INTERPRETATION:

4.1 PERCENTAGE ANALYSIS

TABLE NO. 4.1.1AGE GROUP OF RESPONDENTS:

AGE	NO OF RESPONDENT	PERCENTAGE
Under 19	13	9
20 to 25	97	69
26 to 30	22	16
Above 30	8	6
TOTAL	140	100

Source: primary data

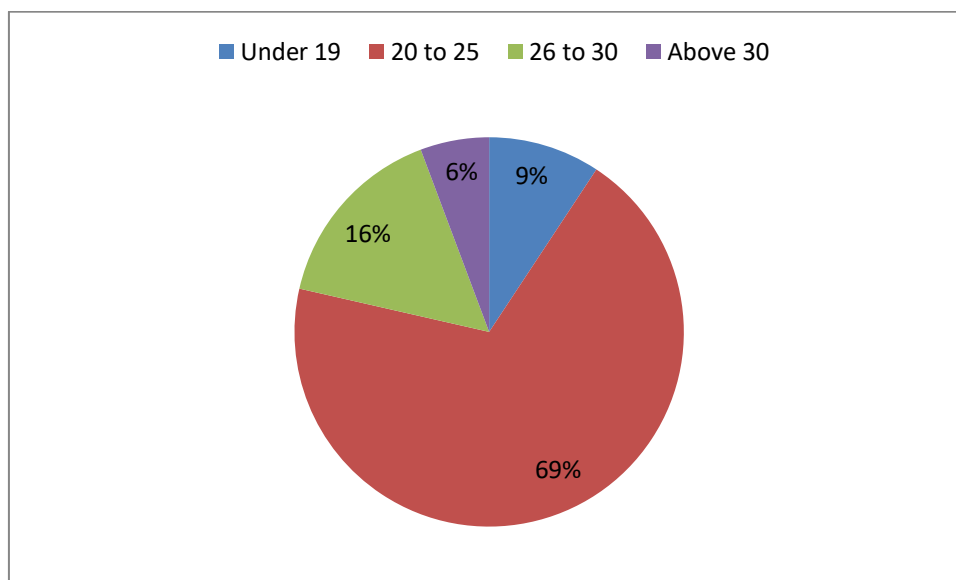


CHART NO. 4.1.1AGE GROUP OF RESPONDENTS

INTERPRETATION:

From the above table Out of 140 respondents 9% of employees are under 19, 69% of employees between the ages of 20-25,16% of employees are between the ages of 26-30,and 6% of employees are between the ages of above 30.

INFERENCE:

Majority (69%) of the respondents fall in the age category of 20-25 yrs.

TABLE NO.4.1.2GENDER OF RESPONDENTS:

GENDER	NO OF RESPONDENT	PERCENTAGE
Male	59	42
Female	81	58
TOTAL	140	100

Source: primary data

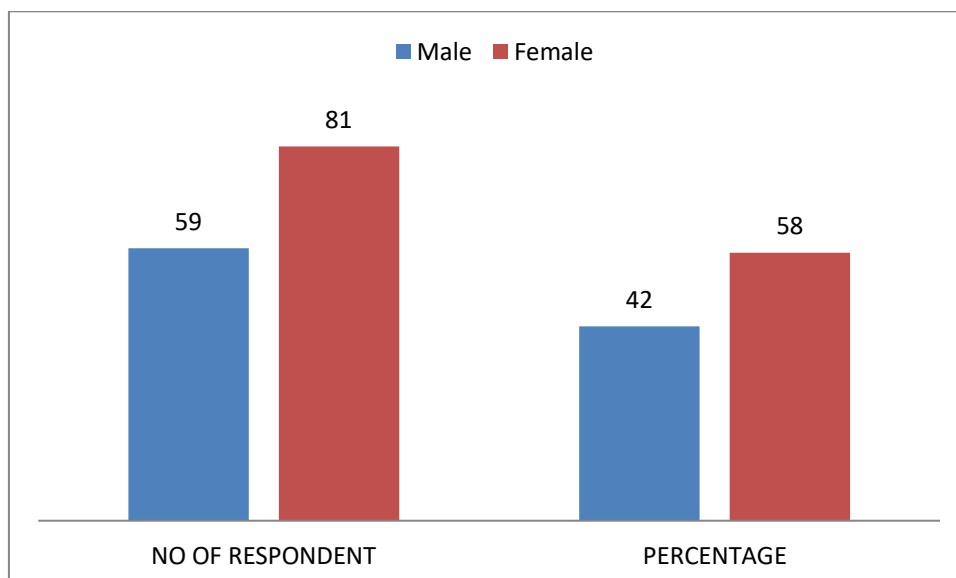


CHART NO.4.1.2 CHARTSHOWING THE GENDER OF RESPONDENT

INTERPRETATION:

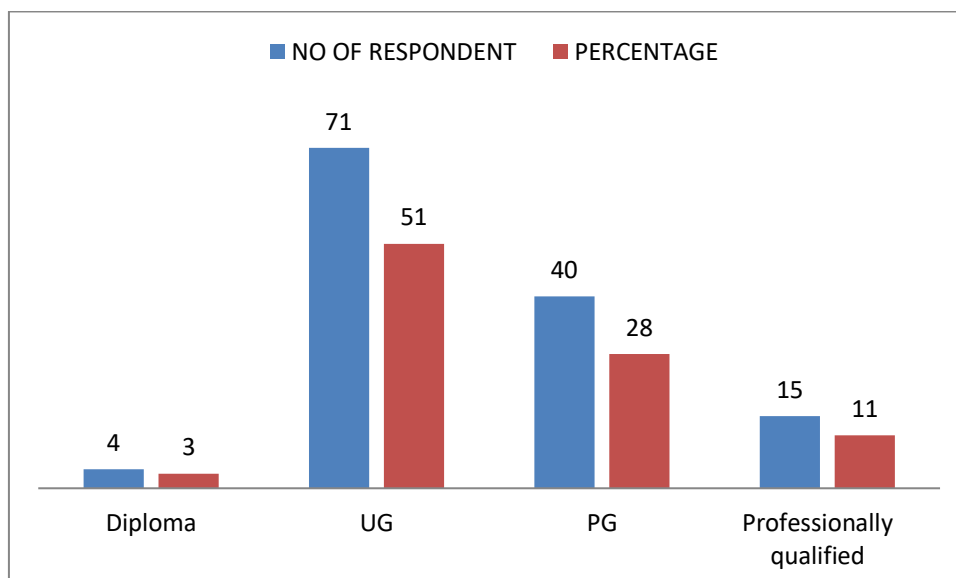
From the above table Out of 140 respondents, 58% of employees are male, and 42% of employees are female.

INFERENCE:

Majority (58%) of the respondents are female.

TABLE NO .4.1.3 QUALIFICATION OF RESPONDENTS:

QUALIFICATION	NO OF RESPONDENT	PERCENTAGE
Diploma	4	3
UG	71	51
PG	40	28
Professionally qualified	15	11
Others	10	7
TOTAL	140	100



Source: primary data

CHART NO.4.1.3 QUALIFICATION OF RESPONDENTS

INTERPRETATION:

From the above table Out of 140 respondents ,3% of employees are done with diploma 51% of employees are UG, 28% of employees are PG, 11% of employees are professionally qualified, 7% of employees are other.

INFERENCE:

Majority (51%) of the respondents have done their UG degree.

TABLE NO. 4.1.4 INCOME OF RESPONDENTS:

INCOME	NO OF RESPONDENT	PERCENTAGE
Below15,000	51	38
15,000-25,000	41	30
25,000-50,000	25	18
50,000-1,00,000	13	10
Above 1,00,000	5	4
TOTAL	140	100

Source: primary data

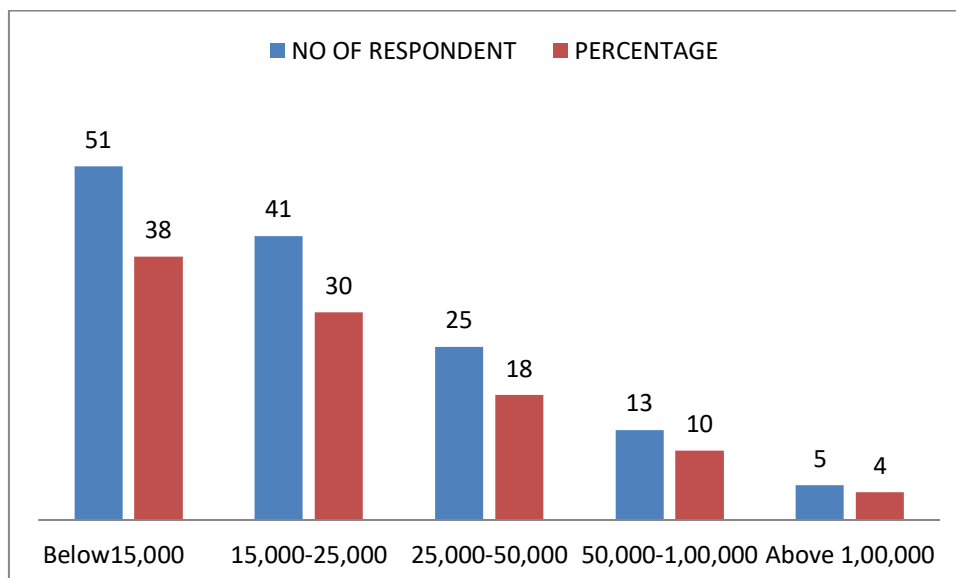


CHART NO. 4.1.4 INCOME OF RESPONDENTS

INTERPRETATION:

From the above table Out of 140 respondents, 38% of employees earn below 15,000, 30% of employees are getting salary between 15000-25000, 18.0% of employees are getting salary between 25000-50000, 10% of employees are getting salary 50,000-1, 00,000, 4% of employees are above 1,00,000

INFERENCE:

Majority (38%) of the respondents earn below 15,000.

TABLE NO. 4.1.5 EXPERIENCE OF RESPONDENTS:

EXPERIENCE	NO OF RESPONDENT	PERCENTAGE
Below 1 year	57	41
1-3 years	49	35
3-5 years	23	16
5-10 years	10	7
above 10 years	1	1
TOTAL	140	100

Source: primary data

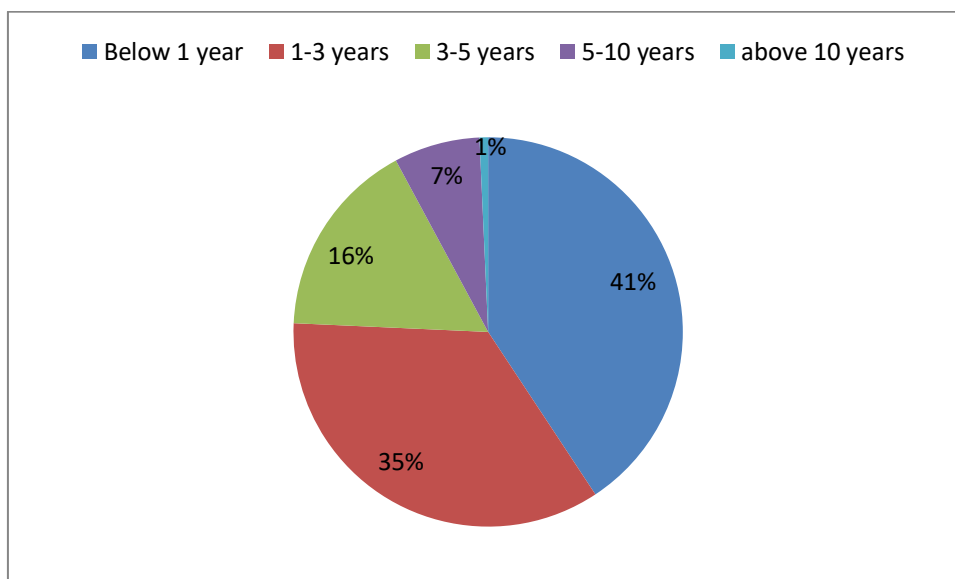


CHART NO. 4.1.5 EXPERIENCE OF RESPONDENTS:

INTERPRETATION:

From the above table Out of 140 respondents ,41% of employees have below 1yr experience,35% of employees are 1-3years experienced, 16% of employees are 3-5years experienced, 7% of employees above 5-10years experienced, 1% of employees are above 10 yrs.

INFERENCE:

Majority (41%) of the respondents have experience below 1 yr.

TABLE NO.4.1.6 RESPONDENTS VIEW ON HR POLICIES:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	46	32.9
Agree	68	48.6
Neither satisfied or dissatisfied	22	15.7
Disagree	3	2.1
Strongly disagree	1	0.7
TOTAL	140	100

Source: primary data

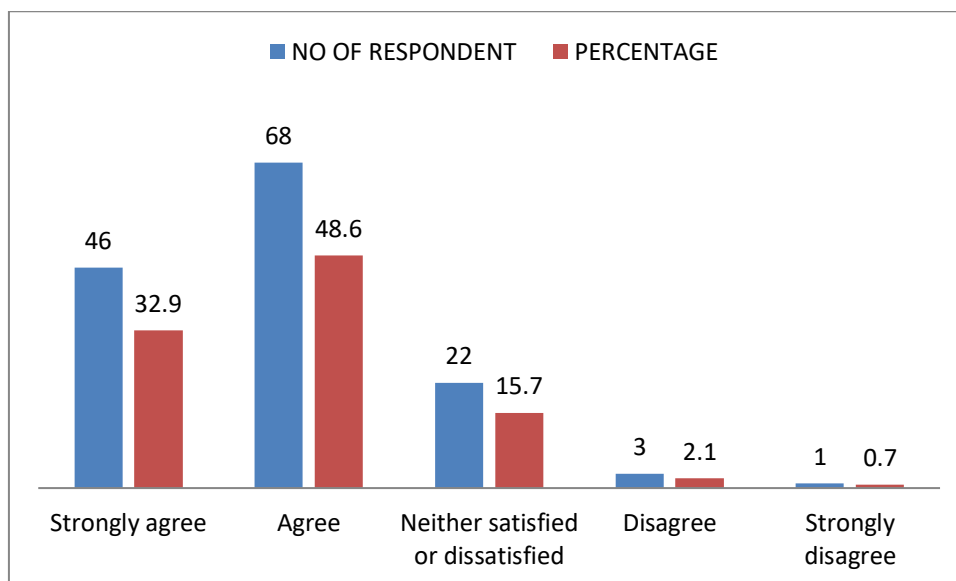


CHART NO. 4.1.6 RESPONDENTS VIEWON HR POLICIES:

INTERPRETATION:

From the above table Out of 140 respondents, 46% of employees Strongly agree, 68% of employees agree, 22% of employees Neither satisfied or dissatisfied, 3% of employees Disagree ,1% of employees of Strongly Disagree employees.

INFERENCE:

Majority (48.6%) of the respondents agree with the HR policies.

TABLE NO. 4.1.7 WORK CONTRIBUTION OF RESPONDENTS:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Satisfied	95	68.8
Dissatisfied	20	14.5
Neither satisfied or dissatisfied	13	9.4
Highly satisfied	10	7.2
highly dissatisfied		
TOTAL	140	100

Source: primary data

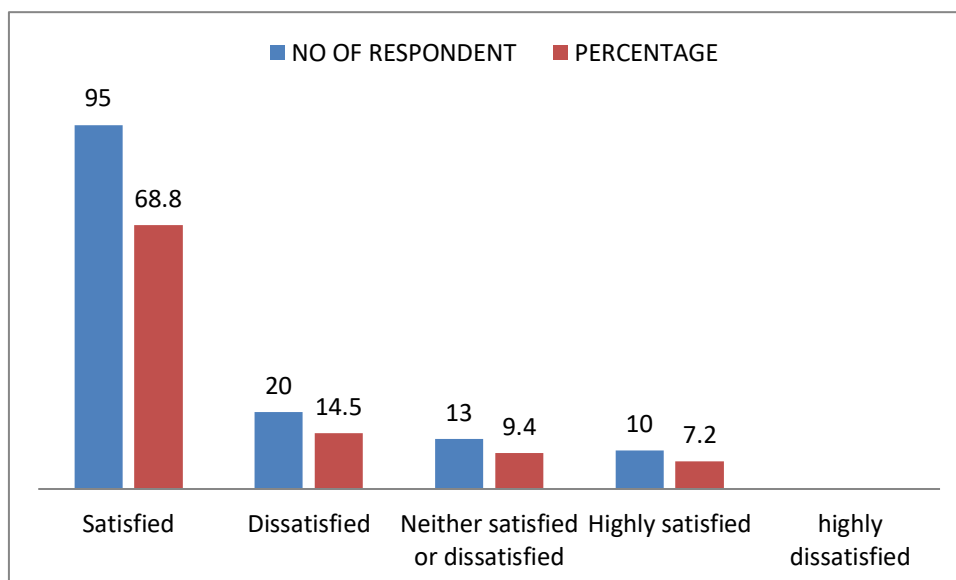


CHART NO. 4.1.7 WORK CONTRIBUTION OF RESPONDENTS:

INTERPRETATION:

From the above table Out of 140 respondents,68.8% of employees are satisfied, 14,5% of employees are dissatisfies,9.4% of employees Neither satisfied or dissatisfied ,7.2%of employees are highly satisfied.

INFERENCE:

Majority (68.8%) of the respondents are satisfied with the work contribution.

TABLE NO. 4.1.8 RESPONDENTS VIEW ON CHANGES IN HR PRACTICES :

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	63	39.3
Agree	55	45
Neither satisfied or dissatisfied	17	12.2
Disagree	5	3.6
Strongly disagree		
TOTAL	140	100

Source: primary data

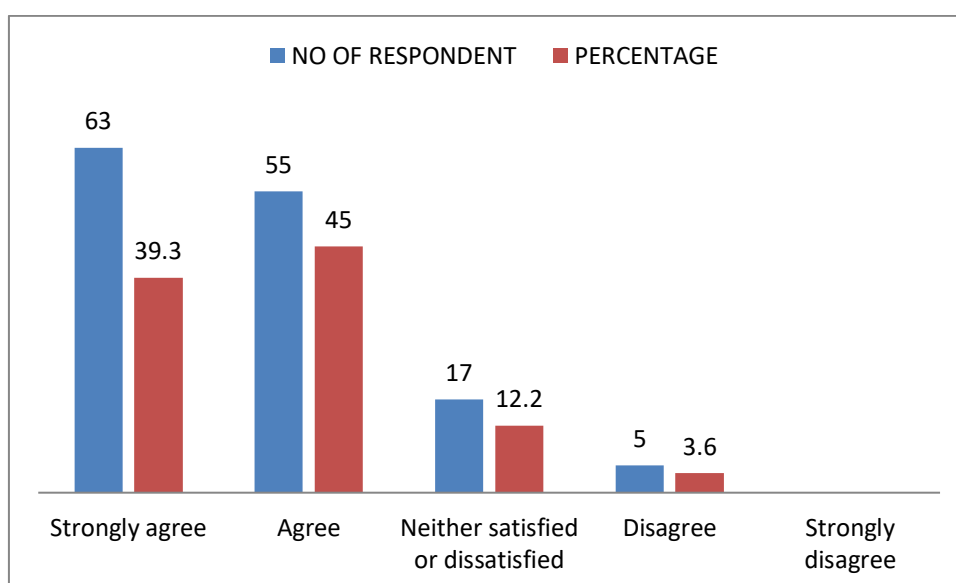


CHART NO. 4.1.8 RESPONDENTS VIEW ON CHANGES IN HR PRACTICES

INTERPRETATION:

From the above table Out of 140 respondents,39.3% of employees Strongly agree ,45% of employees agree,12.2% of employees Neither satisfied or dissatisfied ,3.6%of employees Disagree.

INFERENCE:

Majority (39.3%) of the respondents strongly agree to the change in HR policies.

TABLE NO. 4.1.9 RESPONDENTS VIEW ON TRAINING METHOD:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Job rotation	53	38
Job shadowing	41	30
Case study	31	10
Internship	14	22
TOTAL	140	100

Source: primary data

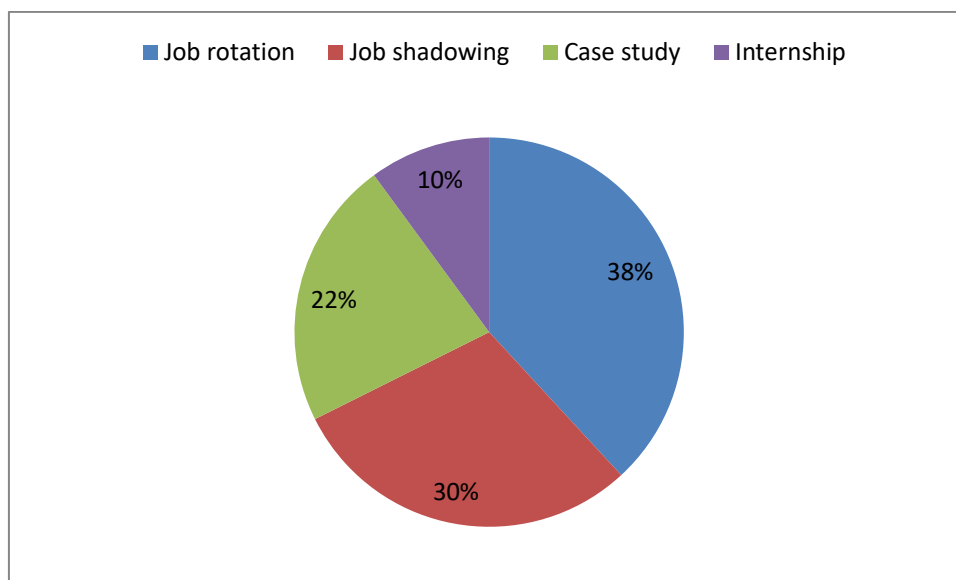


CHART NO. 4.1.9 RESPONDENTS VIEW ON TRAINING METHOD

INTERPRETATION:

From the above table Out of 140 respondents, 38% choose job rotation, 30% choose job shadowing, 10% choose case study, 22% choose internship.

INFERENCE:

Majority (38%) of the respondents choose job rotation method of training.

TABLE NO. 4.1.10 RESPONDENTS VIEW ON TRAINING PERIOD:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
3 months	67	50
6 months	51	38.1
after 6 months	16	11.9
TOTAL	140	100

Source: primary data

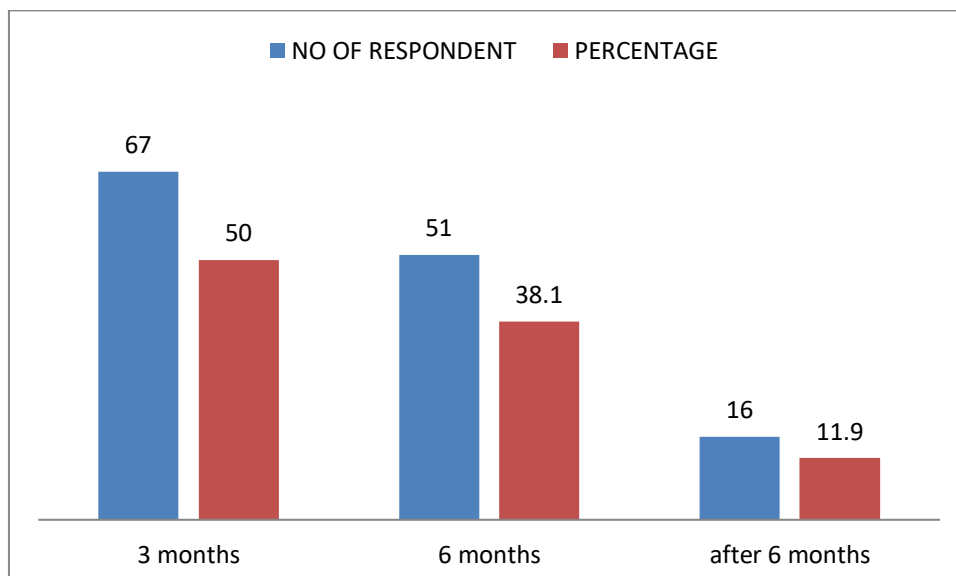


CHART NO. 4.1.10 RESPONDENTS VIEW ON TRAINING PERIOD:

INTERPRETATION:

From the above table Out of 140 respondents, 50% respondents provide training in 3 months, 38.1% respondents provide training in 6 months and 11.9% provide training after 6 months.

INFERENCE:

Majority (50%) of the respondents have a training period of 3 months

TABLE NO. 4.1.11 RESPONDENTS VIEW ON HEALTH CARE POLICIES:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	75	31.4
Agree	44	53.6
Neither satisfied or dissatisfied	15	10.7
Disagree	3	2.1
Strongly disagree	3	2.1
TOTAL	140	100

Source: primary data

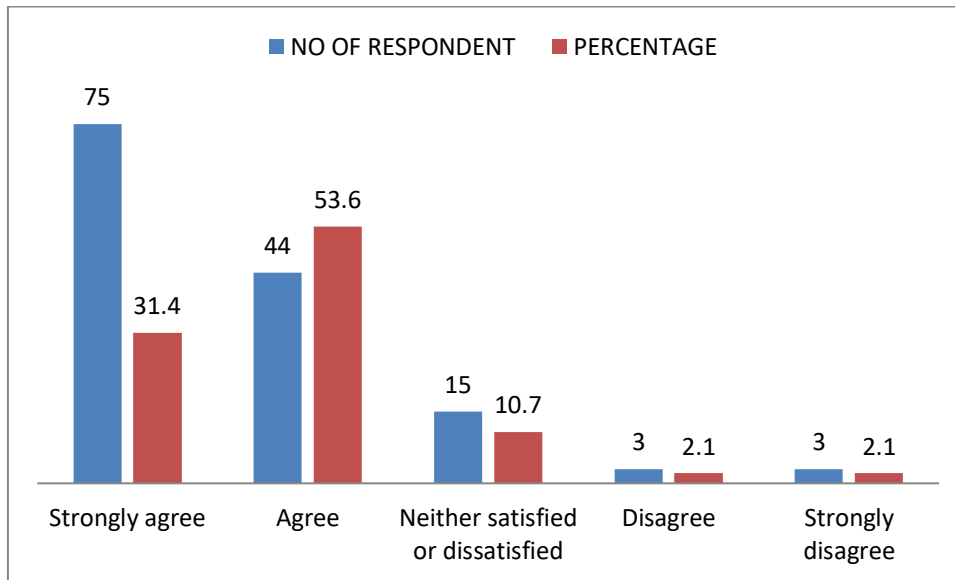


CHART NO. 4.1.11 RESPONDENTS VIEW ON HEALTH CARE POLICIES

INTERPRETATION:

From the above table Out of 140 respondents 31.4% of employees Strongly agree, 53.6% of employees agree, 10.7% of employees Neither satisfied or dissatisfied ,2.1% of employees Disagree ,2.1% of employees of Strongly Disagree employees.

INFERENCE:

Majority (53.6%) of the respondents agree to health care policies.

TABLE NO. 4.1.12 RESPONDENTS VIEW ON 360 DEGREE APPRISAL:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	57	31.4
Agree	44	40.7
Neither satisfied or dissatisfied	27	19.3
Disagree	10	7.1
Strongly disagree	2	1.4
TOTAL	140	100

Source: primary data

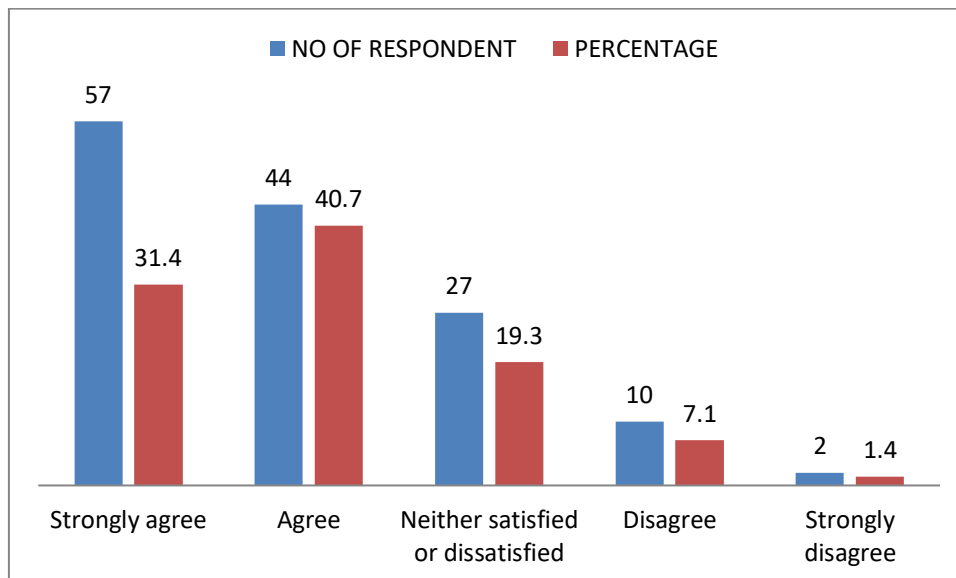


CHART NO. 4.1.12 RESPONDENTS VIEW ON 360 DEGREE APPRISAL:

INTERPRETATION:

From the above table Out of 140 respondents ,31.4% of employees Strongly agree ,40.7% of employees agree,19.3% of employees Neither satisfied or dissatisfied ,7.1% of employees Disagree ,1.4% of employees of Strongly Disagree employees.

INFERENCE:

Majority (40.7%) of the respondents choose 360 degree appraisal.

TABLE NO. 4.1.13 RESPONDENTS VIEW ON RATING HR POLICIES:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
LOW	12	8.6
VERY LOW	4	2.9
AVERAGE	46	32.9
HIGH	57	40.7
VERY HIGH	21	15
TOTAL	140	100

Source: primary data

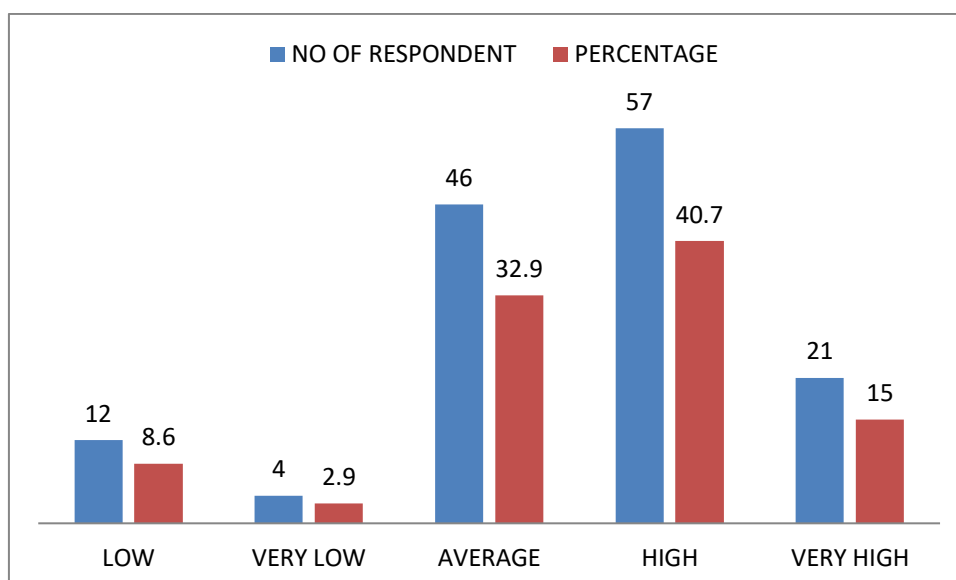


CHART NO. 4.1.13 RESPONDENTS VIEW ON RATING HR POLICIES:

INTERPRETATION:

From the above table Out of 140 respondents 8.6% of employees are low,2.9% are very low of employees ,32.9% are average employees 40.7% of employees high and 15% are very high.

INFERENCE:

Majority (40.7%) of the respondents says high level for the HR policies.

TABLE NO. 4.1.14 SATISFACTORY LEVEL OF RESPONDENTS:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	66	31.4
Agree	44	47.1
Neither satisfied or dissatisfied	27	19.3
Disagree	2	0.9
Strongly disagree	1	1.4
TOTAL	140	100

Source: primary data

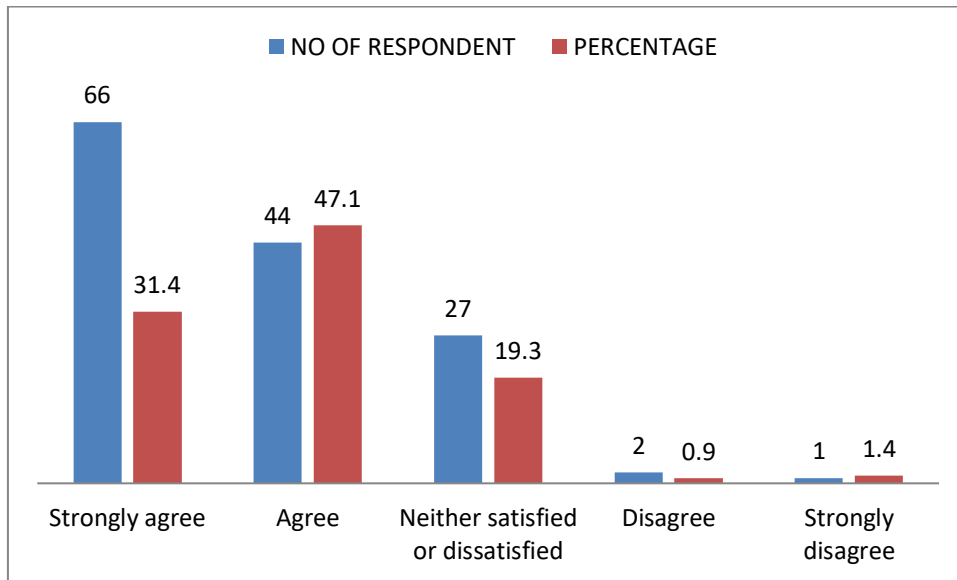


CHART NO. 4.1.14 SATISFAFACTORY LEVEL OF RESPONDENTS:

INTERPRETATION:

From the above table Out of 140 respondents ,31.4% of employees Strongly agree ,47.1% of employees agree, 19.3% of employees Neither satisfied or dissatisfied ,0.9% of employees Disagree ,1.4% of employees of Strongly Disagree employees.

INFERENCE:

Majority (47.1%) of the respondents agree for the satisfactory level of respondents.

TABLE NO. 4.1.15 RESPONDENTS VIEW ON EXPERIENCE:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	81	34.3
Agree	48	57.9
Neither satisfied or dissatisfied	5	3.6
Disagree	3	2.1
Strongly disagree	3	2.1
TOTAL	140	100

Source: primary data

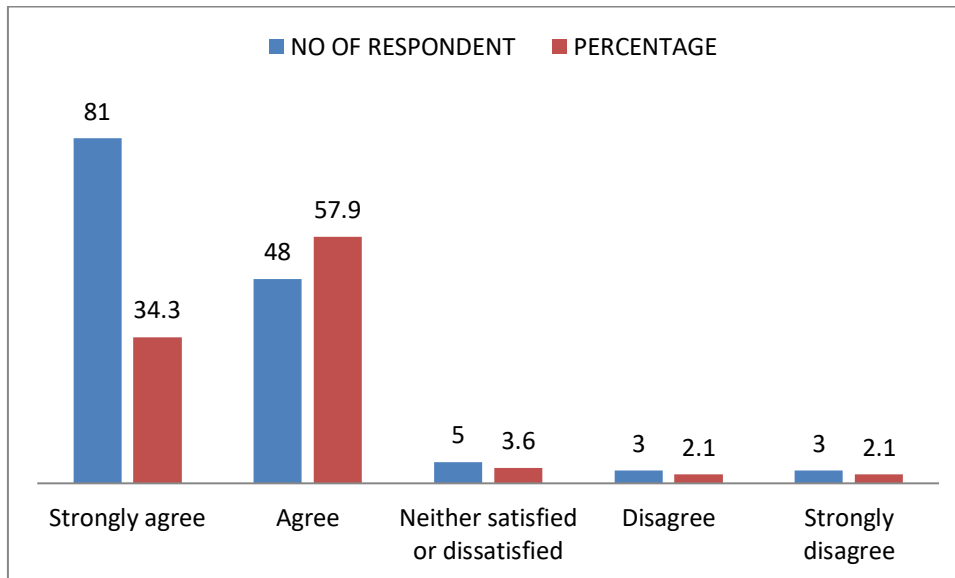


CHART NO. 4.1.15 RESPONDENTS VIEW ON EXPERIENCE

INTERPRETATION:

From the above table Out of 140 respondents ,34.3% of employees Strongly agree ,57.9% of employees agree, 3.6% of employees Neither agree or disagree ,2.1% of employees Disagree ,2.1% of employees of Strongly Disagree employees.

INFERENCE:

Majority (57.9%) of the respondents agree based on the experience.

TABLE NO. 4.1.16 RESPONDENTS VIEW ON EXPERIENCE:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	81	32.1
Agree	48	50
Neither satisfied or dissatisfied	5	3.6
Disagree	3	5.7
Strongly disagree	3	8.6
TOTAL	140	100

Source: primary data

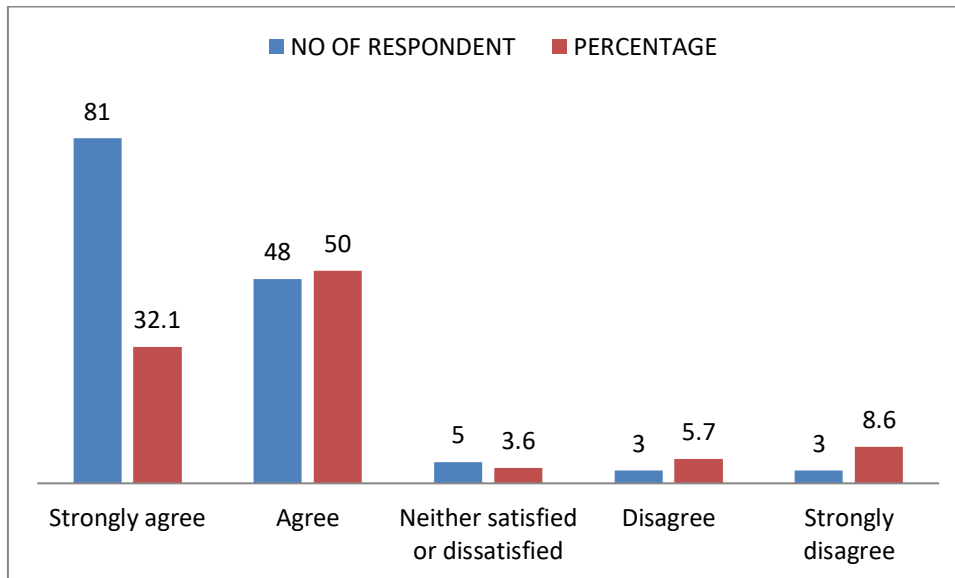


CHART NO. 4.1.16 RESPONDENTS VIEW ON EXPERIENCE

INTERPRETATION:

From the above table Out of 140 respondents ,32.1% of employees Strongly agree ,50% of employees agree, 3.6% of employees Neither satisfied or dissatisfied ,5.7% of employees Disagree ,8.6% of employees of Strongly Disagree employees.

INFERENCE:

Majority (50%) of the respondents agree based on the experience.

TABLE NO. 4.1.17 RESPONDENTS VIEW ON EXPERIENCE:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	81	34.3
Agree	48	42.9
Neither satisfied or dissatisfied	5	11.4
Disagree	3	9.3
Strongly disagree	3	2.1
TOTAL	140	100

Source: primary data

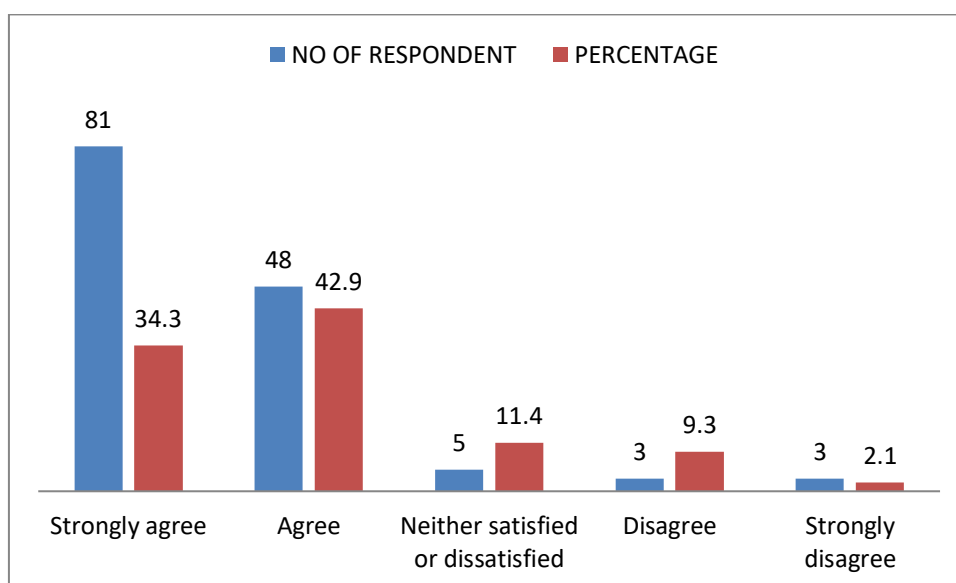


CHART NO. 4.1.17 RESPONDENTS VIEW ON EXPERIENCE

INTERPRETATION:

From the above table Out of 140 respondents of employees 34.3% Strongly agree 42.9%,of employees agree, 11.4% of employees Neither satisfied or dissatisfied ,9.3% of employees Disagree ,2.1% of employees of Strongly Disagree employees.

INFERENCE:

Majority (42.9%) of the respondents agree based on the experience.

TABLE NO. 4.1.18RESPONDENTS VIEW ON JOB FACTORS:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	84	29.3
Agree	41	58.6
Neither agree or disagree	13	9.3
Disagree	2	1.4
Strongly disagree		1.4
TOTAL	140	100

Source: primary data

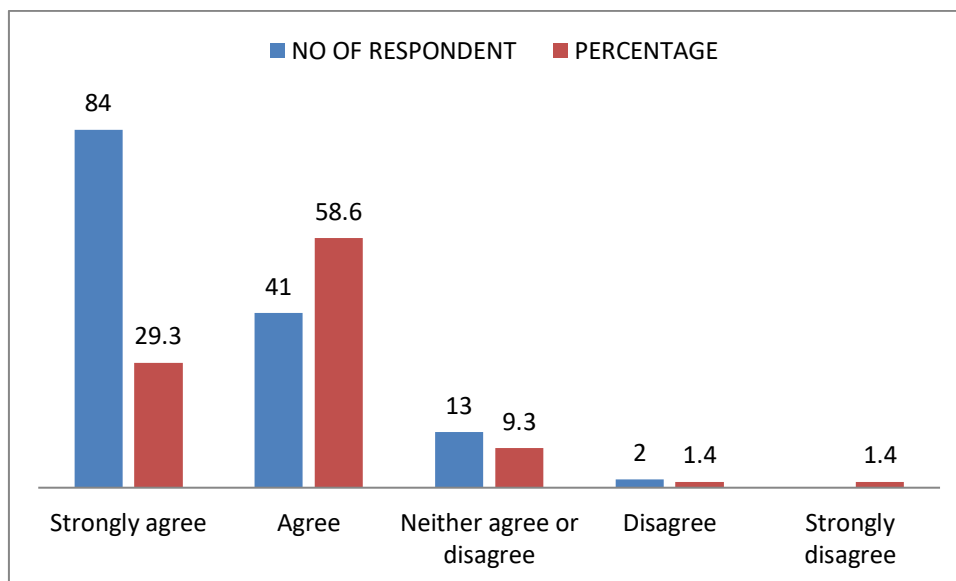


CHART NO. 4.1.18 RESPONDENTS VIEW ON JOB FACTORS

INTERPRETATION:

From the above table Out of 140 respondents of employees 29.3% Strongly agree,59.6%,of employees agree, 9.3% of employees Neither satisfied or dissatisfied ,1.4% of employees Disagree ,1.4% of employees of Strongly Disagree employees.

INFERENCE:

Majority (59.6%) of the respondents agree based on the job factors.

TABLE NO. 4.1.19 JOB FACTORS:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	84	35
Agree	41	45
Neither satisfied or dissatisfied	13	15
Disagree	2	1.4
Strongly disagree		2.1
TOTAL	140	100

Source: primary data

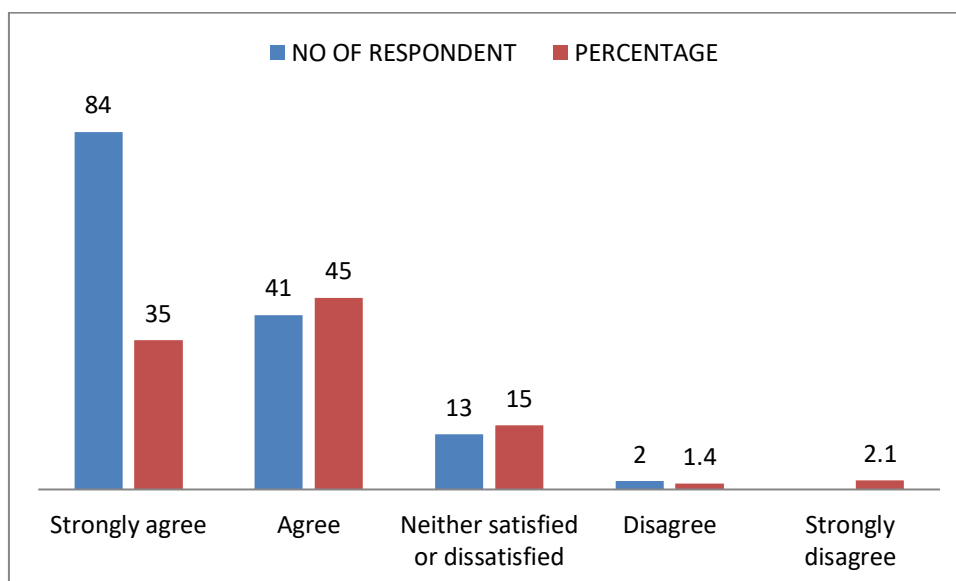


CHART NO. 4.1.19 RESPONDENTS VIEW ON JOB FACTORS

INTERPRETATION:

From the above table Out of 140 respondents ,35% of employees Strongly agree, 45% of employees agree, 15% of employees Neither satisfied or dissatisfied ,1.4% of employees Disagree ,2.1% of employees of Strongly Disagree employees.

INFERENCE:

Majority (45%) of the respondents agree based on the job factors.

TABLE NO.4.1.20 BASED ON JOB FACTORS

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
Strongly agree	84	35
Agree	41	45.8
Neither satisfied or dissatisfied	13	10.7
Disagree	2	2.1
Strongly disagree		6.4
TOTAL	140	100

Source: primary data

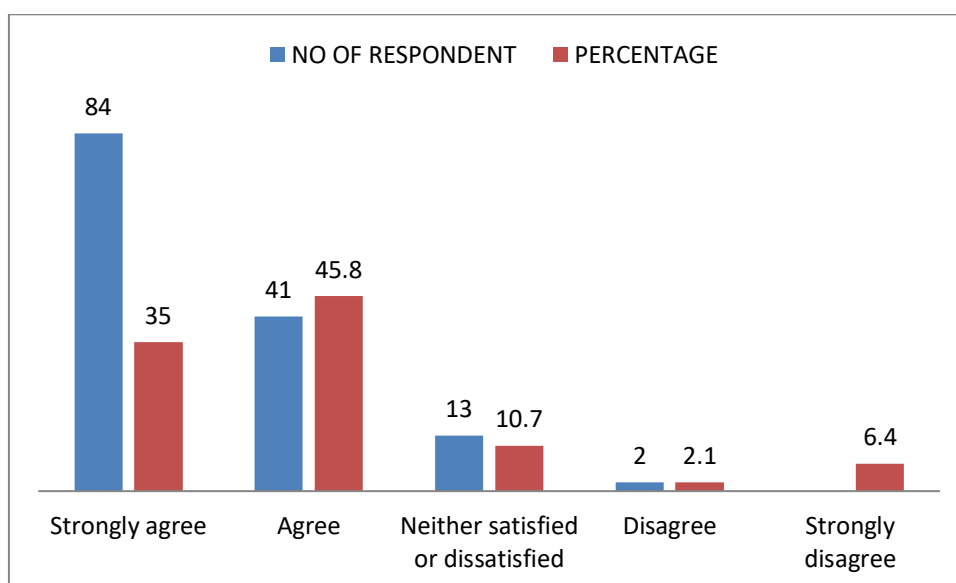


CHART NO. 4.1.20 RESPONDENTS VIEW ON JOB FACTORS:

INTERPRETATION:

From the above table Out of 140 respondents of employees 35% Strongly agree, 45.8% of employees agree, 10.7% of employees Neither satisfied or dissatisfied, 2.1% of employees Disagree ,6.4% of employees of Strongly Disagree employees.

INFERENCE:

Majority (45.8%) of the respondents agree based on job factors.

TABLE NO. 4.1.21 RESPONDENTS VIEW ON EXISTING HR POLICIES:

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
LOW	11	7.9
VERY LOW	1	0.7
AVERAGE	44	31.7
HIGH	62	44.6
VERY HIGH	21	15.1
TOTAL	140	100

Source: primary data

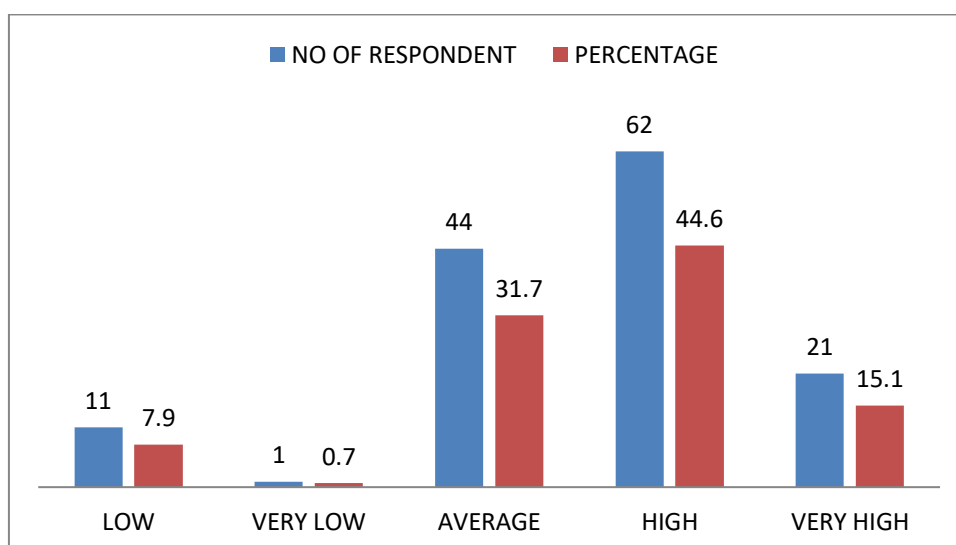


CHART NO. 4.1.21 RESPONDENTS VIEW ON EXISTING HR POLICIES

INTERPRETATION:

From the above table Out of 140 respondents ,7.9% of employees are low,0.7% of employees are very low ,31.7% of employees are average,44.6% of employees are high ,15.1% of employees are very high.

INFERENCE:

Majority (44.6%) of the respondent's rate high based on job factors.

4.2 CHI-SQUARE TESTS:

A Chi-Square statistic 'n' one way to show a relationship between two categorical variables. The chi-squared statistic is a single number that tells how much difference exists between the observed counts and the counts you would expect if there were no relationship at all in the population. There are a very few variations on the chi-square statistic.

$$\chi_c^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where ,

C =Degree of freedom

O =Observed value (s)

E =Expected value (s)

Null hypothesis (H0): There is no significant level to make changes in existing HR policies

Alternative hypothesis (H1): There is significant level to make changes in existing HR policies

Age * The existing HR policies of the company should be improved

Cross tabulation

The existing HR policies of the company should be improved

					Total	
		Agree	Disagree	Neither satisfied or dissatisfied	Strongly agree	
Age	20-25	47	5	9	35	96
	26-30	6	0	3	11	20
	above 30	5	0	0	3	8
	under 19	4	0	5	4	13
Total		62	5	17	53	137

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.220 ^a	9	.085
Likelihood Ratio	15.132	9	.087
N of Valid Cases	137		

9 cells (56.3%) have expected count less than 5. The minimum expected count is .29.

RESULT:

Since P value (0.87) is greater than 0.05, null hypothesis is accepted and alternative hypothesis is rejected. There is no significance between age and the existing HR policies.

4.3 ANOVA:

ANOVA is an analysis tool which is used in statistics that splits an observed aggregate variability found inside a data set into 2 parts: systematic and random factors. The systematic factors have statistical influence on given data set, while random factors do not. Analysts use ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

Descriptive

The existing HR practices of the company is up to the satisfactory level of the employee

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	2	5.00	.000	.000	5.00	5.00	5	5
2	4	4.00	1.155	.577	2.16	5.84	3	5
3	51	3.43	.671	.094	3.24	3.62	2	5
4	56	3.88	.470	.063	3.75	4.00	3	5
5	23	4.22	1.043	.217	3.77	4.67	1	5
Total	136	3.79	.754	.065	3.66	3.91	1	5

ANOVA

The existing HR practices of the company is up to the satisfactory level of the employee

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	14.268	4	3.567	7.471	<.001
Within Groups	62.548	131	.477		
Total	76.816	135			

RESULT:

Since the P value is 0.001 which is lesser than 0.05, null hypothesis is rejected and alternative hypothesis is accepted.

CHAPTER 5

5.1 FINDINGS:

- Majority of 69% of employees in the company are between the ages of 25-35.
- From the analysis 57.9% of employees in the company are Female.
- Majority of 47.1% of employees in the company are UG.
- From the analysis 41% of employees in the company are below 1 experienced.
- Majority of 35.3% of employees in the company are getting salary below 15000.
- Majority 48.6% of employees strongly agree that The HR policies of the company.
- Majority of 68.8% of employees are satisfied with work contribution
- From the analysis 39.3% of employees strongly agree to the changes in HR policies.
- From the analysis 38% of employees choose job rotation.
- Majority of 50% of employees have training period of 3 months.
- Majority of 53.6% of employees agree to the health care policies of the company.
- Majority of 40.7% of employees prefer 360 degree appraisal.
- Majority of 40.7% of employees says high level for the HR policies.
- It is evident from the analysis that 47.1% of employees agree for the satisfactory level of the employee.
- Majority of 57.9% of employees agree that based on the experience.
- Majority of 59.6% of employees agree that based on the job factors.

5.2 SUGGESTIONS:

- The company is having less no. of female employees which should be improved.
- The company should hire more of experienced candidates.
- The company should maintain the same HR Policies because 42% of the Employees strongly agree that The HR policies of the company are Excellent.

- The health care policies of the company should be improved.
- The on board and technical training of the company should be improved.
- The company should also conduct regular performance appraisal.
- The company should implement some new HR Practices according to the Current market situation.

5.3 CONCLUSION:

The need for effective HR practices cannot be ignored in the modern business world. Through this research paper, we have established that HR Practices plays a very important in the performance of an organization. Here by, I conclude that HR Practices are not up to the current market situation. HR Practice has found important for any organization to run their business successfully. Hence according to the research there should be major changes in HR Practices, The company should also conduct regular performance appraisal and the on-board and technical training should be improved.

REFERENCES

- **Bharathi (2009)** explained the value of HR functions in business and its impact on higher productivity, enhanced quality, better customer service, good industrial relations and lower cost which influence the profitability of an organisation. Effective HR practices could play an important role in achieving all the above said factors.
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APPENDIX- I (QUESTIONNAIRE)

As a part of my MBA curriculum at Sathyabama Institute of science and technology, I am doing a project on A STUDY ON TALENT MANAGEMENT STRATEGIES .Kindly spend your valuable time in filling the questionnaires and I assure you that the information will be used only for academic research analysis and will be kept highly confidential.

VIJAYALAKSHMI T

1. Name

2. Age

- a) Under
- b) 20-25
- c) 26-30
- d) Above 30

3. Gender

- a) Male
- b) Female

4. Qualification

- a) Diploma
- b) UG
- c) PG
- d) Professionally qualified
- e) Others

5.Monthly income

- a) below15,000
- b) 15,000-25,000
- c) 25,000-50,000
- d) 50,000-1,00,000
- e) Above 1,00,000

6.Experience

- a) Below 1 yr
- b) 1-3 yrs
- c) 3-5 yrs
- d) 5-10 yrs
- e) Above 10 yrs

7.The HR policies of the company are excellent

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) disagree
- e) Strongly disagree

8.Do you know how your work contributes to the company's overall objectives?

- a) Satisfied
- b) dissatisfied
- c) Neither satisfied or dissatisfied
- d) Highly satisfied
- e) Highly dissatisfied

9.The existing HR policies of the company should be improved

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) disagree
- e) Strongly disagree

10.Which training method would you prefer?

- a) Job rotation
- b) Job shadowing
- c) Case study
- d) Internship

11.What is the training period?

- a) months
- b) months
- c) after 6 months

12.Employees are satisfied with the health care policies of the company

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) disagree
- e) Strongly disagree

13.The 360-degree performance appraisal is not calculated fairly

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) disagree
- e) Strongly disagree

14.The 360-degree performance appraisal is not calculated fairly

Rating from 1-5 (low to high)

15.Are you a happy employee?

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) disagree
- e) Strongly disagree

16. Please indicate your level of agreement with the following statement based on the experience working at the company

	Strongly agree	Agree	Neither agree or disagree	disagree	Strongly disagree
I understand the goals of the company					
The on board and technical training of the company are helpful for the Employees					
I have a good understanding of the informal process and structure of the company					

17.JOB FACTORS

	Strongly agree	Agree	Neither agree or disagree	disagree	Strongly disagree
I am satisfied with my chances for promotion.					
I have a good level of job security					
How well do you feel you're fulfilling your role?					

18.The existing HR practices of the company is up to the satisfactory level of the employee

Rating from 1-5 (low to high)

A STUDY ON TALENT MANAGEMENT STRATEGIES –HR PRACTICES

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ABSTRACT:

Talent management touches on all key HR areas, from hiring to employee on-boarding and from performance management to retention. The purpose is to increase performance. It also aims to motivate, engage, and return employees to make them perform better. Organisations are made up of creating value through business activities. An organisation must make sure that it has a continuous and integrated process for recruiting, training, managing, and compensating these people.

This means that the talent management is aimed at improving the performance of the business. Productive and engaged employees makes a business profitable. Good talent management is, therefore the ultimate HR practice that helps a company to win in the marketplace. A talent management strategy is the plan of action to optimize the employee performance. The basic assumption here is the employees who have all the resources to do their job well, perform better. This is backed up by the research

KEY WORDS:

HR policies, training, recruitment and performance appraisal.

1.1 INTRODUCTION:

Human resources practices are strategic in nature. They represent the vital guidance system which coordinates with the executive business plan. Talent management is a continuous process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their skill and performance. The primary purpose is to create a motivated workforce who will stay with your company in the long run. It Understand the power of job descriptions. Talent management is the full scope of HR processes to attract, on board, develop, motivate, and retain high-performing

employees. Talent management is aimed at improving business performance through practices that make employees more productive. Human resources practices are strategic in nature.

Human resource policies, forming the framework for the culture in the business management, create awareness towards the need to achieve the business goals in the best possible and ethical manner. Indian companies have realized, that in today's competitive business milieu, the quality of people, one employs, can make all the difference. In the last few years, the human resource has become a key player in strategic planning – it has come a long way from traditional HR operations like managing the recruitment process and handling staff appraisals to being a 'strategic business partner.

1.2 OBJECTIVE OF STUDY:

1.2.1 PRIMARY OBJECTIVE:

To study the effectiveness of talent management on HR practices in an organization.

1.2.2 SECONDARY OBJECTIVE:

1. To study the training and recruitment policies
2. To study the training and recruitment policies

To know about the performance appraisal process

2. REVIEW OF LITERATURE:

Tripathy (2008) Observed that an organisation can have a competitive advantage by utilising its human resources. This can also be achieved through the sound HRD Practices. According to him HRD includes 3 C's- Competencies, commitment and culture. An optimum level of progressive climate is always essential for facilitating HRD in an organization. It was concluded that good HRD Practices can influence financial and other performance indicators in an organization.

G.V. Chalam and L. Srinivas (2005) in this paper, has made an attempt to explore the basic gender disagreement with respect to the HRD Climate in 20 branches of State Bank of India at Andhra Pradesh. The analysis of the study shows that the women employees have much more concern on HRD climate than the men. They come up with high level of satisfaction in respect of the HRD Practices. The Female

Employees had higher degree of pleasure towards HRD Climate. It was also revealed that the women respondents closely observed and followed the Human Resource development climate of the Bank and were also very loyal toward bank regarding their commitment toward work.

L. Overton, titled, (2008). From this study, the article author has explained employee's perspectives regarding their untapped potential. The author has observed that the employees were not only using E-Learning provided as a part of their job but also using it to develop the skills outside their work. The study is based on a survey of 1950 employees. The author has found that 57% of the employees were engaging with activities out of work, that their employers could use but not currently doing so. He also says, if employees' untapped skills were used at work, they would feel more motivated, more empowered at work and would stay at their present company for a longer period of time. The author thus has concluded that tapping into hidden skills would also directly impact on the business and it would increase efficiency.

J. Bersin, (2006). In this study the author, has discussed critical issues. These issues are –

- Talent management requires integration and communication between the existing HR and Research and Development activities.
- Competency management, misunderstanding and the difficult part of training have become critical

Rath.T. (2011). In his article, the integrated talent management is an approach to build organisation and the capability and engagement by integrating talent acquisition; development and deployment across traditional HR. Authors have further explored that this process keeps all the aspects of talent management aligned with the business objectives and goals. Through this book, authors have presented the strategic and tactical guidelines for training and development professionals seeking to play key roles in the process.

Maitin, T.P. (2003) in his paper "Dynamic Human Resources" states that, out of wide variety of resources which participated in the process of organisational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilisation and their profitable utilisation, which increases the performance of organization. The role of human resource as a great intellectual asset in management is too valuable to accelerate the rate of economic progress.

3.1. RESEARCH METHODOLOGY:

The details of research methodology that is adopted in conducting the research are given below:

3.2 RESEARCH DESIGN:

Research design is overall strategy that you choose to integrate the different components of study in a logical way. This constitutes the blueprint for the collection, measurement and analysis of data. Survey research are quantitative research relating to compensation, jobs, collective bargaining, quality of working life and so on.

4.DATA ANALYSIS AND INTERPRETATION:

4.1CHI-SQUARE TESTS:

A Chi-Square statistic 'n' one way to show a relationship between two categorical variables. The chi-squared statistic is a single number that tells how much difference exists between the observed counts and the counts you would expect if there were no relationship at all in the population. There are a very few variations on the chi-square statistic.

$$\chi^2_c = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where ,

C =Degree of freedom

O =Observed value (s)

E =Expected value (s)

Null hypothesis (H0): There is no significant level to make changes in existing HR policies

Alternative hypothesis (H1): There is significant level to make changes in existing HR policies

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.220 ^a	9	.085
Likelihood Ratio	15.132	9	.087

N of Valid Cases	137		
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$H_0 > H_1$; H_0 is accepted.

4.2 ANOVA:

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	14.268	4	3.567	7.471	<.001
Within Groups	62.548	131	.477		
Total	76.816	135			

$H_0 < H_1$; H_0 is rejected.

5.FINDINGS:

From the analysis,

- Majority of 69% of employees in the company are between the ages of 25-35.
- From the analysis 57.9% of employees in the company are Female.
- Majority 48.6% of employees strongly agree that The HR policies of the company.
- From the analysis 38% of employees choose job rotation.
- From the analysis 41% of employees in the company are below 1 experienced.
- Majority of 35.3% of employees in the company are getting salary below 15000
- Majority of 53.6% of employees agree to the health care policies of the company.

6. SUGGESTIONS:

Based on the findings:

- The company is having less no. of female employees which should be improved.
- The company should hire more of experienced candidates.
- The company should maintain the same HR Policies because 42% of the Employees strongly agree that The HR policies of the company are Excellent.

- The company should also conduct regular performance appraisal.
- The company should implement some new HR Practices according to the
- Current market situation.

7.CONCLUSION:

An effective HR practices cannot be ignored in an organisation. HR practices are not up to the current market situation. Hence according to the research there should be major changes in HR Practices, the company should also conduct regular performance appraisal and the on-board and technical training should also be improved.

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