

A STUDY ON TALENT MANAGEMENT AND ITS IMPACT ON PERFORMANCE OF ORGANIZATION IN CERAMIC INDUSTRY

Ms. Hetvi Sanchania*

ABSTRACT

In recent years, we have seen that employee turnover in ceramic industry is high. If the manager properly manages the employees of the organization than there will be less employee turnover and attrition rate will decrease and will be helpful for the organization. So, in recent years, the importance of talent management has become crucial and more and more organizations have started giving attention to talent management. Moreover, not much research has been done about this topic in the ceramic industry and therefore this topic is been selected by the researcher. The scope of study is limited to studying talent management in Ceramic Industry in Gujarat. The main aim of this study is to analyze whether talent management influences organization performance of employees. Exploratory research design has been used for conducting this study. Survey has been carried out by preparing questionnaire as an instrument through non-probability convenient sampling technique. Sample size of 100 has been taken and employees working in ceramic industry were approached for filling up questionnaires. Data analysis has been carried out by testing of hypothesis by applying parametric test. Findings have been presented in the paper.

KEYWORDS: Talent, Ceramic, Performance, Ceramic Industry.

Introduction

Ceramic today have become an integral part of home improvement. The Indian tile industry, despite an overall slowdown of the economy continues to grow at a healthy 15% per annum. The Indian ceramic industry is divided into organized and unorganized sector. The unorganized sector accounts for nearly 60% of the total industry bearing testimony of the growth potential of this sector. India ranks in the top 3 list of countries in terms of tile production in the world. In this competing marketplace, talent management is one of the most important drivers for organizational success and growth. It has become extremely important in this competitive market that the organizations should align their talent management initiatives with their business goals. They should also encourage such culture where talented employees are given abundant career development opportunities so that they can perform to the maximum level

Review of Literature

Kehinde (2012) researched "The impact of talent management on the performance of the organization". The research showed that it has a positive impact on the overall performance of the organization. It also cited that various multinational and national companies are clearly benefited by the talent management practices but the small and medium sized companies are not gaining any advantage because of these practices in the business environment of Nigeria.

* MBA Final Year Student, Jaysukhlal Vadhar Institute of Management Studies, Jamnagar, Gujarat, India.

Cappelli (2008) studied "Talent management is a tool for companies to achieve their overall objectives - namely to earn money". Therefore, he argues, companies need to understand the costs and benefits of talent management choices. The main risks for the business in terms of talent management is to have a mismatch between the supply and demand of employees and their skills, and furthermore to risk talent development investments when failing to retain the employees. In the long run, these risks stand in the way of making money through the business.

Rationale of Study

In recent years, we have seen that employee turnover in ceramic industry is high. If the manager properly manages the employees of the organization then there will be less employee turnover and attrition rate will decrease and will be helpful for the organization. So, in recent years, the importance of talent management has become crucial and more and more organizations have started giving attention to talent management. Moreover, not much research has been done about this topic in the ceramic industry and therefore this topic is been selected by the researcher.

Scope of Study

The scope of study is limited to studying talent management in Ceramic Industry in Gujarat.

Research Problem

Research problem is as given as under:

"Study of talent management and its impact on performance of the organization in ceramic industry".

Research Objectives

- To analyze whether talent management influences organization performance of employees.
- To understand whether demographic variables influence talent management in the organization
- To find out talent retention initiatives taken by the organization
- To understand the satisfaction level of employees with employee benefits and policies and its impact on talent management.

Research Design

In this research, the researcher has selected exploratory research design because the researcher wants to explore the topic in depth.

Sample Design

- **Sampling Method:** Non-probability convenient sampling method
- **Sample Size:** 100
- **Sample Unit:** Employees working in Ceramic Industry, Gujarat

Data Collection Method

Primary data has been collected by using data collection instrument as questionnaire. Secondary data has been collected from journals, books, etc.

Data Analysis & Interpretation

Table 1: Table Showing the Ways through the Organization Identifies Talent

Ways	No. of Respondents
By Competencies	2
By Result	73
By Potential	25
Total	100

Source: Questionnaire

Interpretation

From the above table it can be seen that majority of the talent is being identified through result i.e.73%.

Table 2: Table Showing Talent Retention Initiatives

Talent Retention Initiatives	No. of Respondents
Acquiring new talent	6
Retaining current potential	44
Leveraging existing talent	50
Total	100

Source: Questionnaire

Interpretation

From the above it can be seen that majority of talent retention is through leveraging existing talent i.e. 50%.

Table 3: Table Showing Talent Development Initiatives

Table Showing Talent Development Initiatives	No. of Respondents
Coaching	7
Action learning	41
Developmental experience	52
Total	100

Source: Questionnaire

Interpretation:

From the above table it can be seen that maximum of the initiative is done through developmental experience i.e. 52%.

Table 4: Table Showing Talent Retention Other than Financial Compensation

Ways of Retaining Talent	No. of Respondents
External training session	1
Recreational activities	62
Innovation	5
Appreciation for initiation	32
Total	100

Source: Questionnaire

Interpretation

From the above table it can be seen that majority 62% of the employees retain through recreational activities

Testing of Hypothesis

The broad hypothesis formulated is as under:

H₀: Age of the respondents and satisfaction level of employees' with benefits and policies are independent with each other.

H₁: Age of the respondents and satisfaction level of employees' with benefits and policies are associated with each other

Anova: Single Factor						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	259.14	7	37.02	30.6571	1.18E-37	2.021123
Within Groups	956.38	792	1.207551			
Total	1215.52	799				

Here, F Calculated is 30.567 which is higher than F Tabulated 2.021123. So Null hypothesis is rejected and it can be concluded that age and satisfaction level of employees' with benefits and policies are associated with other.

Findings

Following are the major findings of the study:

- In ceramic industry majority of the talent is identified through result (Performance)
- Majority of the employees i.e. 98% in ceramic industry are aware that a particular member should be appointed who is responsible for talent management initiatives.
- 50% of ceramic companies leverage their existing talent to acquire competitive advantage while in 6% of companies; they acquire new talent to gain advantage.
- In majority of the ceramic industry i.e. 52%, talent management initiatives are taken through developmental experience, while in 7% of the companies', talent management initiatives are taken through coaching of employees.
- Age and employees benefits and policies are associated with each other.

Suggestions

- Social welfare activities should be increased.
- Company should try for optimum utilization of resources so that if cost savings occur that benefit can be passed on to the employees.
- Regular training should be provided to the employees.
- It is suggested that a separate personnel who is educated should be recruited in the organization and should be given proper authority for taking talent management initiatives in the organization.
- Should give retirement benefits to the employees.
- Housing facilities should be given.
- Growth opportunities should be given to the employees so that they become loyal to the organization.

Conclusion

On the basis of this study, it can be concluded that in ceramic industry majority of the talent is identified through result (Performance). Majority employees in ceramic industry feel that a particular member should be appointed who is responsible for talent management initiatives. Most of the ceramic companies leverage their existing talent to acquire competitive advantage while in few of the companies, they acquire new talent to gain advantage. Talent management initiatives in ceramic industries are taken through developmental experience while few of the companies use coaching.

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