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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 conversation on Talent Management, it is able to comprehend "Ability". Ability overall terms alludes to the capacities, abilities or the craftsmanship, an individual have in a specific field. It likewise alludes to those individuals who have high potential, scant information and ability or who can effectively achieve change and change in the association. Ability Management in an Organization, alludes to those uncommon stages an association receives to enlist, create and hold its pool of top ability. Ability Management additionally means an intentional methodology taken up by an association to draw in, create and hold individuals with the inclination and capacities to meet the current necessities as well as future hierarchical requirements. In the present ability hungry market situation, probably the best test that associations are confronting is to effectively pull in, evaluate, prepare and hold skilled representatives. Ability Management includes in itself the whole interaction of Planning, Recruiting, Developing, Managing, and Compensating representatives all through the association. Associations have understood the requirement for ability the board and are presently centering to create and hold the current ability in their association as opposed to attempting to obtain another ability in light of the fact that the expense of distinguishing, creating and holding the ability inside is more savvy as opposed to supplanting the ability which is lost from outer 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. 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.[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 tow 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 comparative.

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: ANOVA Test Results

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 (Ho) 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.

2.ANOVA TEST

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

Table: ANOVA Test Results

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 (Ho) 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.

3.T-TEST***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

Table: t-Test Results

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. 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: Correlation Result

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

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.

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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