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A STUDY ON TALENT MANAGEMENT AT LION DATES

R.Kasthuri¹, Mrs.N.Indumathi²

Final Year, Department of Management Studies, IFET College of Engineering,
Villupuram 605108 ,Tamilnadu, India¹

Senior Assistant Professor, Department of Management Studies, IFET College of Engineering, Villupuram
605108 ,Tamilnadu, India²

Abstract: Talent Management is a human resource management strategy that many organizations follow in order to retain staff for a long period of time. It is defined as the process of procuring talented employees, preparing them to move to higher positions, assessing and managing their performance and preventing them to leave the organization. The main focus of the study is to analyze the relationship between talent management and the organizational performance and also to suggest the ways of retaining effective talent in the organization for long run sustainability and growth of the company. For this a well-designed questionnaire is used and data is collected from both primary and secondary sources. The sample size is 150 employees from various software companies located in Trichy city. For this study convenience, sampling technique is used and data is analyzed with the help of statistical tool like percentage analysis, chi square is used. The findings of the study include that talent management practices have positive impact on organizational performance. In order to retain talented employees organizations need to focus on learning and development initiatives for the employees and also career enhancement opportunities should be provided that ultimately improves organizations productivity and performance.

Index Terms - Talent management, Importance of talent management, productivity and performance, career enhancement opportunities.

I. INTRODUCTION

Talent management is how employers recruit and develop a workforce that is as productive as possible and likely to stay with their organization long term. Talent management can help improve the overall performance of the business and ensure that it remains competitive. Talent management is the strategic process of acquiring, developing, and retaining skilled individuals to meet current and future organizational needs. It's about recognizing that a company's most valuable asset is its people and implementing practices to maximize their potential and contribution to the organization's goals. Onboarding processes ensure new hires are integrated smoothly through orientation programs and initial training. Performance management sets clear goals, provides regular evaluations, and offers continuous feedback. Learning and development initiatives enhance employees' skills and provide career growth opportunities. Succession planning identifies high-potential employees and prepares them for future leadership roles. Employee engagement and retention strategies, including competitive compensation and benefits, ensure a motivated workforce. Promoting diversity and inclusion fosters an equitable work environment.

1.1.1 Process of talent management

- **Recruitment and Selection:** Finding the right people for the right roles is essential. This includes identifying the necessary skills, experiences, and cultural fit required for success within the organization.
- **Onboarding and Integration:** Once talent is acquired, it's crucial to ensure a smooth transition into the organization. Proper onboarding processes help new employees understand their roles, responsibilities, and the company's culture.
- **Development and Training:** Investing in the continuous development of employees not only enhances their skills but also fosters loyalty and engagement. Development programs can range from technical training to leadership development initiatives.
- **Performance Management:** Setting clear goals and providing regular feedback helps employees understand expectations and track their progress. Performance management systems also provide opportunities for recognition and reward for outstanding contributions.
- **Succession Planning:** Anticipating future talent needs and identifying potential successors for key roles ensures continuity and minimizes disruptions in the event of leadership changes or departures.
- **Retention Strategies:** Creating a positive work environment, offering competitive compensation and benefits, and providing opportunities for career growth are essential for retaining top talent.
- **Employee Engagement:** Engaged employees are more productive, innovative, and loyal. Strategies to enhance engagement include fostering a sense of purpose, promoting work-life balance, and encouraging open communication and collaboration.
- **Improve business performance:** Talent management helps employees feel engaged, skilled, and motivated, allowing them to work in the direction of the company's business goals, which in turn, increases client satisfaction and business performance.
- **Higher client satisfaction:** A systematic approach to talent management means that there is an organizational integration and a consistent approach to management. When systems are more integrated, client satisfaction rates are usually higher, since they are dealing with fewer people and their needs are met more rapidly.

1.2 INDUSTRY PROFILE

The dates manufacturing industry is a crucial part of agriculture, focusing on the cultivation, processing, and distribution of dates – the sweet and nutritious fruit derived from date palm trees. This sector is particularly prominent in arid and semi-arid regions, notably across the Middle East, North Africa, and parts of Asia and the Americas. Cultivation involves careful palm selection, precise irrigation techniques, and pest management to ensure healthy fruit production. Harvesting is often done by hand to prevent damage to the delicate fruit. Following the harvest, dates undergo processing to eliminate impurities and excess moisture. Subsequently, the fruits are sorted based on factors such as size, quality, and ripeness. This step can be carried out using mechanical equipment or manual labor. After sorting, the dates are cleaned, and the grading process categorizes them according to quality levels, influencing their pricing and packaging. The packaging stage is vital to maintain freshness and extend shelf life. Dates are available in various forms, including fresh, semi-dried, or dried, and can be sold whole, pitted, or stuffed with different fillings. Distribution occurs through local markets, supermarkets, and international exports. Apart from the direct sale of whole dates, the industry produces value-added products like date paste, syrup, and snacks. These products serve both the food processing sector and consumers looking for natural sweeteners. Health-conscious consumers are drawn to dates due to their rich nutrient profile, which includes vitamins, minerals, and dietary fiber. These fruits offer an attractive alternative to refined sugar. The dates manufacturing industry holds economic significance, providing employment opportunities in cultivation, processing, and distribution. It also plays a vital role in the economies of producing countries. The dates industry encompasses a diverse range of activities from cultivation to distribution, with key players primarily situated in regions with arid climates such as the Middle East and North Africa. Cultivation involves careful management of date palms, including irrigation and pest control, with harvesting typically done manually. Various varieties of dates, each with distinct characteristics, are processed post-harvesting for quality assurance and preservation. Export markets play a crucial role in the industry's growth, with producers often adhering to international quality standards to ensure product safety and access to global markets.

II. LITERATURE SURVEY

In this paper (1) Hasan Dincer and Aslı Yuksel (2018) The study proposes a framework to understand the relationship between talent management and organizational performance, suggesting that investing in talent positively impacts key performance indicators. The study outlines a structured approach to assess the impact of talent management on organizational performance, advocating for strategic investment in talent to drive positive outcomes. The framework provides a roadmap for future research endeavors in this domain. The study employs a qualitative research approach, drawing on existing literature and empirical evidence to develop the framework. Concepts such as talent acquisition, development, and retention are central to the framework, emphasizing their role in driving organizational performance.

In this paper (2) Manuel Meier and Harald Koch (2019) The study examines the talent management practices in small and medium-sized enterprises, suggesting that tailored strategies can enhance competitiveness. The review systematically analyzes existing literature to identify best practices and challenges in talent management specific to small and medium-sized enterprises. The study employs a systematic literature review methodology, synthesizing findings from various sources to provide comprehensive insights. Concepts such as talent identification, succession planning, and organizational agility are explored to understand their implications for SME talent management.

In this paper (3) Fida Afiouni and Souha Hani (2019) The study explores the influence of national culture on talent management practices, suggesting that organizations need to adapt their strategies to cultural contexts for effective talent management. The study investigates the intersection of talent management and national culture, offering insights into how cultural nuances impact talent practices, particularly in the Middle East. By recognizing and navigating cultural differences, organizations can develop culturally sensitive talent strategies to maximize effectiveness and engagement. The study utilizes a qualitative research approach, conducting interviews and case studies to explore the relationship between national culture and talent management. Concepts such as Hofstede's cultural dimensions and cultural intelligence are employed to analyze cultural influences on talent practices.

In this paper (4) Monica Belu and Diana M. Barbu (2019) The study examines current trends in talent management in the digital age, emphasizing the importance of leveraging technology for effective talent strategies. The study provides an overview of emerging trends in talent management, focusing on the integration of digital technologies. By harnessing digital tools and platforms, organizations can enhance talent acquisition, development, and retention efforts in today's digitalized business environment. The study employs a literature review methodology, synthesizing findings from academic and industry sources to identify digital trends in talent management. Concepts such as artificial intelligence, big data analytics, and digital HR platforms are explored to understand their implications for talent strategies.

In this paper (5) Thomas G. Reio Jr and Diana L. Deadrick (2016) This study examines the virtual talent management practices and suggest that remote work and online collaboration offer opportunities to access a broader talent pool. The review explores the virtual talent management practices and identifies emerging trends and research directions in this field. By leveraging virtual technologies, organizations can overcome geographical barriers and access a diverse talent pool, enhancing flexibility and competitiveness. The study employs a qualitative research approach, synthesizing findings from existing literature to identify virtual talent management practices. Concepts such as telecommuting, virtual teams, and online collaboration platforms are explored to understand their implications for talent management in virtual environments.

In this paper (6) Ahmed Imran Hunjra, Huma Sarwar, and Muhammad Shahzad Ijaz (2017) This study focuses and suggest that effective talent strategies positively influence employee performance. The review provides a thorough analysis of existing literature on talent management and its impact on employee

performance. By synthesizing key findings, the study offers insights into the mechanisms through which talent management practices enhance employee productivity and organizational success. The study employs a quantitative research approach, conducting a meta-analysis of empirical studies to examine the relationship between talent management and employee performance. Concepts such as talent identification, performance appraisal, and training and development are explored to understand their impact on employee performance.

In this paper (7) Puja Arora and Samriti Sharma (2019) This study reviews the talent management practices in the 21st century, highlighting the need for organizations to adapt to changing workforce dynamics. The review examines contemporary talent management practices and their implications for organizations in the 21st century. By embracing flexibility, innovation, and inclusivity, organizations can develop agile talent strategies to navigate evolving workforce trends and remain competitive. The study employs a mixed-methods approach, combining quantitative analysis of survey data with qualitative insights from interviews and case studies. Concepts such as talent mobility, diversity and inclusion, and talent analytics are explored to understand their relevance in contemporary talent management practices.

In this paper (8) Jelena Nalbantis and Vasiliki Brinia (2018) This study focuses talent management, identifying gaps and proposing future research directions. The study offers a comprehensive overview of talent management literature, highlighting key themes, trends, and areas for future research. By synthesizing existing knowledge, the review provides a roadmap for advancing understanding and practice in talent management. The study employs a systematic literature review methodology, systematically searching and analyzing relevant literature to identify trends and gaps in talent management research. Concepts such as talent attraction, retention, and employer branding are explored to understand their implications for talent management practices.

In this paper (9) Fidan Aliyeva (2017) This study reviews the current literature on talent management, emphasizing the importance of strategic alignment and continuous development. The review provides insights into current trends and practices in talent management, focusing on strategic alignment with organizational goals and continuous development of talent. By adopting a strategic and proactive approach, organizations can build a sustainable talent pipeline to drive long-term success. The study employs a qualitative research approach, synthesizing findings from existing literature to identify emerging trends and best practices in talent management. Concepts such as talent retention strategies, leadership development, and talent analytics are explored to understand their implications for talent management effectiveness.

In this paper (10) Norberto Hoppen and Sandra Regina da Rocha-Pinto (2018) This study focuses on talent management literature, identifying key themes, authors, and research trends. The study provides a comprehensive overview of talent management literature using bibliometric analysis, offering insights into the evolution and current state of the field. By synthesizing scholarly contributions, the review informs future research directions and practice in talent management. The study employs bibliometric analysis, examining patterns and trends in talent management literature through citation analysis, co-citation analysis, and keyword analysis. Concepts such as talent acquisition, talent development, and talent retention are explored to understand their prominence and evolution in talent management research.

III. RESEARCH AND METHODOLOGY

3.1 Research Design

This study is based on Descriptive Research. A descriptive study is the one in which information is collected without changing the environment. Descriptive research is used to describe characteristics of a population or phenomenon being studied. The characteristics used to describe a situation or population are usually some kind of categorical scheme also known as descriptive categories.

3.2 Methods of Data Collection

We have made use of both primary and secondary data in this study.

3.2.1 Primary Data: Primary data includes information collected directly from the respondents.

3.2.2 Secondary Data: Data collected from annual reports, magazines, books, Journals, Company website etc formed the Secondary data.

The questionnaire was prepared, keeping in mind the objectives of the study by consulting experts in the field, and reviewed various published sources of information for the preparation of the tool.

3.3 Population

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 population here refers to all the employees in Lion Dates Impex Pvt Ltd.

3.4 Sampling Technique

A process used in statistical analysis in which a pre-defined number of observations will be taken from a larger population. The methodology used to sample from a large population will depend on type of analysis being performed. The sampling technique used here is Simple Random sampling

3.4.1 Sampling Size

The sample size of the project is 150 employees in Lion Dates Impex Pvt Ltd.

3.5 Statistical Tools

3.5.1 Percentage Analysis

Percentage Analysis is the method to represent raw streams of data as percentage (a part in 100- percent) for better understanding of collected data.

Percentage = (No of respondents / Total No of respondents) * 100

3.5.2 Chi – Square test

A chi-squared test, also written as χ^2 test, is any statistical hypothesis test wherein the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true. Without other qualification, 'chi-squared test' often is used as short for Pearson's chi-squared test. Chi-squared tests are often constructed from a sum of squared errors, or through the sample variance. Test statistics that follow a chi-squared distribution arise from an assumption of independent normally distributed data, which is valid in many cases due to the central limit theorem. A chi-squared test can be used to attempt rejection of the null hypothesis that the data are independent.

Chi-Square = $\sum (O-E)^2 / E$

Where O is the observed frequency and E is the expected frequency

3.5.3 Correlation Analysis

In statistics it normally refers to the degree to which a pair of variables are linearly related.

Correlations are useful because they can indicate a predictive relationship that can be exploited in practice. Correlation or dependence is any statistical relationship, whether causal or not, between two random variables or bivariate data.

3.6 Graphical Tools

3.6.1 Bar Chart

A bar chart or bar graph is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. A vertical bar chart is sometimes called a Line graph. A bar graph is a chart that uses either horizontal or vertical bars to show comparisons among categories. One axis of the chart shows the specific categories being compared, and the other axis represents a discrete value. Some bar graphs present bars clustered in groups of more than one.

B) OBJECTIVE OF THE STUDY

- To understand the significance of Talent Management for Lion Dates Impex Pvt Ltd.
- To study the impact of talent management on the organizational performance.
- To study the challenges that hinder Talent Management process in Lion Dates Impex Pvt Ltd.

C) NEED OF THE STUDY

- To identify essential skill sets required and competencies to be developed in all employees.
- To minimize the training costs by concentrating on the major and key development areas.

D) SCOPE OF THE STUDY

- It helps to identify the relationship between employee talent management and organization performance.
- It provides insights to HR managers to make a talent management a strategic tool to build employee engagement and thereby improving organization performance.

E) STATEMENT OF THE PROBLEM

1. Climate Change: Climate change poses a significant threat to date palm cultivation, as rising temperatures and changing precipitation patterns can disrupt traditional growing regions and affect yield and quality.

2. Pests and Diseases: Date palms are susceptible to various pests and diseases, including the red palm weevil, which can devastate entire plantations if not effectively controlled.

3. Water Scarcity: Date palms require substantial amounts of water, making them vulnerable to water scarcity in regions already facing water stress. Sustainable water management practices are essential to ensure the long-term viability of date cultivation.

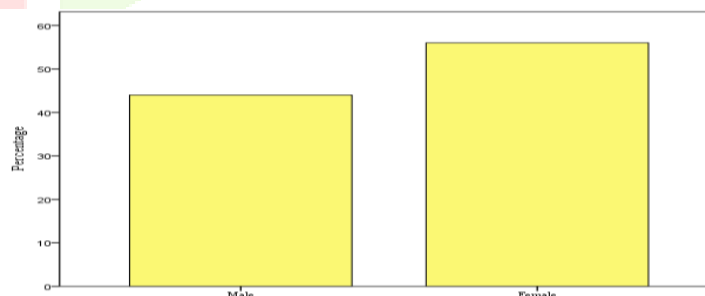
4. Labor Intensity: Date cultivation is labor-intensive, particularly during harvesting, where manual labor is often required to climb trees and hand-pick the fruit. Labor shortages or high labor costs can impact production efficiency and profitability.

DATA ANALYSIS AND INTERPRETATION**4.1 Percentage analysis****Gender of the respondents**

Table 4.1
Gender of the respondents

Particular	Frequency	Percentage
Male	66	44.0
Female	84	56.0
Total	150	100.0

Fig 4.1 Gender of the respondents

**Inference**

From the above table it has been inferred that responders of male are 44% and female are 56%.

Table 4.2
Age of the respondents

Particulars	Frequency	Percentage
20-30 years	81	54.00
30 – 40 years	68	45.33
40 – 50 years	1	0.67
Total	150	100.0

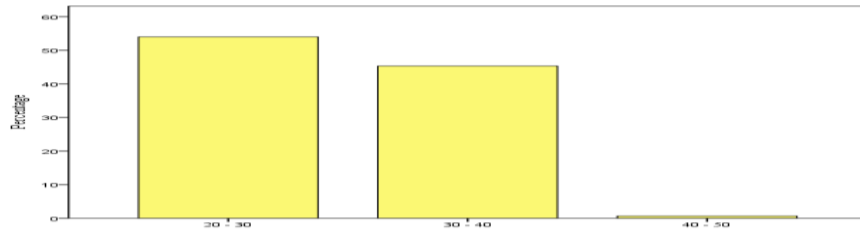


Fig 4.1 Age of the respondents

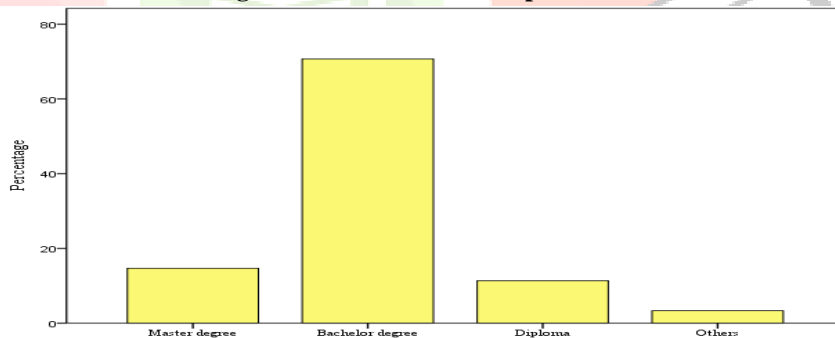
Inference

From the above table it has been observed that 54% of responders are from the age group of 20 – 30 years, 45.33% from 30-40 years, 0.67% from 40-50 years.

Table 4.3 Education of the respondents

Particulars	Frequency	Percentage
Bachelor degree	106	70.67
Diploma	17	11.33
Master degree	22	14.67
Others	5	3.33
Total	150	100.00

Fig 4.3 Education of the respondents



Inference

From the above table it has been observed that 54% of responders are from the age group of 20 – 30 years, 45.33% from 30-40 years, 0.67% from 40-50 years.

4.2 Chi – Square Test

Null Hypothesis: There is no association between performance reviews and employee productivity.

Alternative Hypothesis: There is an association between Performance reviews and employee productivity.

Table 4.37 Cross Tabulation

Cross tabs		Employee productivity					Total
		Extremely Positive	Negatively	Neutral	Positively	Slightly	
Performance reviews	Annually	2	0	6	113	1	122
	Bi-annually	1	0	0	4	1	6
	Occasionally	2	0	1	1	1	5
	Quarterly	1	0	0	12	0	13
	Rarely	0	2	2	0	0	4
Total		6	2	9	130	3	150

Table 4.38 Observed frequency of variable 1

Performance reviews		
Parameters	Observed Frequency	Expected Frequency
Annually	122	30.0
Bi-annually	6	30.0
Occasional	5	30.0
Quarterly	13	30.0
Rarely	4	30.0
Total	150	-

Table 4.39

Observed frequency of variable 2

Employee productivity		
Parameters	Observed Frequency	Expected Frequency
Extremely positive	6	30.0
Negatively	2	30.0
Neutral	9	30.0
Positively	130	30.0
Slightly	3	30.0
Total	150	-

Table 4.40 Chi – Square test

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	132.425 ^a	16	.000
Likelihood Ratio	51.370	16	.000
N of Valid Cases	150		
a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .05.			

Inference

From table 4.40, Value of $p=0.000$ which is less than 0.05. Null Hypothesis is rejected.

There is an association between performance reviews and employee productivity.**V.CONCLUSION****5.1 Findings**

- It is found that the survey comprised 44% male and 56% female respondents.
- It is found that the majority of respondents (54%) are in the 20-30 age group, followed by 45.33% in the 30-40 age bracket.
- It is found that 70.67% of respondents have bachelor's degrees.
- It is found that 94% of respondents have 0 - 5 years of work experience.
- It is found that 64.67% of respondents are married, while 35.33% are unmarried.
- It is found that most respondents (67.33%) have salaries in the 20,000 to 30,000 range.
- It is found that communication barriers hindering talent management strategies are perceived to be moderate to high by 90% of respondents.
- It is found that the organizational structure is perceived to support talent management initiatives well by 82% of respondents.
- It is found that the null hypothesis was rejected as the p-value was less than 0.05, indicating a significant difference.
- It is found that there is a positive correlation ($r = 0.350$) between succession planning and achievement of goals and targets, indicating a significant relationship.

5.2 Suggestions

- The management need to attract a mix of both men and women through their recruitment methods.
- They have to create training programs for employees with less than 5 years of experience and bachelor's degrees, considering their current salaries.
- The communication channels need must be improved for better understanding and engagement with talent management initiatives.
- Management should regularly gather feedback from employees to check their satisfaction level over talent management.
- They should encourage collaboration between departments will strengthen our talent management efforts and promote a unified company culture.

5.3 Conclusion

- In conclusion, this study focused on talent management that are imparted in Lion Dates Impex Pvt Ltd.
- This research is conducted by a survey with the help of questionnaire to evaluate talent management and continuous evaluation and adaptation of talent strategies are essential to cope with evolving diversity and inclusion goals.
- This study concludes that these findings concentrate on the importance of talent management in driving organizational success and highlight key areas for improvement to optimize employee engagement, satisfaction, and performance.

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