

A STUDY ON EMPLOYEE TALENT MANAGEMENT STRATEGIES TOWARDS GRB DAIRY FIRM PVT LTD WITH SPECIAL REFERENCE TO HOSUR

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Abstract—*The purpose of this thesis is to investigate talent management and how company should work with talent management in order to retain and manage technical specialists in a technical career. Talent management is found to be important for modern organizations because of the advent of the knowledge economy, new generations entering the workforce and the need for businesses to become more strategic and competitive, which implies new ways of managing human capital. Furthermore, talent management is motivated by the fact that it has been found to lead to higher corporate profits when it is connected to the corporate strategy. The research method in this thesis is qualitative, and based on a case study of an organization in Norway active in the dairy industry, where qualitative semi-structured interviews have been performed. Moreover, the findings are compared to a set of company located in Hosur, which are similar in size to the case company and have similar needs for technical competence. The analysis of the empirical material in conjunction with the literature leads to our suggestions that there is a need for connecting the HRM practices with the corporate strategy, that the career concept needs to be redefined, and that talent management needs to integrate HR practices. Furthermore, communities of practice are suggested as a tool for developing technical specialists and rewarding them in their work. To guide organizations in executing talent management, we propose a model based in the strategy of the GRB Dairy firm at Hosur.*

INTRODUCTION

Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent-management strategy should link to business strategic to function more appropriately.

REVIEW OF LITERATURE

Nina Pavcnik (2015) Has concluded that although many developing countries have experienced growing income inequality and an increase in the relative demand for skilled workers during the 1980s, the sources of this trend remain a puzzle. This study examines whether investment and adoption of skill-biased technology have contributed to within-industry skill upgrading in Chilean plants. Using semi parametric and parametric approaches The use of imported materials, foreign technical assistance, and patented technology affect the relative demand for skilled workers are skilled.

Giorgio BarbaNavaretti et al (2016) this paper examines the link between imported technologies and a country's export performance, as measured by product quality. The analysis is set in the background of the process of regional integration between the European Union (EU) and its neighbouring developing countries. The underlying question is whether trade integration fosters or dampens learning and technological upgrading. We find that unit values of exports from these countries to the EU rose steadily between 1988 and 1996, relative to the unit values of world exports to Europe. If increases in unit values satisfactorily proxy increases in product quality, then trade integration has fostered product upgrading and technological learning in the sample countries.

Anil Arora et al (2016) Increase in business across international borders has led to many studies demonstrating the need for “global” managers. However, few operational frameworks for a global mind-set have been proposed. This paper discusses the characteristics of such a global mind-set in terms of conceptualization/contextualization abilities. In particular, the paradigm developed by Kefalas [Thunderbird Int. Bus. Rev. 40 (6) (1998) 547-561] was used to determine whether managers in U.S. roofing and apparel industries can be defined as “globally minded”. Empirical results indicate that U.S. managers scored higher on conceptualization than on contextualization. The study demonstrates the importance of training on the development of global mind-sets and the need for U.S. managers to improve their abilities in adapting to the local context, i.e., contextualization. It is recommended that global corporations should place more emphasis on the training of these skills prior to international assignments of their managers.

Mark S. Freel (2017) Investigates the pattern of association found between firm-level innovativeness and a variety of indicators of skills, skill requirements and training activity. In doing so, the study was able to distinguish between types and level of innovation (i.e. product or process, novel or incremental) and between manufacturing and service firms. In broad terms, the key findings serve to underline the importance of intermediate ‘technical’ skills, rather than higher level ‘technology’ skills. However, perhaps the most fundamental observation is the recognition that Employee quality has a dynamic component, in addition to the static elements commonly measured.

Geisheckeret al., (2017) Argues that owing globalization and increasing fragmentation of production will lead to reductions in wages for low-skilled workers in developed countries. This claim has been substantiated by empirical research which finds that, on average, fragmentation can reduce the relative wage of low-skilled workers. However, trade theory is not as clear-cut on this issue. It is found that the effect of fragmentation on workers depends not only on the skill group of workers but also on the skill integrity of the industry.

Susan Chun Zhu(2018) Since the late 1970s, both developed and developing countries have experienced skill upgrading; that is, a rise in skilled labour’s share of employment and payroll. In this study, the extent to which skill upgrading can be explained by product cycles, that is, by U.S. innovation and the subsequent relocation of production to U.S. trading partners. The following conclusions obtain. (i) Product-cycle trade is strongly and positively correlated with skill upgrading in a large panel of production about manufacturing and countries. (ii) No such correlation is apparent for conventional trade measures that do not differentiate between product-cycle goods and non-product-cycle goods. (iii) Product-cycle trade is at least as important as other previously identified domestic sources of skill upgrading such as capital deepening.

Rim Ben AyedMouelhi (2018) This paper investigates the impact of the trade liberalization process in Tunisia on employment by distinguishing different skills and different types of firms using micro level data covering the period of 1983–1994. There is considerable disagreement among analysts on the impact of recent trade reforms upon Employee. Our contribution to these debates in this paper is essentially an empirical issue. The analysis of a Tunisian firm’s data may be viewed as an attempt to apprehend how employment in Tunisia, a developing country, adjusted to the trade reforms. Using micro-level detail on individual firms, we are able to trace the relationship between changes in trade policies and manufacturing employment at firm level and by skill. Although trade reforms are generally implemented at the sector level, their effects may vary significantly across firm characteristics such as output orientation. We measure the effects of trade policy on employment according to different types of firms. We also associate changes in employment directly with a measure of change in trade protection, rather than linking them to changes in imports and exports which would be more common. The results suggest that the impact of trade liberalization on Employee demand depends on a firm’s characteristics. In particular, the estimates obtained suggest that trade liberalization has beneficial effects on employment for exporting-firms. Conversely, trade liberalization has negative and disciplinary effects on employment for domestically oriented firms.

Brenton et al. (2019) suggest a number of reasons why the clothing sector has played such an important role in economic development. The sector absorbs large numbers of unskilled Employee, typically drawing them from rural agricultural households to rural locations. Despite relatively low start-up investment costs, expansion of the sector provides a base upon which to build capital for more technologically demanding activities in other sectors. Growth of the sector allows imports of more advanced technologies to be financed through revenues gained from thirupur garment exports.

Hyunjoo Oh (2019) he authors explore the potential that Virtual Reality (VR) offers for the future of furniture retailing. For that purpose, they develop an Internet-based Virtual Reality Integrated Solution (VRIS) system that allows viewers to select furniture (sofa, chair, and table) to set up a living room. They also develop a two-dimensional static, image-based system as a control to test the effectiveness of VR over conventional formats of two-dimensional interfaces. The

results demonstrate that enhancing consumers' ability to visualize furniture coordination produces significant, positive differences in their product, Employee skill experiences and decision-making. The authors propose that VR-integrated Web sites should function as a virtual front door to brick-and-mortar stores.

Stefano Elia et al (2020) The present paper adds to the literature investigating the effects of outward FDI on the home country employment and skill composition. Considering the “industrial region” as the unit of the analysis, we capture both direct and indirect effects of foreign production on the parent company and its environment. The empirical evidence refers to the internationalisation of production by Italian firms throughout the period 1996–2002, and it shows that foreign activities have a negative impact upon the demand for low skilled workers in the parent company's “industrial region”, but also on the demand for high skilled workers when FDI are addressed to high income countries.

Nordas (2020) Has studied the characteristics of the industry (relatively low capital intensity; low investment costs; and use of low skilled Employee), also mean that the industry is relatively footloose and able to adjust to changing market conditions quickly Trade policy regulations has had a major impact on the pattern of roofing and clothing production and are likely to do so in the near future. China has become a very important player now that restrictions on its trade are progressively being lifted. This has intensified competition for traditional roofing and clothing producer’s especially small and remote countries.

RESEARCH GAP

Research gap is a research question or problem which has not been answered appropriately or at all in a given field of study. This stage is very crucial to proceed with writing literature review since research questions can be framed only when the gap is identified. The gap itself becomes the purpose of your research in the later stages. Our team of skilled experts guide you in selecting appropriate technical paper to identifying research gaps.

Literature Gap

The expression “literature gap” is used with the same intention as “research gap.” When there is a gap in the research itself, there will also naturally be a gap in the literature. Nevertheless, it is important to stress out the importance of language or text formulations that can help identify a research/literature gap or, on the other hand, making clear that a research gap is being addressed.

RESEARCH METHODOLOGY

STATEMENT OF THE PROBLEM

This is an attempt to find out the level of satisfaction observed by the workers skill of the company regarding the Employee skill gap analysis. The analysis and findings will be useful to improve the training development to the workers enforce by the firm. The analyses add to general feeling of satisfaction with the company and reduce employee’s turnover.

OBJECTIVES OF THE STUDY

Primary objectives: A study on employee talent management strategies in GRB Dairy foods Pvt Ltd at Hosur

Secondary objectives

- To identify the skill talent requirements for the Employee to manage in dairy food industries
- To identify the Employee skill talent management with training by the firm
- To understand the need and implementation of skill development programmes for the Employees in firm
- To evaluate the effects of talent management programmes on performance indicators to the Employees
- To develop a model relating strategic and talent management in GRB Dairy foods
- To provide suitable suggestions based on this study

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods techniques but also the methodology.

RESEARCH DESIGN

The formidable problem that follows the task of defining the research problem is the preparation of the design of the research, popularly known as the “research design”. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data.

SAMPLE DESIGN

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a convenience or inference about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it.

TYPES OF RESEARCH

The research was of descriptive design; aim to procure a clear, complete and accurate description of the situation.

DATA SOURCE

Data was taken mostly through primary data. However company and product profiles were referred too. A structured UN- disguised interview schedule was designed to collect data source. The schedule method was opted since the method would help to concise amount of information.

QUESTIONNAIRE

A good care was taken by the researcher to design the schedule. All the objectives were taken into consideration while designing the hand-out. More of the closed and few ended questions were asked for the survey.

STUDY AREA

The survey was conducted in Hosur.

PERIOD OF STUDY

The study was held during the period of Three months

3.3.3 SAMPLING TECHNIQUES

The sampling techniques was used for the survey was convenience sampling.

SAMPLING SIZE:

The sample size is certified to its nature of data collection .data collection is based on the primary data.120 respondents are taken as the sample for this study.

3.3.4METHODS OF DATA COLLECTION

DATA SOURCES: Data in the study are of two types:

- Primary data
- Secondary data

PRIMARY DATA

Primary goal is original and collected by the researcher freshly. In this study primary data was collected through interview schedule. A interview schedule is a popular means of collecting primary data. A interview schedule is a list of question for getting to know the opinion & information from the respondents.

SECONDARY DATA

Secondary data is the data, which is already available. It can be obtained through company records, internet and some data collected from the observation method by the researcher.

ANALYTICAL DESIGN

- Simple Percentage Method
- Chi square analysis
- Correlation analysis

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE TEST

Ho – There in no significant relationship between Age and team work and involvement.

Ha –There in a significant relationship between Age and team work and involvement.

Age * Work and involvement Cross tabulation							
		work and involvement					
		Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied.	Total
Age	below 25	31	0	0	0	0	31
	26-35	3	39	2	0	0	44
	36-50	0	0	18	15	4	37
	above 50	0	0	0	0	8	8
Total		34	39	20	15	12	120

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.826E2 ^a	12	.000
Likelihood Ratio	254.030	12	.000
N of Valid Cases	120		
a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .80.			

Interpretation: The significant value (0.80) is > greater than the P value (0.000). Hence null hypothesis in accepted so there in no significant relationship Age and team work and involvement.

CORRELATIONS

The table shows that the relationship between age and year of experience.

Correlations			
		Age	Year of experience
Age	Pearson Correlation	1	.911**
	Sig. (2-tailed)		.000
	N	164	164
Monthly income	Pearson Correlation	.911**	1
	Sig. (2-tailed)	.000	
	N	164	164

Correlation is significant at the 0.01 level (2-tailed)

Correlations				
			Age	Year of experience
Kendall's tau_b	Age	Correlation Coefficient	1.000	.839**
		Sig. (2-tailed)	.	.000
		N	164	164
	Year of experience	Correlation Coefficient	.839**	1.000
		Sig. (2-tailed)	.000	.
		N	164	164
Spearman's rho	Age	Correlation Coefficient	1.000	.873**
		Sig. (2-tailed)	.	.000
		N	164	164
	Year of experience	Correlation Coefficient	.873**	1.000
		Sig. (2-tailed)	.000	.
		N	164	164

Correlation is significant at the 0.01 level (2-tailed). Pearson Correlation Value: **0.000**

RESULT: This is a positive correlation. There are relationships between age and year of experience.

FINDINGS

- It is Majority 36.6% of the respondents are age group between 26-35 years.
- It is Majority 60.8% of the respondents are Male category.
- It is Majority 34.2% of the respondents are UG qualification.

- It is Majority 63.3% of the respondents are 0-5 years' experience.
- It is Majority 51.7% of the respondents are Not attend any training programe.
- It is Majority 22.5% of the respondents are Technical training programe attend.
- It is Majority 31.7% of the respondents are Agree that training programe helps to improve our talent.
- It is Majority 34.2% of the respondents are High level knowledge and talent gained from training.
- It is Majority 26% of the respondents are 46.7% of the respondents are Follow performance appraisal method.
- It is Majority 34.2% of the respondents are Training method implement.
- It is Majority 35.8% of the respondents are Satisfied the job involvement.
- It is Majority 29.2% of the respondents are Satisfied the Company policy.
- It is Majority 32.5% of the respondents are Satisfied the Team work and team involvement.
- It is Majority 59.2% of the respondents are Require training for improve our performance.
- It is Majority 24.2% of the respondents are Existing staff requirement for skill shortage
- It is Majority 62.5% of the respondents are skill enhancement programs.
- It is Majority 49.2% of the respondents are Medium work load.
- It is Majority 27.5% of the respondents are agree that know about operate automated machine.
- It is Majority 28.3% of the respondents are agree that Rectify technical problem.
- It is Majority 30.8% of the respondents are agree that Complete the task with frame time.
- It is Majority 31.7% of the respondents are agree that Reduced wastage
- It is Majority 36.7% of the respondents are Performance level of self-confident is High.
- It is Majority 32.5% of the respondents are Learning capacity is High.
- It is Majority 35.83% of the respondents are Performance is High.
- It is Majority 38.33% of the respondents are High Level quality.
- It is Majority 27.5% of the respondents are Reduction in wastage is High.
- It is Majority 29.17% of the respondents are Accident reduction is High.

SUGGESTION

- The employees to improve their personal talent / work talent to update the latest skill existing in the firm not only that will be useful for their future as a matter of career development but also it helps the organization to implement modern methods which they may be comfortable enough to participate without lack in talent.
- The employees may be communicated properly to understand their job responsibilities and make them aware about their job nature and the expectations to explore their potential to add value to the individual as a personal growth and also to contribute to the growth of the company.
- This may create attrition which will in turn may affect to company's productivity and growth.
- The present study found that some of the respondents in the organization feel that the infrastructure facilities prevailing in the organization is not satisfactory.
- This improves on the talent of the operators for better performance was lacking in this and the gap can be filled with a training module for specific operations.

CONCLUSION

Talent management and development should form part of an effective response to changing conditions. Technology and trade have significant impacts on firm whatever their level of development. Climate change may have a similar impact in the future. Technological changes offer the potential for higher productivity and GRB Dairy firm and have created new jobs with new talent but have also resulted in job losses and changing talent requirements. Trade policy offers new opportunities and the potential for participating in growth value chains, but also poses transition challenges for domestic industries. Climate change is likely to alter patterns of energy use, impacting on how firm on ducts its operations and raising demand for new talent across the firm.

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