



Article : TALENT ACQUISITION MANAGEMENT : SPINNING AND WEAVING MILLS IN KERALA

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INTRODUCTION :

India Textiles industry is none of the leading textile industries in the world. Through was predominantly unorganized industry even a few years back, but the scenario started changing after the economic liberalization of Indian economy in 1991. Indian textile industry largely depends upon the textile manufacturing and export. It also plays a major role in the economy of the country. India earns about 27% of its total foreign exchange through textile exports. Further, the textiles industry of India also contributes nearly 145 of the total industry industrial production of the country. It also contributes around 3% to the GDP of the country. India textile is also largest in the country in terms of employment generation. It not only generates jobs in its own industry, but also opens up scopes for the other ancillary sectors. Indian textiles industry currently generates employment to more than 35 million people. It is also estimated that, the industry will generate 14 million new jobs by the year 2013. This unique industry structure is primarily a legacy of government policies that have promoted labor intensive. Currently it is estimated to be around to be US\$ 52 billion and is also projected to be around US\$ 115 billion by the year 2012. The share of exports is also expected to increase from 4% within 2013. The inevitable problems faced by the industry is to make the industry technologically up-to-date rather than expand capacity as such. However, the problem not been fully tackled and it is of utmost importance that the whole industry is technologically updated. India has become the outsourcing capital of the world and this has created its own set of HR challenges. India's biggest problem is that qualified graduates are becoming scarce. Despite the large population, the supply of engineers cannot keep up with the sharply increased demand.

Recent business factors, such as increasing competition and the shortage of talented workers, have encouraged organization to focus on the results of the full talent acquisition life cycle. As a result, the scope of the process has grown to include a greater emphasis on planning staff requirements, attracting a pool of

talented candidates, using new techniques for sourcing and screening candidate greater emphasis on assessing candidate skills and verifying backgrounds, and ensuring an effective on-boarding process. By expanding the scope of the talent acquisition and focusing on measuring the end result of the full process, organization are better meeting their talent acquisition goals.

Talent acquisition is the process for planning, sourcing, assessing, hiring, and on-boarding of new or existing employees into appropriate positions within the organization. The process applies to all types of employment relationships including full and part time employees, contractors, contingent staff, or outsourced worker relationships. The focus of the process is on attracting talented workers to the organization. It takes Talent to spot Talent! In an organization, there is nothing more crucial than fitting the right employee in the right position. Proceeding to the acquisition of the right employees the Organization need to have a vision and a well defined strategy to attract and retain the best available talent which is **Talent Management**.

NEED OF THE STUDY :

The supply side requirements and the technology imparted in the textile industry puts pressure on companies to attract the best talent and ensure that employees join the company and choose to stay in the organization rather than look for opportunities elsewhere. Present study is supposed to find out the existing Indian talent scenario so as to analyze its emerging challenges and trends.

OBJECTIVES OF THE STUDY :

1. To attract talented individuals to work for the organization.
2. To place right people in the right positions and to ensure a pool of readily available talent.
3. To identify various upcoming trends and challenges of talent acquisition management.
4. To identify the ways to retain the best talented employees for the organization

RESEARCH METHODOLOGY :

The research design which is adopted in this project report is a “descriptive research design”. The Method of Data collection was both Primary and Secondary data. The primary data was collected through questionnaire method. The primary

data comprises of the respondent on “Training program ”. Secondary data about the organization was collected , referring to the organization manuals and thorough the company’s intranet facility. Other information regarding the project, research methodology etc. were collected through books, journals, internet etc. Data regarding the company information was taken from the database of the company. The researcher adopted simple random method for the study which includes 100 respondents out of 477. The sampling method adopted is simple random sampling. The questionnaire used is a structured questionnaire.

HYPOTHESIS :

* There is no significant difference between the respondents’ age and Employee development in job rotation.

* There is no significant difference between the respondents’ Experience and promotion decisions.

* There is no significant relationship between executives taking active interest in their juniors and juniors using it as an opportunity for development.

* There is no significant relationship between organizations identified top performers, core skills and reward any contribution made by employees.

REVIEW OF LITERATURE :

Today, companies have become fiercely competitive when it comes to attracting and retaining talent. According to Branham, 75 per cent of the senior executives admit that employee retention is a major concern today, the obvious reason being the ‘increasing rate of turnover’. This dynamically changing and volatile demand-supply equation with such erratic attrition trends and cut throat competition has led organizations to focus on mechanisms pertaining to attracting and retaining talent. It is an accepted truth that turnover will happen and companies need to devise a strategy to curb unprecedented turnover from affecting organizational success. Any Organization needs to have a vision and a well defined strategy on hiring for the future. We should have the right talent to attract and retain the best available talent for which a number of measures for talent management are required [Karthikeyan, 2007]. Emphasis has been paid on initiatives that can be put in place to help organization to retain and nurture the talent [Pandit, 2007]. The fundamental aspects about the definitions of human recourses have been discussed and planning of new models has been discussed.

The need to disband the conventional school of thoughts about organizational behavior has been advocated and a new approach has been suggested for HR [Anandaram] The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People by Lance A. Berger "This is an outstanding reference work that succinctly explains a simple and practical approach to the identification, assessment and management of talent in the current, dynamic operating business environment. The book plainly gives advice on how to avoid high staff turnover, poor morale, and poor performance."

DATA ANALYSIS :

Table 1 shows the opinion of the respondents regarding, the seniors delegates authority to juniors and the juniors use it as an opportunity for development. It is clear that 28%of the respondents' opinion is always, 27%of the respondents opinion is usually, 21% of the respondents' opinion is often, 12%of the respondents feel rarely, 12%of the respondent's feel never.

Table 1 : When seniors delegate authority to juniors, the juniors use it as an opportunity for development

Options	Frequency	Percentage
Always	28	28%
Usually	27	27%
Often	21	21%
Rarely	12	12%
Never	12	12%
Total	100	100%

Sources: primary data

Table 2 shows the opinion of the respondents regarding, Senior officer/ executive in the organization take active interest in their juniors and help them learn their job. It is clear that 36%of the respondents' opinion is always, 12%of the respondents opinion is usually, 20% of the respondents' feel often, 20%of the respondents are feel rarely, 12%of the respondent's opinion is never.

Table 2 : Executive in the organization take active interest in their juniors and help them learn their job

Options	Frequency	Percentage
Always	36	36%
Usually	12	12%
Often	20	20%
Rarely	20	20%
Never	12	12%
Total	100	100%

Sources: primary data

Table 3 shows the opinion of the respondents regarding, the Job rotation in the organization facilitates employee development . It is clear that 12%of the respondents' opinion is always, 20%of the respondents opinion is usually, 12% of the respondents' opinion is often, 16%of the respondents feel rarely, 40%of the respondent's feel never.

Table 3 : Job rotation in this organization facilitates employee development

Options	Frequency	Percentage
Always	12	12%
Usually	20	20%
Often	12	12%
Rarely	16	16%
Never	40	40%
Total	100	100%

Sources: primary data

Application of Chi-Square test popularly known simplest and most widely used

non-parametric tests is used to test the goodness of fit between two variables where one variable is dependent on the other variable. Table 4 depicts the cross table of the variables considered for the Hypothetical analysis, such as age of the respondents and Employee development in job rotation resulting Null Hypothesis (H0) accepted (Calculate value is 8.090688 < Table value 21.026055 at 5% level of significance).

CHI-SQUARE ANALYSIS (i)

H0 : There is no significant difference between the respondents' age and Employee de rotation

Table 4 : Cross table of Age distribution and the Opinion towards Employee de rotation

Age	Responses				
	Always	Usually	Often	Rarely	Never
21-30	2	4	6	2	2
31-40	4	6	4	2	2
41-50	4	6	8	6	6
51 and Above	4	8	12	10	2
Total	14	24	30	20	12

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

$$X^2 = 8.090688$$

Degrees of freedom = (4-1)(5-1) = 12

Calculate value is 8.090688. The table value for d.f. = 12 at 5% level of significance is 21.026055.

Conclusion: Since calculated value of Chi-Square is less than the tabulated

value the null hypothesis is accepted. So, it is concluded that there is no significant relationship between the respondents Age and Employee development in job rotation.

Table 5 is the cross table of Experience and promotion decisions of the respondents also resulting Null Hypothesis (H₀) accepted (Calculate value is 8.261599 < Table value 21.026055 at 5% level of significance).

CHI-SQUARE ANALYSIS (ii)

H₀ : There is no significant difference between the respondents' Experience and prom

Table 5 : Cross table of the respondents' Experience and promotion decisions

Experience	Responses					
	Always	Usually	Often	Rarely	Never	
1-5 yr	4	2	8	7	7	
6-10 yr	2	6	7	8	7	
11-15 yr	2	2	6	8	2	
16-20yr	2	2	1	5	2	
21and Above	22	2	2	2	2	
Total	12	14	30	30	20	

$X^2 = 8.261599$

Calculate value of Chi – square is 8.261599.The table value for d.f= 16 at 5% level of significance is 21.02605

Conclusion: Since calculated value of x² is less than the tabulated value the null hypothesis is accepted. So, it is concluded that there is no significant relationship between the respondents Experience and promotion decisions.

F-test is applied for testing the relationship between executives taking active interest in their juniors and juniors use it as an opportunity for development in Table 6 where $F = 0.4 < F_{0.05} = 6.3883$ and therefore Null Hypothesis (H_0) is accepted.

F TEST(i) :

H_0 : There is no significant relationship between executives taking active interest in their juniors and juniors use it as an opportunity for development.

Table 6 :

X_1	X_2	$(x_1 - \bar{x})$	$(x_1 - \bar{x})^2$	$(x_2 - \bar{x})$
0	16	0	0	4
30	28	-10	100	-8
18	32	2	4	12
18	14	2	4	6
14	10	6	36	10
$\sum x_1 = 100$	$\sum x_2 = 100$	$\sum (x_1 - \bar{x}) = 0$	$\sum (x_1 - \bar{x})^2 = 144$	$\sum (x_2 - \bar{x}) = 0$

$F = 0.4$

Result : From the table the d.f is calculated as $r_1 = 4$ and $r_2 = 4$, F at $0.05 = 6.3883$. of F is less than the table value. So the Null hypothesis is accepted.

Table 7 the relationship between organizations identified top performers, core skills and reward and the contribution made by employees where $F = 0.2 < F_{0.05} =$

6.3883 and therefore Null Hypothesis (H0) is accepted .

F TEST (ii)

H0 : There is no significant relationship between organizations identified top performer and the contribution made by employees.

Table 7 :

X1	X2	$(x1 - \bar{x})$	$(x1 - \bar{x})^2$	$(x2 - \bar{x})$
18	12	2	4	8
26	16	-6	36	4
20	18	0	0	2
16	20	4	16	0
20	34	0	0	-14
$\sum x = 100$	$\sum x2 = 100$	$\sum (x - \bar{x}) = 0$	$\sum (x - \bar{x})^2 = 56$	$\sum (x2 - \bar{x}) = 0$

$F = 0.2$

Result : From the table the d.f is calculated as $r1 = 4$ and $r2 = 4$, F at calculated value of F is less than the table value. So the Null hypothesis is accepted.

FINDINGS :

Retaining the current talent is top priority for the organization Sales and business development are the two areas where retaining talent is most difficult. Class room workshop, mentoring and coaching are usually used by the organization to carry out talent acquisition activities. Overall 32 % employee are extremely satisfied where as 52% are satisfied with their organization . More than 60% of the respondents view organizational culture as a main driving force for the

new talent and for the existing talent.

Basic pay and Job security are the two main areas for retaining talent in coming years. Other than this, training plays an important role in motivating the employees. The employees want more training in their specified job. The graph of sales and production of the company shows a declining tendency but now the mill overcomes all its problems through modernization, capacity utilization and different marketing strategies. Mill has opened new units in the year 2010 and installed modern spinning frames in order to increase the production in three times than the existing production. The Mill consists of efficient labour power and keeps better relationship among the employees. Most of the covered companies have talent specific initiative in place and they give them top priority in their organization, In future they also have exclusive staff member for managing talent initiatives.

RESULTS OF THE STUDY :

Creating policies that encourage career growth and development opportunities and identifying gaps in current employees and candidate competency levels, more certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation. The organization should identify the crucial talent initiative to attract and retain the employee. They should know which talent management elements can have the greatest impact on the business and therefore provide a better basis for prioritization and implementation. The working culture of the organization should be improved and maintained to retain talent in long run. Thorough utilizing all the facilities available to the mill in a better manner and adoption of innovative strategic plans and policies by the management will lead to attain overall goals and objectives of the company. By implementing an effective talent acquisition management strategy, including integrated data, process, and analytics, organization can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

CONCLUSION :

It is concluded that research by effective performance management system is a key tool of communication & motivation within the organization. There should be the strong support from management for carrying out fair and transparent performance appraisal system. If employer has to reduce the labour turn over he has to reward and develop his employees. If employees are satisfied definitely

brand and profit is created into the market. So based on performance there should be some incentives and benefits & promotion policies to the employees, there can also be non-monetary benefit. The frame work for Performance Appraisal system has its core elements as improving individual performance in accordance with organizations performance keeping in mind employee's personnel goal. As employees are valuable assets for every organization –by taking an overview on performance Appraisal system and its profitability to corporate in certain cases the employees may be motivated and on other hand employees are demotivated. But the end result is that unless and until we all are not working as a team organization cannot achieve its productivity, quality and profitability .So the performance Appraisal system should be taken in a positive way. Organisational capabilities will be build by identifying Key result areas of every individual .Based on the same training need will also be identified.

The best performer gives the quality work, where effective performance appraisal has a positive effect on corporate performance & profitability.

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