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**NATIONAL INSTITUTE OF
PERSONNEL MANAGEMENT**

SPECIAL ISSUE ON

Leveraging Talent Management To Ensure Organization Growth

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LEVERAGING TALENT MANAGEMENT TO ENSURE ORGANIZATION GROWTH

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FOREWORD**Amit Vashist**

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**“NURTURING TALENT- FOUNDATION FOR
GROWTH OF ORGANIZATION”**

I am indeed happy that National Institute of Personnel Management (NIPM) is coming out with Vth issue of its Research Compendium on important theme “Leveraging talent management to ensure organization growth”. I consider myself privileged to contribute my thoughts by way of this forwarding note to be included in the issue.

Defining talent may be the most difficult step to begin with. Each individual may hold his own views on what would qualify as talent. Talent in one’s estimate may be something wholly mediocre for another. Organisations will always have their own priorities, requirements and limitations— each one informing the basis how talent would get evaluated and what, to begin with, will qualify as talent.

There is a general tendency to confuse skill with talent. While skills may be the degree of perfection in a field; talent, on the other hand, refers to the potential an individual may hold to excel. That way talent is a future skill—a skill to be developed in the present and utilised in future.

A good estimate of how an organisation will perform in the long run could be had from how it treats its talent today. Organisations that have sound traditions of attracting and nurturing talent will always gain in the long run and emerge as long lasting institutions. The human capital advantage such organisations have can hardly be denied. In fact, the longevity of any institution is always a function of its human capital advantage. The challenge before the HR managers to attract, nurture and retain talent is, therefore, real. Organisations now look for a long lasting relationship with the talent they develop and nurture. In what way and manner this could be done? ; what HR practices will promote talent retention—are questions that require further study and research.

I am hopeful that this edition of the Research Compendium will prove to be insightful on the issue. Many contributors to the edition are practicing HR managers— persons with hands on experience in nurturing and upbringing talent in their respective organisations. Their insightful thoughts and experiences, I am sure, would be enlightening for us.

FOREWORD

Mr. Vishwesh Kulkarni
National President, NIPM
Chairman, Yashaswi group

**LEVERAGING TALENT MANAGEMENT TO
ENSURE ORGANIZATION GROWTH.**

NIPM has published 4 Research Compendiums till date on various related topics. The Research activity for NIPM has started during COVID period and has been well recognized by all HR Professionals PAN India. Newly elected National Council Has decided to continue the Research Activity under leadership of Dr. S V Bhave. As a continuation of activity to share you the 5th Research Compendium on “Leveraging Talent Management to ensure Organization growth”.

After the globalization Talent Management has become critical job role of HR. As attracting new Talent, retaining existing Talent, motivation, career path and succession planning have taken a major role in the growth of business. Top Management has realized unless there is pool of Talent, there will be no growth in the business and HR has started getting recognition within industry and Management started depending on the HR team for getting Best Available Talent in the Market. Research Article in the Compendium will surely beneficial to all HR Professionals on the said subject.

I thank all the new NC members for motivating all of us by extending support to Research Activity initiated by NIPM.

My sincere appreciation and thanks to Dr. S.V Bhave, Director HR & IR, Bharat Forge Ltd. NC member and Editor Research Compendium for once again taking this task for Research Activity and publishing 5th issue. My special appreciation to Dr. Shivaji Mundhe, IIMS, Dr. Vandana Mohanty, IIMS, all other Faculty members, IIMS, and all the reviewers to make this compendium more knowledgeable.

Thank you.



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After successful publication of four issues of Research Compendium, National Institute of Personnel Management (NIPM) – Personnel Today, is releasing its fifth issue of Research Compendium on Theme **“LEVERAGING TALENT MANAGEMENT TO ENSURE ORGANIZATION GROWTH”**.

In a process of organization growth, Talent Management is considered as an important pillar. Not only in modern era but over the years effective talent management has always supported organization to overcome complex and critical situations. Tackling dynamics of challenges arising out of continuous changes has thrown more focus on important subject of Talent Management.

Talent Management always supports entire life cycle of Business in developing and retaining high potential employees, thereby supporting and improving business performance through innovative practices that makes employees more productive.

For this issue, NIPM considered Talent Management as an important theme. The reason is that effective Talent Management always supports growth of organization, on continuous basis.

We were fortunate to have support of Researchers who took keen interest in doing their research on the subject. We received over 35 Research Articles to be included in this issue. We followed stringent review process and finally 24 research articles are included in this issue.

From the research articles included in this issue, it is evident that each step of Talent Management is of important nature. To ensure full success in this journey, involvement and visible support of senior management is a must. At the same time, it is felt that HR professionals are expected to accept the role of being a torch bearer and ensure that Talent Management is effectively executed to ensure organizational growth and sustainability.

I am confident that readers will find this issue useful as a reference book for future.

GRATITUDE

The fifth issue of Research Compendium comprises of 24 articles from researchers highlighting different aspects of Talent Management.

For this issue we have received forwarding note from Mr. Amit Vashisht, Regional Commissioner, Govt. Of India, Ministry of Labour and Employment, Employees' Provident Fund Organisation. I wish to express my sincere thanks to him for giving us forwarding note. Thank you Sir.

I wish to appreciate leadership of Mr. Vishwesh Kulkarni, National President of NIPM, who continued his support in sponsoring publication of this issue too. Mr. Kulkarni continuously guided and supported all of us to reach to this milestone.

Before including research article in this compendium, NIPM has ensured that each article was reviewed by a Senior Professional through review process. Thank you very much for all reviewers for sparing your valuable time in reading and analyzing articles and submitting your report in time. We also wish to express our gratitude to all researchers who contributed their research articles for this Volume.

Editorial board is also grateful to all members of National Council of NIPM for their support in ensuring continuation of publication of Research Compendium.

Dr. Shivaji Mundhe, Dr. Vandana Mohanty, Ms. Lorraine Coelho, Mr. Parth Jadhav, Mr. Yogesh Rangnekar, Mr. Pavan Sharma, Mr. Sham Vaychal and Ms. Amala Karandikar have continued their support in ensuring this publication. I am grateful to you all.

Thank you all for your continued support.

Happy Reading !!!

Dr.S.V.Bhave

Co - Editor – NIPM

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THOUGHTS OF LEADERS

“Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies.”

**- Lawrence Bossidy,
Former COO of General Electric**

“Good performance accountability is about having a positive conversation between manager and employee. A manager is a coach and communicator, not command and controller.”

- Dave Ulrich

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THOUGHTS OF LEADERS

“A strong performance management system not only helps in getting everyone aligned on the over-organization mission and goals but also goes a long way in building a culture of trust and meritocracy.”

**- Saurabh Nigam,
Vice President-Human Capital,
Omidyar Network**

“The key is to develop and promote insiders who are highly capable of stimulating healthy change and progress, while preserving the core”

- Jim Collins

An enhancement to Agile HR as Catalyst framework

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Abstract— “Agile HR as Catalyst” framework attempts to address flaws in traditional management approaches. In their paper, the authors recommended to reposition the role of HR personnel as a catalyst who embraces agility and enable the organization to be more responsive in an evolving world. Further studies applying the framework were conducted that spanned across five organisations to identify the suitability and effectiveness. While the studies revealed that there were increase in engagement, accountability and a steady rise in predictability of team outcomes, the study also revealed that the catalyst role may not need to be restricted to HR and may be played by other members from senior leadership. The success of the role depended on the leaders capability of direction setting and execution.

Keywords— Agile HR, Catalyst, Regenerative, Clarity, Competence, Circles, Cadence, Conversations, Context, Evolving.

I. Introduction

Technology has helped us take big leaps and enhance the quality of our life, however, many organisations still follow management concepts which are more than a century old. In his book, “The Principles of Scientific Management”, Frederick Winslow Taylor emphasises that there is this “one best method” of performing any task through scientific study and analysis (Taylor, 1919). The approach has become irrelevant when work moved from being done at factories to being done at the comfort of our homes, with the advent of COVID-19 pandemic. The transition started when the shift happened from physical work to knowledge work. However, the unfortunate truth is that Taylorism continues to prevail today even in many progressive organisations leading to

inefficient use of human capital (Dignan, 2019; Hamel & Zanini, 2020; Laloux, 2014). These approaches created more silos and people ended up working in their own world without collaborating with others in the organization.

When work moved to remote and hybrid work, organisations have been trying to reinvent themselves leading to unprecedented changes to every aspect of life (Shaw et al., 2020). Businesses across the world are being restructured to cope up with the new needs, and people are forced to learn new ways of working, something completely different from how the earlier generations worked (Kniffin et al., 2020).

II. Objective and hypothesis

In their study, Sathianathan and Anish (2021), emphasises the role of HR as a catalyst. Through their framework, they attempts to reposition the role of HR personnel as a catalyst who embraces agility and enable the organisation to be more responsive in this evolving world. According to them an agile HR wears a new hat as a facilitator to leverage the seven dimensions of the framework that includes competence, circles, cadence, catalyst, conversations, context and clarity, to create employee experience where work becomes play. The hypotheses of the study are given below:

H1: Transformation initiatives needs to be sponsored by top management.

H2: Purpose orientation helps organisation to align the workforce.

III. Method

The experiments to enhance the framework has been piloted at five organisations starting from March 2019. Table 1 provides relevant details of the organisations included in this study.

TABLE 1
Summary Of Five Organisations Considered

Details	Org1	Org2	Org3	Org4	Org5
Start date	Mar, 2019	Mar, 2020	Jul, 2020	Sep, 2020	Nov, 2020
End date	March, 2021	Ongoing	Ongoing	Ongoing	Ongoing
Duration	25 months	17 months	13 months	11 months	9 months
Total employees	100+	50+	40+	20+	30+
Founder(s)	3	2	1	2	1
Age of organisation	>10 years	5-10 years	<5 years	5-10 years	<5 years

Table 2 summarises the sequence of approaches followed to implement various experiments. Traditional approaches of management is broken and do not provide a reliable structure (Wollmann et al., 2020) for work anymore. Agile way of working enables an organisation to break the traditional approach of getting work done through command and control (Denning, 2018). For members to be effective in their roles, they need to know why they are doing what they are doing and why they are making the decisions they are making (Wollmann et al., 2020). To enable this, it is important for the organisation to have a clear and sustainable purpose and the members aligned to the organisations' purpose. Purpose orientation is a critical activity that the leadership team need to drive within the organisation. Objectives and key results (OKR) provides a mechanism to help an organisation to reach where they aspire to be (Doerr, 2018). Aligning the organisations' goals through OKRs is an effective way to measure the progress an organisation is making towards the desired direction.

TABLE 2
Sequence Of Approaches

Dimension	Org1	Org2	Org3	Org4	Org5
Step 1	Agile way of working	Agile way of working	Purpose orientation	Purpose orientation	Agile way of working
Step 2	Purpose orientation	Purpose orientation	Agile way of working	Agile way of working	Purpose orientation
Step 3	OKR	OKR	OKR		OKR

The agile way of working was introduced through bootcamps where the members discussed the understandings from readings shared prior to the session. During the discussions, the team members mutually shared their understanding and discussed areas with lesser clarity. Post the bootcamp, the members formed circles based on the products and roles, and agreed on their way of working as well as the ceremonies they will align with. Retrospective was the only ceremony mandated to ensure that the circle members reflects on opportunities for improvement. The circles also identified their 'definition of done' to align on expectation of their work outcomes. The circles agreed to have a weekly, fortnightly or monthly sprints based on their needs and commitments. As part of the way of working, the circles and its members agreed on the necessary conversations that will happen among them, which included a monthly heartbeat conversation to assess the progress of commitments at the organisation level and individual level. The teams took about a quarter to become comfortable with the new way of working.

The purpose and values of the organisation is a critical component that helps employees align. This can be done in various ways, and may depend on what the leadership is comfortable with. Among the five organisations, we adopted one of the following approaches (a) leadership team co-created the purpose and values and communicated with the entire organisation, (b) leadership team co-created the purpose and values and later aligned with core members of the organisation, (c) leadership team co-created the purpose and values and later aligned with all members of the organisation. Involving core members and other members helped to have a better buy-in from other stakeholders. The members were introduced to the concept of OKRs after the introduction of agile way of

working and purpose and values of the organisation. The organisation level OKRs were finalised by the leadership team, based on historical data and communicated to the members and each circle derived their OKRs to work towards during the quarter. At the end of the quarter, the circles reflected on the progress made with respect to the OKRs and further actions to improve the results.

III. Discussion

Table 3 provides the summary of the experiments against each of the seven dimensions.

TABLE 3
Summary Of Experiments Against Seven Dimensions

S.no	Dimensions	How it helps
1	Competence	Onboarding the right talent, developing competence through continuous learning, measuring contributions and taking corrective actions wherever required.
2	Circles	Dynamic teaming for desired results , clear accountabilities, circle chief as enabler.
3	Cadence	Daily, weekly, fortnightly, monthly and quarterly cadence of various ceremonies.
4	Catalyst	Single accountable person for the initiative, from C suite or a nominated representative who reports directly to either the CEO or the board and to be supported by other teams
5	Conversations	One-to-one conversations, circle level conversations, and organisational level conversations at various cadence, including heartbeat conversations, huddles, learning circles, demos and retrospectives, OKR alignment and reviews.
6	Context	Internal and external factors impacting the organisation.
7	Clarity	Purpose and values to bring in alignment, OKRs to drive results

Table 4 summarises the details related to ‘competence’ dimension. Three aspects were considered which included onboarding the right talent, developing competence through continuous learning and measuring contributions and taking corrective actions, wherever applicable.

TABLE 4
Aspects Considered For Competence Dimension

Competence	Org1	Org2	Org3	Org4	Org5
Onboarding the right talent	Partial	Yes	Yes	No	Yes
Developing competence through continuous learning	Partial	Yes	Yes	Partial	Partial
Measuring contributions and taking corrective actions, wherever applicable	Partial	Yes	Partial	No	Partial

As part of onboarding the right talent, the recruitment procedure were modified to include (a) relevant job description to attract right candidates, (b) candidates alignment to organisational values, and (c) learning agility of the candidates during the interview process. To encourage competence development through continuous learning, the members were encouraged to have a quarterly learning plan, and monthly progress review. The circles aligned on quarterly OKRs and contribution of each members towards the circle OKRs were reviewed each quarter.

Table 5 summarises the details related to ‘circles’ dimension. The three aspects considered for circles include dynamic teaming for desired results, clear accountabilities and circle chief as enabler.

TABLE 5
Aspects Considered For Circles Dimension

Circles	Org1	Org2	Org3	Org4	Org5
Dynamic teaming for desired results	No	Yes	Partial	No	Yes
Clear accountabilities.	Yes	Yes	Yes	Partial	Yes
Circle chief as enabler	Partial	Yes	Yes	No	Yes

Dynamic teaming (Helfand, 2019) is the capability of the members to form circles on need basis to achieve a desired outcome. The members get together, collaborate and disperse once the desired outcome is achieved (Robertson, 2016). Each circle is formed with a clear focus on accountabilities or the outcome. For example, the learning circle may focus on learning a specific skill and people who prefer to collaborate comes together. Similarly a reading circle may be a circle where the members read books together. The circles may be formed based on the need like project activities, capability and

competency building, recreational purpose to name a few. A circle may have a chief who is a servant leader (Greenleaf, 1970; Gandolfi, & Stone, 2018). who ensures that the circle members gets all necessary support to achieve the desired outcomes.

Table 6 summarises the details related to ‘cadence’ dimension.

TABLE 6
Aspects Considered For Cadence Dimension

Cadence	Org1	Org2	Org3	Org4	Org5
Daily (huddle)	Yes	Yes	Yes	Yes	Yes
Weekly (sprints, retrospectives, learning circles)	Partial	Yes	Yes	Partial	Yes
Fortnightly (sprints, retrospectives)	Yes	Yes	Yes	Partial	Yes
Monthly (heartbeat conversations)	Partial	Yes	Yes	No	Yes
Quarterly (OKR alignment and reviews)	Partial	Yes	Yes	No	Yes

The circles may follow daily, weekly, fortnightly, monthly and quarterly cadence of various ceremonies. The circles may connect on a daily cadence (Donnelly, 2016) with a purpose to address any critical dependencies. The circles may have a weekly, fortnightly or monthly sprints based on their needs and commitments including associated ceremonies of retrospectives. Learning circles are forums for continuous learning and may have a cadence of weekly, fortnightly or monthly. The heartbeat conversations happens at a monthly cadence. OKR alignment and reviews happen at a cadence of every quarter.

Table 7 summarises the details related to ‘catalyst’ dimension.

TABLE 7
Aspects Considered For Catalyst Dimension

Catalyst	Org1	Org2	Org3	Org4	Org5
Accountable person	COO	CEO	CEO	CEO	CEO
Supported by	People Ops	People Ops	People Ops	Human Resources	People Ops

A catalyst (Sathianathan & Aravind, 2021) is a single accountable person for the initiative, either from C-suite or a

nominated representative who reports directly to either the CEO or the board. The catalyst is supported by other functions including the people operations, human resources team.

Table 8 summarises the details related to ‘conversations’ dimension. The conversations may be broadly categorised as one-to-one conversations, circle level conversations, and organisational level conversations.

TABLE 8
Aspects Considered For Conversations Dimension

Conversations	Org1	Org2	Org3	Org4	Org5
Heartbeat conversations	Partial	Yes	Yes	No	Yes
Huddles	Yes	Yes	Yes	Yes	Yes
Learning circles	Partial	Yes	Yes	Partial	Yes
Demos and retrospectives	Yes	Yes	Yes	No	Yes
OKR alignment and reviews	Partial	Yes	Yes	No	Yes

Heartbeat conversations are reflective one-to-one sessions that happen among the circle chief and a member, with an objective to create an opportunity to review progress, impediments and actions plans for upcoming weeks. Huddles (Donnelly, 2016) have a daily cadence with a purpose to address any dependencies among and across circles. The learning circles provide an opportunity for members to experiment and learn. Every sprint concludes with a demo and retrospective. The purpose of demo is to provide a forum for the circle members to showcase their work and receive feedback from their peers. Retrospectives (Baumeister, 2017) serves as a mechanism to bring in continuous improvements. OKR alignment and reviews happen at organisational level and at circle level. The organisational OKRs are distributed among various circles based on the circle functions and responsibilities.

Table 9 summarises the details related to ‘context’ dimension.

TABLE 9
Aspects Considered For Context Dimension

Context	Org1	Org2	Org3	Org4	Org5
Internal context	Yes	Yes	Yes	Yes	Yes
External context	Yes	Yes	Yes	Yes	Yes

Internal context relates to the internal environment of the organisation. This is related to practices and policies that the team follows and need to be considered while deciding various interventions for the circles. External context relates to the factors that are external to the organisation and may include the political, economic, socio-cultural, and technological factors. Many organisations across the world transitioned to remote work due to impact of COVID-19 lockdowns, is a good example of external context impacting the functioning of an organisation. The circles and the organisations need to be agile enough to accommodate these changes.

Table 10 summarises the details related to ‘clarity’ dimension.

TABLE 10
Aspects Considered For Clarity Dimension

Clarity	Org1	Org2	Org3	Org4	Org5
Co-creation of Purpose and values	No	Yes	Partial	Yes	Partial
OKR (Organizational, circle level)	Partial	Yes	Yes	No	Partial

The purpose and values of the organisation when co-created by all the members of the organisation helps to have a proper buy-in among the members. Similarly, when the members participate in the alignment of OKRs both at an organisational level and circle level, the team members feel more ownership. The interesting observation also include the structure of the enhanced framework. Competence and clarity forms the foundation of the framework. Catalyst is the key

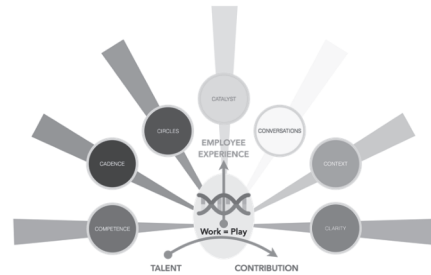


Fig. 1 Enhanced framework

person who holds the strings together. Catalyst creates an environment for talent to flourish in the organisation by making work more enjoyable (Sathianathan & Rajan, 2017). Fig. 1 depicts the enhanced framework

The data collected during the course of intervention at these organisations were analysed and the results showed both the hypothesis to be true. When transformation initiatives are strongly supported by top management, the focus stays in tact even when there are challenges being faced by the organization. Similarly, purpose orientation helps organisation to align the workforce. All five organisations were able to thrive, especially during the COVID-19 pandemic due to above two factors. The agile way of working enabled the circles to focus on sprint deliverables and the cadence of ceremonies brought in better predictability of team outcomes. When the overall predictability increased, it also resulted in improving the quality of deliverables as well as the outcomes expected. The dynamic teaming approach provided a platform for the circle members to collaborate better improving the engagement among them. The clarity of organisational purpose and values along with the OKR brought in better alignment to organisational goals.

IV. Conclusions

The enhanced framework enables the Catalyst to wear the hat of a facilitator (Sathianathan & Aravind, 2021) to bring in alignment to a larger purpose, increased employee engagement, accountability and a steady rise in predictability of team outcomes. Org1, Org2 and Org5 followed the approach of initiating agile way of working followed by purpose orientation and OKR. Org3 followed the approach of initiating with purpose orientation, followed by agile way of working and OKR whereas Org4 followed the approach of initiating with purpose orientation, followed by agile way of working.

Based on the results observed, following recommendations are being made. Initiating the teams with agile way of working, followed by purpose orientation and OKR has been found to be better than other approaches mentioned in table 2. One of the main reasons would be that the organisations embracing an agile mindset and best practices (Harris, 2020) are ready and better prepared to be exposed to higher level thinking required for organisation purpose and values. We recommend practitioners to adopt an approach to involve all the members if possible or at least the key members in the organisation to co-create the purpose and values that defines the organisation. This helps prepare the mindset to embrace and assimilate the importance of purpose and values in context of the organisation. The enhanced framework provides a reliable structure for organisations to flourish in the upcoming days of a VUCA world and organisations may find this approach to be indispensable in their journey to reinvent itself (Pralhad & Hamel, 2017; Sathianathan & Ramasamy, 2021). The observations also implies that the success of the any transformation journey using the enhanced framework is tightly coupled to the catalyst role.

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Talent Development (A stride to overcome the challenge in MSME Auto Industries)

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Abstract:

In the recent decades, companies have become more competitive and product rivalry exists much higher than the late 90's to mark their presence and reach to ordinary people. So, catering to fast product (consumer or any sector) development, thriving to the right technology and right manpower at the right time has become a key factor. Even our country has a pool of talent which is very few in nos. But their choice of absorption and integration to the industries is cumbersome. So, there is always a scarcity of skilled manpower and adaptability to the intended function in MSME Auto industries wherein a quick learning, multitasking with proactive approach is imperative to build the strong foundation for employee's successful professional & personal growth eventually contributing to the organizational growth. Here through this article, we tried to define the problem of availability of talent, methodology to build them and make the resources useful for the betterment of organization and themselves also.

Keywords: rivalry, cumbersome, crunch, domain, MSME

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1. Introduction
 2. Objectives
 3. Methodology
 - 3.1 Analysis of the situation
 - 3.2 Design of program
 - 3.3 Execution and monitoring
 - 3.4 Evaluation and review mechanism
 - 3.5 Goal achievement
 - 3.6 Sense of responsible
 4. Result

1. Introduction
Our country is continuously producing the

talent pool through the institutes of repute which are not sufficient to lead the industries across, even the human resource department in government has a more focused view which will take time to bridge the requirement against available talent. So, other than premier institutes, there are many good institutions who engage themselves and work with a collaborative approach with industry through various programs by inviting industry experts to make aware and upgrade their students. Even with all these efforts to bridge the gap between what is required in a job and studying in academics, much is needed to engage and collaborate with the new entrants. Also, it has been seen, in various parts of country and different universities, there is substantial gap in syllabus harmonization (e.g., subjects become choice as elective or optional and students opt important subject as optional and becomes less important) which could attribute in MSME Auto industries, often there is requirement to create a team and resource to take the organizations to a higher level often in case of specialization and core areas. Sooner or later, a person cannot be absorbed and assigned to the main task unless and until given training which encompasses a properly designed program. We had the same challenge in the R&D Department of our organization, so we designed a structured detailed training program after accumulating several experiences to newly joined. This was aimed to make a freshly joined (with the basic minimum criteria fulfilling qualification) to start from scratch to a level where, person himself realize competitive and have a feel of contributing in the organizational success. Realization of competitive better measurement is intangible and difficult to quantify initially, but other parameters like Awards & Rewards could be an indirect scale

to measure. Here, we have tried to explain the methodology of Talent development and its impact on the competitive benefits for the organization and indirectly to the person groomed. We will take one reference from our past experiences to explain the development program conducted by us under heading Methodology.

2. Objective

To make an exclusive guideline and workstream for Talent development and its benefit fit for the organization. Also, to use this guideline as a success mantra and rather go here and there, develop a unique platform for each individual and establish a system in the organization, whenever a new entry happens, this formula could be used.

3. Methodology

These consist of different stages after several experiences of different kinds and objectives (which were always the same).

3.1 Situation analysis- As mentioned above, it is hardly possible to get the profile to match with the requirement. If, choice is left to get a fresh university passed out with bearing in mind the candidate is fulfilling the minimum criteria still a lot of work, training (on job) needed, because there are many multiple needs to work upon which are not possible in academics due to limitations. Taking the situation to such a serious level, led to designing the program.(Refer Table -1)

Table -1

3.2 Design of Program – Having experiences, detailed activities listed out to make a robust program with the objective of developing a Virtual /Theoretical analysis capability to correlate with the physical analysis. Emphasis was given on initial product understanding, lesson from past experiences, self-practice on tool/software), homologate the result with the past, progress monitoring, review mechanism and actual job take up, physical verification of the same in the testing lab and correlate the results to make the product design robust.

SECTION II: GOAL SETTING FOR THE PERIOD 15TH APRIL 2017 – 31ST MARCH 2018						
Month No	Date of Learning (DD/MM/YYYY)	Topic	Duration (Days)	Progress % (P1)	Progress % (P2)	Remarks (M2)
Employee's Name: (S)						
Sl. No	GOALS	MILESTONES	TARGET	ACTUAL		ACTION PLAN
1	ADPPT Lecture Training & Workshop Presentation Completion	%	100	100		
2	Self-study Training (on Job & Tool Based) & Report Preparation for the above individuality (for Mts. 1 & Project)	%	100	100		
3	Training & Practice on Geometry & Preparation Tools	%	100	100		
4	Self-study Training (on Job & Tool Based) & Report Preparation for the above individuality (for Mts. 2 & Project)	%	100	100		
5	Training & Practice on Modeling Tools	%	100	100		
6	Training & Practice on Model Preparation (Geometric, Mechanical Creation, Assignment of Material to the corresponding parts, etc.)	%	100	100		
7	Training on different Types of Analysis (Static, Dynamic, Harmonic, Buckling, Thermal and Thermal-Mechanical Analysis)	%	100	100		
8	Investigation of job projects (for Mts. 3 & Project)	%	100	100		
9	COMPARA Tech Review (for Mts. 3 & Project)	%	100	100		

Table-2

3.3 Execution and Monitoring – Measurables in terms of activities related to Tool (Software) training in particular were defined to check the daily progress monitored.

NO. OF PROJECTS	STANDARD CAE TIME IN HRS.	ACTUAL CAE TIME IN HRS.	GAP TIME IN HRS.	AVAILABLE CAE TIME IN HRS. / DAY
1	5	5	0	8
2	1.5	1	-0.5	8
3	1.5	1	-0.5	8
4	1.5	1	-0.5	8
5	6.5	6.5	0	8
6	8	5.5	-2.5	8
	4	2.5	-1.5	
	4	2.5	-1.5	
	4	3.5	-0.5	
	4	4	0	
	4	3	-1	
	4	2.5	-1.5	

ADM ADM Joinforce India Pvt. Ltd. JOB SKILL MAPPING AND GAP ANALYSIS - MEASUREMENT OF EMPLOYEE'S SKILL LEVEL. Form No. 01

Employee Name: Department: Date of Appointment: Designation: Qualification & Exp: Working Shift Level:

COMPONENTS/ THEMES

Sl. No.	Sub THEMES	Desired Level	Actual Level	Gap	Training Gap Identification (Open room / Transfer Method)	EDT / Transfer
1	Technical Knowledge	10	10	0	None	None
2	System Knowledge	10	10	0	None	None
3	Knowledge about design, drawing, GD&T	10	10	0	None	None
4	Knowledge about casting, simulation	10	10	0	None	None
5	Knowledge about process	10	10	0	None	None
6	Tool equipment Knowledge	10	10	0	None	None
7	Tool equipment	10	10	0	None	None
8	CAE/FEA	10	10	0	None	None
9	FEA/CFD/CAE	10	10	0	None	None
10	Customer consultation	10	10	0	None	None
11	Team management	10	10	0	None	None
12	Training to team	10	10	0	None	None
13	Quality management	10	10	0	None	None
14	Team department	10	10	0	None	None
15	Team	10	10	0	None	None
16	Customer	10	10	0	None	None
17	Customer, Production, Maintenance	10	10	0	None	None
18	Team Production Support	10	10	0	None	None

Overall Skill Gap: 0%

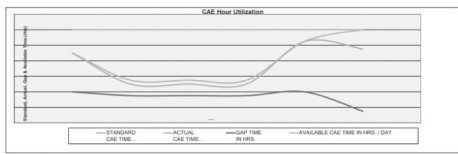
01 - 0-20% Cannot do even with the help / Does not know

02 - 20-50% Knows & can do with the help

03 - 50-80% Knows & can do independently / Can help others

04 - 70-100% Can train others & can solve problems

Table-3



Graph -1

Sl.No	ACTIVITY	TARGET DATE	ACTUAL FINISHED DATE	STATUS/REASON	REASON FOR LATE
1	A) Presentation of joining our company. B) Introduction of Sparanthesis Software	05-09-2017	05-09-2017	Done	NA
2	A) Lecture trainer pdf reading along with corresponding practice on Sparanthesis Software(1)	05-09-2017	05-09-2017	Done	NA
3	A) Content of lecture trainer pdf reading along with corresponding practice on Sparanthesis Software(2)	05-11-2017	05-11-2017	Done	NA
4	A) Reading of workshop instruction trainer of Sparanthesis Software(1)	05-12-2017	05-12-2017	Done	NA
5	A) Content of workshop instruction trainer of Sparanthesis Software(2)	03-08-2017	03-08-2017	Done	NA
6	A) Working Video of Introduction to Ansys Mechanical Workbench. B) Reading of lecture trainer of Introduction to Ansys Mechanical Workbench and corresponding practice on same software(1)	05-08-2017	05-08-2017	Done	NA
7	A) Content of reading of lecture trainer of Introduction to Ansys Mechanical Workbench and corresponding practice on same software(2)	16-08-2017	16-08-2017	Done	NA
8	A) Reading practice of Workshop Instruction Trainer of Ansys Mechanical Workbench following given procedure(1)	17-08-2017	17-08-2017	Done	NA
9	A) Content practice of Workshop Instruction Trainer of Ansys Mechanical Workbench following given procedure(2)	08-08-2017	08-08-2017	Done	NA
10	A) Content practice of Workshop Instruction Trainer of Ansys Mechanical Workbench following given procedure(3) B) Preparation of 1 year (2017-18) Goal setting and Keep Performance Issues 40%	09-08-2017	09-08-2017	Done	NA

Table - 4

1	A) Introduction and understanding of Vibration Testing Machine. B) Reading of manual of Vibration testing machine to be done. - how to set up machine for test.	20-05-2017	20-05-2017	Done	NA
Module 02					
2	A) Modified the initial setup require for vibration testing like Resonance testing, post development task before about impedance Resonance. B) Final test	22-08-2017	22-08-2017	Done	NA
3	A) Understand the Durability test (Change-1) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	23-05-2017	23-05-2017	Done	NA
4	A) Understand the Durability test (Change-2) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	24-05-2017	24-05-2017	Done	NA
5	A) Understand the Durability test (Change-3) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	25-05-2017	25-05-2017	Done	NA
6	A) Assist to Mr. Anil Jais in Vibration test (this test with setup).	26-05-2017	26-05-2017	Done	NA
7	A) Learn basic step of Drill Vibration test. B) Vibration test Durability test for EGR system	27-05-2017	27-05-2017	Done	NA
Module 03					
8	A) Test to continue	29-05-2017	29-05-2017	Done	NA
9	A) Test to continue	30-05-2017	30-05-2017	Done	NA
10	A) Learn Resonance Search Test in Z-Direction	31-05-2017	31-05-2017	Done	NA
11	A) Learn Vibration Drill test in Z-Direction	06-06-2017	06-06-2017	Done	NA
12	A) Test to continue	06-02-2017	06-02-2017	Done	NA

Table - 5

76	A) Outdoor Vibe for 1 hour to test O-Ring B) Test to failure testing for testing for EGR C) Lab Vibe - Customer Vibe	07-03-2018	07-03-2018	Done	
79	A) IVP Preparation of EGR B) Revision applied assessment routine at failure Range(Performance Approach)	08-03-2018	08-03-2018	Done	
80	A) Problem discussion - applied assessment routine at failure Range(Performance Approach) B) Car Vibe small Parture before sample.	09-03-2018	09-03-2018	Done	
FEAS & IVP Preparation of 2017-2018					
81	A) Electrical Vibe model preparation and run. B) Partial material sample for Chemical Composition	11-03-2018	11-03-2018	Done	
82	A) Electrical Vibe model preparation and run.	12-03-2018	12-03-2018	Done	
83	A) Electrical Vibe Report Preparation. B) Inflow Axial and lateral durability analysis C) Training to Mr. Mani Test about testing.	13-03-2018	13-03-2018	Done	
84	A) Inflow Axial and lateral durability analysis report preparation (Change 1) B) New Sensor Test. C) Training to Mr. Mani Test about testing.	14-03-2018	14-03-2018	Done	
85	A) Inflow Axial and lateral durability analysis report preparation. B) Durability Testing Before preparation and guide to Mr. Mani Test	15-03-2018	15-03-2018	Done	

Table - 6

Sl No	ACTIVITY	TARGET DATE	ACTUAL FINISHED DATE	STATUS/REASON	REASON FOR LATE
86	A) Durability Test - IVP Curve B) IVP - EGR - Customer Requirement (2017-2018)	16-03-2018	16-03-2018	Done	
87	A) Durability Test - IVP Curve B) IVP - EGR - FEAS Model Preparation	18-03-2018	18-03-2018	Done	
88	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	19-03-2018	19-03-2018	Done	
89	A) IVP - EGR - Analytical - Reduction of Beliefs	20-03-2018	20-03-2018	Done	
90	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	21-03-2018	21-03-2018	Done	
91	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	22-03-2018	22-03-2018	Done	
92	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	23-03-2018	23-03-2018	Done	
93	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	24-03-2018	24-03-2018	Done	
94	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	26-03-2018	26-03-2018	Done	
95	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	27-03-2018	27-03-2018	Done	
96	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	28-03-2018	28-03-2018	Done	
97	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	29-03-2018	29-03-2018	Done	
98	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	30-03-2018	30-03-2018	Done	
99	A) Durability Test - IVP Curve B) IVP - EGR - Analytical - Reduction of Beliefs	31-03-2018	31-03-2018	Done	

Table - 7

3.4 Review mechanism- Measurables once achieved to be reviewed periodically to check progress in candidates and understand the coaching needed. So, we set it weekly basis on one scale above, monthly one more scale above and quarterly with the management. There was no meaning, if I would not have done this review.

ADM		PROJECT TRACKER			DATE: 01/07/2017	
Sl No	PROJECT	R & D	STATUS	PROJECT	NEW EQUIPMENTS	STATUS
1	101-Pre-Design	101-001	101-001	101-001	101-001	101-001
2	101-Pre-Design	101-002	101-002	101-002	101-002	101-002
3	101-Pre-Design	101-003	101-003	101-003	101-003	101-003
4	101-Pre-Design	101-004	101-004	101-004	101-004	101-004
5	101-Pre-Design	101-005	101-005	101-005	101-005	101-005
6	101-Pre-Design	101-006	101-006	101-006	101-006	101-006
7	101-Pre-Design	101-007	101-007	101-007	101-007	101-007
8	101-Pre-Design	101-008	101-008	101-008	101-008	101-008
9	101-Pre-Design	101-009	101-009	101-009	101-009	101-009
10	101-Pre-Design	101-010	101-010	101-010	101-010	101-010

Table - 8

Monthly and Quarterly Review:
Training and review planned in the below slide.

Internal Prospective: Skill up gradation matrix

Sl. No	Name of Employee	Functional Area	Designation	Experience in years	Current Skill Level	Require Skill Level %	Gap
1	A	Application and PM	Manager	15	45	75	30
2	B		Engineer	5	45	75	30
3	C		Manager	8	45	75	30
4	D		Engineer	6	52	75	23
5	E		Engineer	3	35	75	40
6	F		Engineer	5	35	75	40
7	G		Engineer	5	35	75	40
8	H		Engineer	6	42	75	33
9	I		Engineer	2	35	75	40
10	J		Engineer	1	37	75	38
11	K	Process Engineering	Engineer	10	60	75	15
12	L		Engineer	2	45	75	30
13	M		Engineer	2	48	75	27
14	N		Engineer	1	37	75	38
15	O		Engineer	3	55	75	20
16	P		Engineer	6	57	75	18
17	Q		Engineer	6	56	75	19
18	R		Engineer	2	45	75	30
19	S		Engineer	2	38	75	37
20	T		Engineer	2	38	75	37

- Training - Special training OUT to GET and PGT. Individual training made
- Product specific training - training plan for EGR tube. OUT - GD&T
- IDP performance monitor on every quarter
- Weekly review meeting

Table - 9
Training imparted as per need.

Sl. No	Name of Employee	Functional Area	Designation	Experience in years	Current Skill Level	Require Skill Level %	Gap	Remarks
1	A	Application and PM	Manager	15	45	75	30	Training on EGR System GD&T, Managerial Training, Project Mgt.
2	B		Engineer	5	45	75	30	Training on EGR System GD&T, Managerial Training, Project Mgt.
3	C		Manager	8	45	75	30	Training on EGR System GD&T, Managerial Training, Project Mgt.
4	D		Engineer	6	52	75	23	Training on EGR System GD&T, Managerial Training, Project Mgt.
5	E		Engineer	3	35	75	40	Training on EGR System GD&T, Managerial Training, Project Mgt.
6	F		Engineer	5	35	75	40	Training on EGR System GD&T, Managerial Training, Project Mgt.
7	G		Engineer	5	35	75	40	Training on EGR System GD&T, Managerial Training, Project Mgt.
8	H		Engineer	6	42	75	33	Training on EGR System GD&T, Managerial Training, Project Mgt.
9	I		Engineer	2	35	75	40	Training on EGR System GD&T, Managerial Training, Project Mgt.
10	J		Engineer	1	37	75	38	Training on EGR System GD&T, Managerial Training, Project Mgt.
11	K	Process Engineering	Engineer	10	60	75	15	Training on EGR System GD&T, Managerial Training, Project Mgt.
12	L		Engineer	2	45	75	30	Training on EGR System GD&T, Managerial Training, Project Mgt.
13	M		Engineer	2	48	75	27	Training on EGR System GD&T, Managerial Training, Project Mgt.
14	N		Engineer	1	37	75	38	Training on EGR System GD&T, Managerial Training, Project Mgt.
15	O		Engineer	3	55	75	20	Training on EGR System GD&T, Managerial Training, Project Mgt.
16	P		Engineer	6	57	75	18	Training on EGR System GD&T, Managerial Training, Project Mgt.
17	Q		Engineer	6	56	75	19	Training on EGR System GD&T, Managerial Training, Project Mgt.
18	R		Engineer	2	45	75	30	Training on EGR System GD&T, Managerial Training, Project Mgt.
19	S		Engineer	2	38	75	37	Training on EGR System GD&T, Managerial Training, Project Mgt.
20	T		Engineer	2	38	75	37	Training on EGR System GD&T, Managerial Training, Project Mgt.

Table - 10

2.9-1 Durability Time Plan

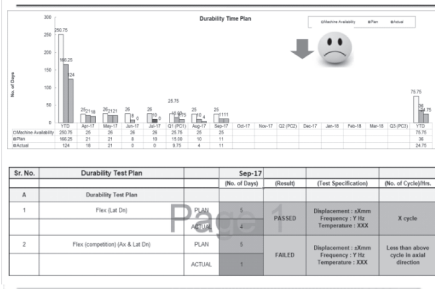


Table-11

2.9-2 Vibration Time Plan

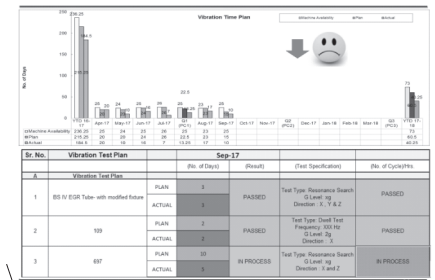


Table-12

2.9-3 FEA Analysis

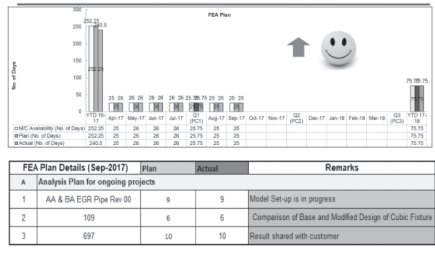


Table-13

Quarterly Review on the Skill upgradation after engagement with each individual at different levels as per the need and organization target. Quarterly Review Matrix and Graph below:

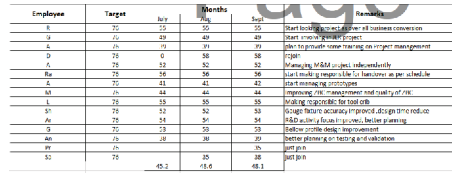
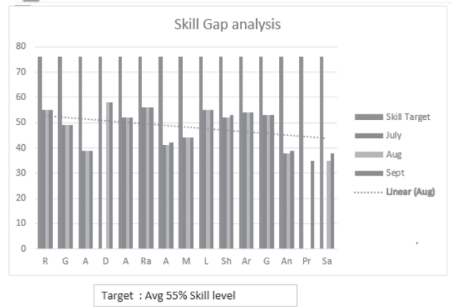


Table-14



Graph -2

3.5 Goal achievement – As per the industry standard, everybody does have KPIs linked to the overall performance of the year in which a candidate joined the organization. It also talks about how much one has scored in the individual areas and lacked, so need training on subject matter in the same and next financial year to improve. Likewise, we did the designed program, and the candidate was evaluated and declared, scoring much above the expectations. Not only goal achieved, but we could get the best employee of the year.

SECTION 4: GOAL SETTING FOR THE PERIOD: SEPTEMBER 2017 - 31ST MARCH 2018						
Name - B	Duty of Post	Employee Code	Designation - POET	Department - B&D		
Appraiser's Name - G		Reviewer's Name - S				
Sr.No	GOALS	WEIGHT	START DATE	FINISH DATE	ACTION PLAN	STATUS
1	ANNOYANCE Training & Workshop Preparation/Execution	5%	09-09-2018	09/07/2018	1. Handling training and workshop related ppt's and doing demo projects as workshop	OK
2	Vibration Testing Test Setup & Test Procedure & Report Preparation to be done individually (Per Min. 2 projects)	5%	08/06/2017	20/07/2017	1. Handling vibration testing machine manual 2. Learning of test setup and procedure of preparation of test reports 3. Preparation of test reports 4. Handling of test reports	OK
3	Training & Practice on Assembly Drawing & Production Tools	20%	20/08/2017	24/07/2017	1. Training Assembly drawing tools in different softwares to generate and updating the preparation tools in customer tool	OK
4	Developing Testing Test Setup & Test Procedure & Report Preparation to be done individually (Per week 2 projects)	5%	22/07/2017	20/07/2017	1. Handling Develop testing machine manual 2. Learning of test setup and procedure of preparation of test reports 3. Preparation of test reports 4. Handling of test reports	OK
5	Training & Practice on Milling Tools	20%	20/07/2017	20/07/2017	1. Handling machine practice on simple geometry then gradually increase the effort/complexity level of handling different machining method.	OK
6	Training & Practice on Milling Preparation/Execution, Practical Training/Preparation of Material to be used individually (Per Min. 2 projects)	5%	01-08-2018	21/08/2017	1. Handling and practicing of correct connections used in setting up tools. Different normal connections used in tool preparation 2. Handling of tool preparation and tool preparation to corresponding parts in model preparation	OK
7	Training on different types of assembly Methods, Models, Systems, Processes/Requirements, Thermal and Thermal Mechanism/Analyses	10%	01-11-2017	20/11/2017	1. Handling machine working with simple process and check list of analysis, then machine efficiency test using the understanding. 2. Handling through projects on each type of analysis. 3. Handling of test reports which will use in the company. 4. Handling of test reports	OK
8	Preparation of all projects, Per Min. 2 projects	10%	01-11-2017	20/01/2018	1. Handling the training all in all completed projects. 2. Handling tools and accessories in all parts with correct	OK
9	2025/10: Tech Review for Helicopter 1 Project	15%	01-08-2018	20-08-2018	1. Handling the training 2D and 3D part work according to 2025/10: Tech Review.	OK

Table-15

3.6 Sense of responsibility- When you go through a certain, very clear objective and practice throughout the year, get results, you feel connected. As you go deep, it creates a sense of responsibility within and becomes a valuable resource. There are good practices to make someone realize connected to organization by creating interest, development and opportunities to grow and inculcate feelings of ownership of the job.

development program of employees and could bring very good change.

References: Data presented here has been taken from worked-out experience in the organization.

4. Results

After adopting the properly Structured Designed Skilled Development program, Training, coaching and following the review mechanism, one could be able to reach a very good level in a short period of time and confidence in oneself. Also, it can be seen from the Skill Development and Analysis Chart below.

ADM		ADM Jointflex India Pvt. Ltd.		JOB SKILL MAPPING AND GAP ANALYSIS		Normal No.	
MEASUREMENT OF EMPLOYEE SKILL LEVEL		Gap Analysis		Rev.No.01		Rev.Date:0	
Employee Name	XXXX						
Department	R&D						
Function	R&D						
Date of Appointment	XXXX						
Employee No.	XXXX						
Employee Name	XXXX						
Qualification & Exp.	XXXX						
Existing Skill Level	02						
Prepared by:	XXXX						
COMPETENCIES THEMES	Sl. No.	Sub THEMES	Desired Level	Actual Level	Gap	Training Gap Identification (State where Training topics)	(Diff Topics)
Technical	1	Product knowledge	10	4	6	None	None
	2	System knowledge	10	6	4	None	None
	3	Knowledge about design drawing, GD&T	10	5	5	None	None
	4	Knowledge about material, standards	10	5	5	None	None
	5	Knowledge about processes	10	4	6	None	None
R&D	6	Test equipment knowledge	10	5	5	None	None
	7	Test knowledge	10	5	5	None	None
	8	CPK&Cpk	10	5	5	None	None
	9	1/4 and Cpk	10	5	5	None	None
Managerial	10	Customer coordination	10	5	5	None	None
	11	Team management	10	5	5	None	None
	12	Training to team	10	5	5	None	None
	13	Order management	10	5	5	None	None
	14	Order Management	10	5	5	None	None
Communication	15	Verbal	10	6	4	None	None
	16	Written	10	5	5	None	None
	17	Support systems, Academics, Motivation	10	5	5	None	None
Skill Evaluation Rating			100	91	09	51%	
Existing Skill (%)							
O1	0-25%	Cannot do even with the help / Does not know					
O2	26-50%	Knows & can do with the help					
O3	51-75%	Knows & can do independently / can help others					
O4	76-100%	Can train others & can solve problems					

Table - 16

Note: Name of persons has not been written due to confidentiality and interest of the Organization.

5. Conclusion

The aim of this study is to examine the approach and strategies for the development of Talent which help in upliftment of candidate and organization success. Also, this work is not stopping individuals or concerned teams from taking part in the motivation and

Leveraging Talent Management To Ensure Organization Growth. Learnings About The Factors Adversely Impacting Improvements In Levels Of Employee Engagement.

Dr. Milind Kulkarni

Sr. HR Consultant & Executive Coach

Abstract

In the process of Employee Engagement, in general, employees are willing to align emotionally and functionally with the Goals of the Organisation. However, Employers/Organisations, HR and Leadership Teams are required to be aware about the factors which might adversely impact improvement in level of Employee Engagement. There are some factors like work relationship between Supervisor and employee, Active Listening skills, Empowerment, Flexibility, Autonomy, capturing relevant ideas/ suggestions of employees for the benefit of the organisation, Grievance Redressal, Fair Pay etc. Leadership Team need to open for constructive criticism, feedbacks and explaining reasons/rational/logic of its Decisions etc. Employee Engagement needs to be adopted as Strategic Business decision with full commitment of Top Management. This research paper will be useful for HR Fraternity and Leadership Teams to be careful in tackling the adverse factors and to ensure progress on the journey of improvement in the levels of Employee Engagement.

Keywords

Employee Engagement, Rapport, Communication, Active Listening, Fair Pay, Trust and Confidence, Empowerment, Honesty and Transparency, Total commitment of Top Leadership, Flexibility, Autonomy, Grievance Redressal etc.

Introduction:

a. Definition of Employee Engagement: There are many definitions and views by different researchers of Employee Engagement, however Researcher prefers

to quote smart and concise definition of Hughes and Rog (2008, p. 749) who state that ‘employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work.’

b. Main Benefits of Employee Engagement:

- Better team performance and achieving team objectives
- Better Customer Service
- Increased employee productivity and Profitability
- Higher employee retention and lower turnover rates
- Receiving positive suggestions from employees for the organisation.
- Lower absenteeism
- Less destructive workplace stress...and risk of burnout

Employee Engagement is undoubtedly useful to achieve positive impacts on the health of Organisation.

Research Problem:

HR Professionals/Leadership Teams, who participated in the process of improvement of levels of Employee Engagement, experience certain difficulties. In general employees are willing for better alignment - emotionally and functionally - with the objectives of the Organisation. However, it is experienced that certain styles and attitudes of Leadership Team might hurt the process of improvement in levels of Employee Engagement. It is important to identify such areas, based on first-hand experiences of HR Professionals/

Leadership Team Members who have already travelled the path, to forewarn other HR Fraternity Members who may start the journey on the same path. This may help the HR Fraternity and Leadership Team Members to avoid or tackle those areas in advance, which might hurt the process of Employee Engagement. This may avoid wastage of energy/time and resultant frustrations in future.

Objective:

Understand practical difficulties faced by those HR Managers and Leadership Teams who attempted to improve levels of Employee Engagement in their respective Organisations, and how they overcome the same to achieve success in their endeavour. Understand their realisations and learnings in the process.

The outcome of the Research might be useful for HR Fraternity and Leadership Teams of other organisations to sufficiently prepare themselves for the journey of improvement in levels of Employee Engagement in their respective Organisations.

Research Methodology,

Researcher used Qualitative Method of Research – Exploring perceptions and analyse learnings of those HR Managers and Leadership Teams who have attempted to improve levels of Employee Engagement in their respective Organisations.

Researcher accessed the network of approx. 250 HR Managers and Leadership Teams who used Model of AON Hewitt of Employee Engagement in past. Researcher collected Data Points through the Questionnaire. Researcher designed suitable Questionnaire, which was evaluated in Pilot Study and necessary corrections were incorporated in the design of Questionnaire. 68 out of total 250 members submitted the filled Questionnaires during the prescribed time

span. The data points were captured, tabulated, and processed. Subsequently Researcher invited those 68 respondents, to participate in online Appreciative Enquiry (Zoom Meeting Platform) twice. Out of 68 respondents, 43 respondents participated in the Appreciative Enquiry. The Data Points collected through Questionnaire and Appreciative Enquiry, were analysed to segregate common points which were supported by minimum 5 respondents.

Limitations:

1. Researcher, with his limited resources, has invited only 250 HR Managers & Leadership Team Members who were practically involved in the process of improvement of Levels of Employee Engagement in their respective organisations – based on Model of Employee Engagement developed by AON Hewitt. The sample was relevant but there is scope to have more broader sample size.

2. Apart from Model of Aon Hewitt – there are 8 other models which are equally popular and widely utilised by HR Fraternity i.e., 12 Questions survey developed by Gallop etc. There is scope to increase sample size of HR Professionals using other methods of Employee Engagement.

3. There is enough material available for literature survey about various models of Employee Engagement, its methodology, benefits, global trends etc. However, Researcher with his limited resources, could not source enough literature on the topic of ‘Factors adversely impacting Employee Engagement’. Hence Researcher was unable to conduct Literature Review on the Topic.

Result Section

Based on the data points collected during the Research about Learnings and Observations of HR Professionals and

Leadership Team Members (who have first-hand experience of improving levels of Employee Engagement in their respective organisations) about the factors which adversely impacted their journey of improvement of levels of Employee Engagement, the main points which are commonly observed by more than 5 respondents, are presented below:

1. Employees, in general, are willing for Emotional and Functional Commitment towards mission of their Organisations. However, the HR Team/ Leadership Team needs to be sensitive towards dissimilar needs and pattern of responses of different demographic set of employees like Traditional, Baby Boomer, Millennials, Gen X, Gen Y etc. For example - younger generation employees may love Fun at workplace while older generation employees may view it as shallow and unproductive. Simultaneously catering to dissimilar needs and expectations of diverse set of employees in the same workplace is a challenge. However, HR/Leadership team need to make delicate balances and conscious efforts to provide conducive and supportive environment to each set of employees to keep them engaged with the organisation.
2. Younger Generation Employees are having tendency to search wider knowledge (with the help of internet) and have strong opinions on certain issues, concerning their life/work etc., which they are used to express on social media. Social Media is ready to listen without judging, quick in responding easily. They expect Organisation to be as agile, responsive, and flexible like social media. Organisations which are not able to match with these expectations, are perceived to be boring, sluggish, and rigid. Employee may get disheartened and dis-engaged due to style of Organisation.
3. Few Respondents honestly admitted that since they themselves belong to the Older Generation of employees, are unable to

appreciate aspirations of younger generation employees and generate work experience/environment which they may feel more comfortable. This mental barrier and preferences of HR/Leadership team need to be dealt with on priority with conscious efforts, otherwise it may hurt the process of Engagement.

4. Establishing Rapport with the employees is essential building block of Employee Engagement. Immediate Superior are best suited for building rapport with employee. HR also has advantage due to nature of their role. However, many a time Immediate Superiors either do not possess adequate People Management skill or too much engrossed with technical issue like Operations, Quality, Customer Satisfaction etc. that adequate attention is not devoted to the process of building rapport with its own team. This is evident when Superior's experience surprises from the behaviour of their own team, and for which they do not have even a clue. HR also tend to get engrossed with Administrative Roles and pay less attention to the process of building rapport with employees. Instituting various channels of communication might prove to be empty formality when it does not initiate genuine responses/feedback/grievances/quarries etc. Superior quality rapport with employees will avoid surprises and the relations will be more meaningful and engaging.

5. Establishing Multiple Communication channels is essential building block in the process of establishing Rapport with Employees. Active Listening is an essential skill required for all Superiors (irrespective of their level and designation). Unfortunately, some Superiors either have no habit of listening to its team or they consider Listening as a sign of weakness, which may threaten their Authority. Some of them Listen only to

Reply rather than to understand. There are some occasions when they tend to reply even before the employee could finish his communication. Such 'Super-Efficient' Superiors basically need to appreciate power of Active Listening and value of Rapport with its own team. The divide between Decision Maker Executives and Team of Employees who have first-hand experience at workplace – is detrimental to Employee Engagement Process. Employee may like to have chance/opportunity to express their views (right or wrong) on matters concerning them and they expect that they are being heard by their superiors, and they participate in the process of Decision Making of Organisation. This is very essential for the process of Engagement.

6. Benchmarking against best practices followed in other organisations in respect of improvement in Employee Engagement – is good as part of information and for academic purposes. However, when it comes to designing intervention/activities for improving Employee Engagement in particular organisation, copy past-ing such 'best practices' blindly, and without evaluating its suitability to the needs of that organisation/ set of employees, is not a clever idea. Each organisation has its own culture/ needs and expectations of its employees might be unique. Hence while designing intervention/activity of Employee Engagement, either pick suitable Best Practice and customise it to the needs of organisation or design suitable solution.

7. Superiors select their team members through costly process of recruitment, but do not have trust/confidence with their abilities and tend to underutilize them, which may turn off Engagement Levels of the Team Members. It may be appreciated that the cost of replacement is higher after adding temporary loss of productivity. Hence better utilisation of potentials of Team Members, empowerment and

encouragement will lead to better level of engagement.

8. Superiors expect change in style, behaviour and thought process of Team Members. Similarly, employees may also expect Superiors to change their style, behaviour and thought process. Superiors need to be open and ready to change their style, behaviour and thought processes for better alignment and engagement with their team. Some Superiors are reluctant to change themselves. This reluctance may be due to superiority complex, ego, fear, laziness, or selfishness. However, this may hinder the process of Employee Engagement.

9. Engaged Employees are expected not only to 'stay' and efficiently perform routine/normal work but also to 'strive' for betterment of the organisation. However, to enable employee to contribute towards betterment of organisation, they need to be empowered and encouraged by Superiors/Organisation, by designing their job roles and setting challenging performance expectations, which may provide opportunities for the Team Members to strive beyond and perform at superior level. This will enhance Engagement.

10. Some employees may have excellent ideas and suggestions in their work areas, which needs to be captured and nurtured for the benefit of the organisation. Providing channels to capture the ideas, providing infrastructure to process the same and converting the idea/suggestion into a viable solution for improvement of work process will certainly create experience of involvement/participation in the process of decision making and may improve engagement levels of Employees.

11. Employees may like share constructive criticism on Organisation/ Superiors. Occasionally Superiors feel that they know the Best and feel offended by the Criticism – thought constructive. Superiors need to develop tolerance and process the

Criticism on merit/ logic rather than dealing at emotional level, which may improve Rapport and Engagement.

12. Organisation expect Honesty and Integrity from Employees. Similarly, Employees also may expect Honesty and Transparency in internal dealing of the Organisation. If there is inconsistency or anomaly in the same, Employees may like to know reasons/logic of the same. Many Organisations are not open for this type of discussion and may try to hush up the discussion taking plea of 'Management Prerogative'. In some cases, such decisions are taken by someone at Top Management Level, as per his/her logic, which are not shared with the Team of Leadership / Managers (or nobody dare to question the same). However, when any employee raises the question about the decision, the Superior is expected to defend the same (with conviction and courage). Such occasions and tendencies may hinder the process of Employee Engagement.

13. Employee Engagement is not mere HR Agenda, but it must be considered as Strategic decision of Business and entire Top Leadership must have total commitment to the same, since benefits of the Employee Engagement are enjoyed by entire organizations. Employee Engagement is not just one assignment but may be considered as Vision and a Philosophy for entire Organisation. This will be perceived as more authentic and meaningful support to Employee Engagement.

14. Flexibility is a strong enabler of Engagement and Rigidity is opposed to it. Flexibility does not mean absence of structure and firmness. Flexibility means openness to understand the logic and preparedness to tweak the scheme/decision to make it more relevant and effective. Flexibility is providing arrangement to accommodate convenience of any employee. Flexibility is to make the decision/scheme of operation warmer and

human. This will enhance Engagement Levels.

15. Autonomy is a strong enabler of Engagement. Autonomy refers to ownership, trust and creating choices within the Boundaries of role/organisation. It does not mean working in isolation. Being autonomous does not give right to employee to work without supervision. Autonomy allows employee to control their work situation and preferred to overpower. Right understanding of Autonomy will enhance Engagement.

16. Work Behaviour of Employees is controlled and motivated mostly by Compensation. Employees expect Fair Pay or Compensation for the time, energy and talent invested/contributed towards the Business Goals of Organisation. Compensation is based on expectations of employees, capacity of employer to pay and compensation practices followed in other comparable industries in the region. There could be minor irritations or inconsistencies in Compensation, which may disturb the employee out of proportion. Hence Employers are required to ensure Internal and External Parity while compensating its employee. Dissatisfaction in respect of Compensation leads to demotivation, disengagement and may lead to separation of employee.

17. Employees consider opportunity of career growth within the organisation structure as one of the stronger causes of Engagement. Organisation may offer structured career path backed with Competency Mapping with multiple choices of careers for every employee. The final decision of choosing the path of progress, may be left to the employee. Acquiring required competency level to perform higher role, is a responsibility of employee. Organisation may provide Learning infrastructure and resources. Meritocracy must be nurtured as culture within an organisation. This will enhance Engagement of employees.

18. Employee perceive organisation based on the Moments of Truth – practical experiences in respect of their day-to-day interaction with immediate superior and colleagues. If the interactions are smooth, comfortable, supportive, collaborative – the chances that employee may have elevated level of engagement. Hence all superiors need to be excellent People Managers with superior interpersonal skill. Superiors are pivot in the process of Engaging. They may generate experience of wellbeing to the team Members.

19. Stronger Reward and Recognition schemes supports Employee Engagement, since it recognises contribution made by employee toward goals of the organisation.

20. Small Grievances and complaints spoil feeling of wellbeing. It is important that the Grievances are resolved within shortest period and genuinely. Empty formality and delays in resolving the same may prove to be detrimental to employee engagement.

Those are selected Learnings/ observations / suggestions out of the several Data Points generated during process of Research.

Conclusions

Employees are in general willing to get engaged with the Organisation. There are certain mistakes, thought processes and inappropriate practices of Organisation/Leadership Teams, which dampen enthusiasm of Employees, which are mentioned above. If appropriate attention is paid to such areas, the process of Employee Engagement will be smoother.

The purpose of this Research Paper is to help Leadership Teams and HR Fraternity to be aware about such irritations and causes of frustration in the process of improvement in level of Employee Engagement and help them to tackle the same consciously and skilfully.

Rewards and Recognition of Talents – A Strategic HR Tool for Organizational Competitive Advantage

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ABSTRACT

In the context of changing business environment and global economic trends, attracting, retaining and managing talents has become more complex for the organizations irrespective of their size, nature and type of business specifically for HR managers. The technology advancements and recent business developments witnessed over the last decade encompasses an ocean of employment opportunities for job aspirants with knowledge, skills and abilities regardless of geographic location since mobility and flexibility are the buzz words. Further, rapid technological advancements and digitization of the workplace have necessitated organizations to revamp their business processes and work culture. This has led the organizations to redefine the workplace and change expectations from their workforce. The aspirations of the employees and job aspirants / new incumbents are also becoming more demanding because of the abundant job opportunities. With this perspective, the research study aims to identify a few HR strategies to attract, retain and motivate talents through rewards and recognition initiatives. The study also aims at how these initiatives impact improving organizational productivity and achieving competitive advantage. The study emphasizes the initiatives such as instituting rewards as part of organization culture, making employees feel important and valued for their contributions, enhancing individual marketability, fair and transparent approach in the implementation of reward and recognition programs, work-life balance, integrated

social media to campaign and communicate reward strategies, timely recognition of individual employee achievements, extending care and recognition as part of organization culture, fostering relationship among employees through reward and recognition initiatives, celebrating specific employee achievements, recognizing and appreciating employee behaviours, etc., facilitates and nurtures in managing talents. The study also examined the impact of institutionalization of mentioned rewards and recognition on the organization such as improving employer branding, teamwork and collaboration, improvements in organizational culture and performance management systems, facilitating attraction and retention of talents and engaging employees. The study concludes by emphasizing the role of HR in taking initiatives and implementing reward strategies to attract and retain talents and engage them with a higher level of performance.

Keywords: Rewards, Recognition, Appreciation, Talent, Organization Culture, Employer Branding, Employee Engagement, Work-life Balance,

Classification: JEL Classification Code – J24

I. Introduction

In the context of changing business environment and economic trends, attracting, retaining and managing talents has become more and more complex for the organizations irrespective of their size, nature and type of business and specifically for HR managers.

The technology advancements and recent business developments witnessed over the last decade encompasses an ocean of employment opportunities for job aspirants with knowledge, skills and abilities regardless of geographic location since mobility and flexibility are the buzz words. Gone are the days when employee loyalty, employee-employer relationships, lifetime employment and the like are declining and becoming visible only in a few organizations. The survival and success of an organization and its ability to sustain are linked to the skills, abilities and motivation level of the people employed. Hence, it becomes imperative for the organization to find ways and means to attract and retain talents and motivate them to achieve a competitive advantage. Thus, the focus of this research is to identify the rewards and recognition of the employees as one of the good HR practices that enable the employer to attract, retain and motivate the talents and analyze how it impacts to achieve the organizational goals.

II. Objectives

1. To understand the need for rewards and recognition of talents at the workplace.
2. To identify the rewards and recognition that facilitate managing and retention of talent.
3. To analyze how rewards and recognition enable the employer to attract, retain and motivate talent.
4. To examine the rewards and recognition that impacts the competitive advantage of an organization.

III. Methodology

This research study was carried out by reviewing the data available through online sources from various published research studies and journals in identifying the rewards and recognition at the workplace that boosts and motivates in excelling the employee performance to achieve the competitive advantage of an

organization. During this review process, the rewards and recognition that augment individual and organizational performance have been considered for the subject of study.

IV. Need For Rewards And Recognition Of Talents At The Workplace

The unprecedented needs and demands of the customers followed by rapid technological advancements and digitization of the workplace have necessitated the organizations to revamp their business processes and work culture. This led the organizations to redefine the workplace and change in expectations from their workforce. Likewise, the aspirations of the employees and job aspirants / new incumbents are also becoming more demanding because of the abundant job opportunities. In the earlier years, the rewards and recognition of employees used to be a yearly occasion or on the company's annual day function or any of such events. But, the employees of today are looking for immediate rewards when they excel in performance and expect immediate recognition from their superiors, including advancement in their career besides reasonable and good monetary benefits. In today's organizational context, managing, nurturing and motivating talents have become a herculean task for HR managers as talents generally look for more job opportunities elsewhere and expect much faster growth. Hence, it becomes necessary for the organizations to revisit and redefine the policies and benefits to motivate and retain the talents to meet the needs and expectations of the customers.

Although various research studies are available on rewards and recognition of employees, the study of this kind is limited. This research study is all about identifying various approaches of rewards and recognition that facilitate and enable the employer to attract, retain and motivate

talents. Further, this study attempts to accentuate how rewards and recognition impact the competitive advantage of an organization.

V. Instituting Rewards And Recognition For Managing Talents At The Workplace

In the global environment, competition has acquired a centre stage not only in business processes, but it is also true in recruiting and selecting talent as well. The organization's whether domestic or MNC, recruiting and selecting a high-caliber talent is a great task for HR Heads and does not end only in the selection of talent's but also in managing and retaining them becomes much more challenging. These necessitate radical changes at the workplace and demand a paradigm shift by reorienting and reinventing employee-friendly HR practices.

The organization goals and objectives can be achieved when the employees make the best use of their skills and abilities and excel in their performance, which becomes possible only when they are continually motivated and engaged, where innovative HR practices play a vital role. Effective implementation of rewards and recognition of employees based on their superior performance could be one of the good HR practices to attract and retain talents. While the reward is 'instrumentality' that means it is established based on the accomplishment of specific performance or in other words means-to-end, whereas recognition is an acknowledgement for something done or noticing or honouring the employee, it may encourage and support an action but does not establish the instrumentality that reward does (Sage Publications, 2002). Forming effective rewards and recognition at the workplace is explained briefly herewith.

VI. Instituting Rewards At The Workplace

It is a well-known fact that the employer expects their employees to devote their time, ability and skills with a high level of performance, loyalty and commitment to fulfil objectives and goals of the organization. Likewise, the employees also expect from the employer a meaningful job based on their competency, growth and advancement in their career, rewards for their performance which may either financial or non-financial besides pay package. Financial rewards or extrinsic rewards are tangible such as performance-based promotions and pay, fringe benefits or perquisites (health insurance, company car, employee discount schemes, pension plans, etc.), bonuses, stock options and the like. Non-financial rewards or intrinsic rewards are intangible such as a sense of competence, achievement, responsibility, significance, influence, personal growth, job satisfaction, and the like. Indeed, financial or non-financial rewards is not a new concept, organizations need to reframe and realign rewards as a strategy to cope with the competitive business environment in line with the business strategy to build a culture of dedicated, passionate employees to facilitate attracting motivating and retaining talents besides pay package. Based on the nature and type of organization, rewards should be worked to ensure that employees feel valued and equitably compensated for their efforts. Even though many reward programs are available, they may differ concerning the type, size and nature of business, the following are a few of the reward strategies to attract and retain talents in today's competitive environment:

1. Make rewards as part of organization culture:

As culture is critical for an organization to make systems work and fine-tune the behaviour of employees, instituting rewards as part of organizational culture

enables the employees for a straightforward approach will have an impact to ensure that organization culture contributes to achieving competitive advantage.

2. Make employees feel customer experience:

Today's organizations are muddled with a diverse workforce. Understanding the needs and preferences of the diverse employees in implementing the company reward programs by offering a menu-driven mix of flexible benefits make the employees feel valued and perceive customer experience.

3. Enhance Individual marketability:

In today's competitive environment, highly talented employees look for improving their marketability or self-worth to continuously update and upgrade their skills and expect fast track career advancement. By implementation of reward programs that facilitate the talents to upgrade their skills through continuous learning and development programs will have a positive impact in improving organizational productivity.

4. Implementing rewards through transparency and fairness:

Company reward programs will be effective and meaningful when employees perceive that the initiatives are transparent and follow fairness in implementation.

5. Incorporate Work-life balance as part of reward strategy:

In today's organizational context, allowing talents to customize their work-life balance and providing flexible work arrangements is considered as a highly valued reward strategy that facilitates employees to lead a balanced lifestyle, reduce stress and increase productivity, making them happy and enabling the organization to retain talents.

6. Integrated Social Media tools as part of reward communication campaigns:

The rapid advancement in information technology and digitization of the economy have acclimatized today's workforce to connect with social media through mobile phones. The organizations when integrated into social media tools to campaign reward strategies enables the diverse workforce to make informed decisions about their rewards mix.

Thus for effective and successful implementation of reward strategies at the workplace, organizations need to strike a balance between performance and genuine concern of the employees, where HR plays a facilitating role in understanding the needs of the employees, taking initiatives, clear clarity in communicating the reward campaign and follow up action with the departments.

VII. Instituting Recognition At The Workplace

Recognition of an employee for performance excellence or outstanding achievement has long been a cornerstone of effective management of an organization. The research studies indicate that employee recognition is one of the most powerful motivators at the workplace that drives the organization to achieve its goals and objectives and gain a competitive advantage. Indeed, it is a natural human desire that everyone feels the need to be recognized as an individual and have a sense of achievement for work well done. Indeed, the employees need to know not only how well they have achieved their objectives or carried out their work but also interested to know that their achievements are recognized and appreciated.

Further, recognition and appreciation are the words used interchangeably. While both are important at the workplace, there is a clear distinction between the two.

The recognition is an acknowledgement for the work done or giving positive feedback based on results or performance, and it could be formal or informal, including monetary or non-monetary benefits. Acknowledging the person's inherent value or individual worth refers to appreciation. In other words, recognition is about what people do; appreciation is about who they are.

In the earlier years, recognition of an employee used to be sporadic and was not timely. However, some of the organizations used to praise and acknowledge the outstanding performance in company annual events. But, in today's competitive environment, as the companies strive to attract, motivate and retain talents, employee value proposition and recognition have become more important than ever before. The desire and expectations of a diverse workforce have gone beyond the expectations of the employer. The employees need to be valued for their performance and expect consistency in the employee-employer relationship by acknowledging and identifying their work, caring boss and a feeling of caring for employee's family, recognition and appreciation of their contribution in day-to-day interactions, and the like. Besides the various approaches to recognition adopted by the company, the following are a few recognition strategies at the workplace.

1. Make employees feel Important:

The most important asset of the company is committed and engaged employees. The employees are the ones who make the company vibrant and customers experience positive. Organizations should think of employees as first and customers as second. When the employees are valued and perceived as important, they care for the customers.

2. Identify and Recognize Achievements

Timely:

It is important to recognize and appreciate the employee timely which gives double edge benefits. Firstly, the employee feels happy for timely recognition of achievement, and, secondly, it will have a significant impact on retention, productivity including engagement. Further, timely recognition reinforces the positive behaviour of the employees at work.

3. Develop Care and Recognition as part of organization culture:

Research studies indicate that 'care and recognition' are the two important attributes of employee engagement. While caring represents an emotional bonding that makes an employee feel valued and have a sense of belongingness to the company, recognition typically is the acknowledgement given for good work done. It is perceived that when care and recognition are practiced by the managers as a culture and tend to behave positively with the employees, they feel obliged and reciprocate that exchange leading to a mutually beneficial interaction which includes the relationship with colleagues and influencing the commitment and engagement level of employees.

4. Recognition of performance fosters a relationship with superiors:

In today's knowledge-based economy, the talents prefer their performance should be recognized promptly by their superiors followed by feedback on their quality of output and contribution. It is evident from studies that timely appreciation and acknowledgement will improve productivity and create a positive environment among peers, superiors and the company. Further, recognition of employee performance fosters the relationship between managers and employees, increases levels of individual and company-wide innovation and

encourages employees to maximize their output and productivity.

5. Celebrate specific employee achievements:

Praising an employee for his / her specific achievements and celebrating in public or group creates social bonding and will have a great impact on improving business. Further, praising in public brings more visibility and serves as a moment to inform peers and other employees company-wide on the value of the work. Praising in public can be supplemented by an employee of the month, token gifts, team lunch and the like.

6. Recognize and Appreciate employee behaviour:

The employees working in a positive environment is a result of modified and desirable behaviour. When good behaviours are recognized and appreciated, it boosts the morale of the employees, enhances productivity improvement and facilitates retention of talents. Some of the good behaviours of the employees that need to be recognized and appreciated are humility, adaptability, dependability, and employees exhibiting positive behaviours while at work such as delivering excellent customer services, action above and beyond the call of duty, generating ideas for performance improvements, and the like.

Thus, recognition is the key to making the employees happy and facilitates them to work in harmony among peers and superiors develop a sense of belonging to their company values and contribute to the success of the team and company as well.

VIII. Impact Of Rewards And Recognition On Organizational Competitive Advantage

While every business organization looks for profitability and growth, it's natural that compensation and other financial

benefits aren't the only things that add to the employee growth which he/she can earn either with the competitor or elsewhere. Hence, when the employees are motivated and happy with the company's innovative rewards and recognition programs, opportunities for career growth, able to build positive relationships with peers and superiors, career advancement opportunities, perceived personal identity and earning respect are some of the features that impact engagement and performance. Research studies indicate that reward and recognition programs enable the organizations in terms of higher productivity, improve employee engagement, lower employee turnover and gain customer satisfaction. The following are some of the positive impacts of instituting rewards and recognition at the workplace.

1. Employer Branding:

Effective implementation of innovative reward and recognition programs enables the organizations to attract and retain high-caliber talents which in turn facilitates not only in improving productivity but in addition employees take the ownership of promoting as ambassadors to enhance their company's brand image which in turn enable the organization to gain competitive advantage and facilitates employees retention and customers as well.

2. Fosters Teamwork and Collaboration:

Reward and recognition programs serve as a tool to engage a team and develop team spirit through collaborative approach to achieve organizational goals besides motivating individual employees. It also provides an opportunity for the team members to understand that the organization is providing an equal opportunity for them to get rewarded.

3. Improves Organization Culture:

Implementing reward and recognition

programs effectively at the workplace, helps the employees to perceive that their company values their contributions to the success of their team and company as well. It also helps the employees to build a sense of belongingness and motivates them to continue to do great work.

4. Improvement in Performance Management Systems:

While the organizations are striving to achieve continuous improvement in performance management systems, instituting an effective reward strategy aligned with the business strategy comes as an enabler and when communicated clearly at the workplace by recognizing employees' efforts with equal frequency, it significantly brings positive results in overall improvement of organizational productivity. Further, rewards can be used as an effective strategy to motivate the employees by linking rewards with individual performance, team performance besides non-monetary rewards such as career opportunities, skill development and recognition and appreciation initiatives.

5. Attraction and Retention of Talents:

As organizations are striving to attract talents to face the unprecedented market conditions and growing competition, appropriate candidates eagerly look forward whether the employers would be appreciative for their efforts and achievements, and expect a great place to work with an inspiring work culture more than the just a high salary and benefits, for which rewards and recognition becomes an effective tool to attract talent. Further, effective implementation of reward and recognition as an HR strategy enables the employer to gain a competitive advantage by retaining the best talents and also facilitates the reduction of employee turnover and lower costs for having to recruit new people.

6. Employee Engagement:

As talent management is becoming a growing concern and priority for the organization to achieve their goals and gain competitive advantage, reward and recognition as an HR strategy becomes an effective tool to gain the commitment level and engagement of employees to achieve the desired organizational goals. Workplace rewards and recognition initiatives give a boost and drive the employees to a higher level of engagement. Engaged employees look beyond just monetary benefits as they are eager to contribute with a higher level of performance.

Thus effective and innovative reward and recognition programs as HR practice benefit the organization not only in attracting and retaining talents but also become an effective tool for organizational growth and gaining competitive advantage.

IX. Discussion & Implications:

This research study attempts to bring in fore reward and recognition practices at the workplace as a strategy to attract, motivate and retain talents and to analyze its impact on the competitive advantage of an organization. The following are the implications of the study:

1. Implementing rewards as part of organization culture enables to fine-tune the behaviour of the employees.
2. Organizations offering menu-driven reward programs and flexible work arrangements make employees feel valued and perceive customer experience.
3. Improving the marketability of the employees and making them self-worth by enabling them to upgrade skills and development will have an impact on organizational productivity.
4. The organization must have a transparent approach and follow fairness in implementing reward programs.

5. Allowing talents to customize their work-life balance and providing flexible work arrangements is a highly valued reward strategy and retention of talents.
6. Integrated social media should be considered to campaign reward strategy to facilitate diverse workforce to make an informed decision about their reward mix.
7. As employees are the pillars of the organization, making employees feel valued and when perceived as important, they take care of the customer.
8. Timely recognition of talents reinforces the positive behaviour of the employees at work.
9. Care and recognition should become part of the organization culture which will have an impact on the commitment and engagement level of employees.
10. Recognizing the performance of the employees boosts the relationship with peers and superiors.
11. Celebrating specific achievements of the employees creates a social bonding and will have a great impact on improving productivity and business.
12. Recognizing and appreciating employee behaviour facilitates a positive working environment.
13. Rewards and recognition strategies impact the organization to enhance employer branding, foster teamwork and collaboration, improve organizational culture and performance management systems and enable to attract and retain talents and engage them to a higher level of performance.

X. Conclusion

The competitive and global business environment has resulted in the creation of ample opportunities for talents who outperform and excel in their knowledge and skills. If the organizations are unable to attract, motivate and retain talents, it may not only lose the talents to the competitors but also whirl the question of business sustainability. Hence, effective

implementation of innovative rewards and recognition strategies suffice as an effective tool to attract and retain talents. In this perspective, HR plays a vital role in taking initiatives and implementing reward strategies to attract and retain talents and engage them with a higher level of performance. This research study revealed a few of such strategies for managing talents and their impact to achieve organizational competitive advantage.

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A Study Of Recruitment Process With Recent Trends At Pharmafocus

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Abstract

The process of discovering, screening, and employing the right person for the right job is known as recruitment. Recruitment has changed as a result of technological advancements. To find the best employees and establish a successful company, traditional methods are no longer sufficient. Companies are struggling with how to manage their workforce in light of the COVID-19 pandemic and changing trends in business. This is where the concept of gamification comes into the picture. Gamification is a recruiting method that uses game dynamics to engage, educate, and recruit potential candidates. The report will also provide an outline of how gamification is implemented and the advantages of adopting it as a candidate attraction strategy.

Keywords: recruitment, recruitment process, changing trend, gamification, COVID-19

Introduction

One of the most crucial and integral parts of every organisation is recruitment. As the recruitment process is described, the goal is to find the best and most qualified candidate for the job. In simple terms, recruitment is a continuous process which involves attracting and obtaining as many applications as possible from a pool of candidates, followed by selecting the best candidate to fill job vacancies. At the right time, the right person for the right job must be employed. Hiring is sometimes the most challenging component of a business's operations.

The recruitment process is how a company

identifies the best candidate for a position. The duration and complexity of the process varies based on the size and needs of the company, but the goal remains the same: to find the best candidate for the job opening. The recruitment process begins with planning. Here, planning involves creating a detailed job specification for the vacant post. The next step in this process is to come up with a successful strategy for recruiting people within the company. The next step in this process is to attract job seekers to the company. There are essentially two sources for recruiting candidates. There are two types of sources internal and external. The next step in the hiring process is screening. The purpose of this stage is to eliminate candidates who lack the skills or expertise required for the job. The final step in this process is evaluation and control, which is required because the recruitment process incurs significant costs.

COVID -19 has impacted many domains in the industry and recruitment is no expectation. Companies are struggling with how to manage their workforce in light of the COVID-19 pandemic and changing trends in business. As a result, many companies are reevaluating their recruitment and talent acquisition strategies. Apparently, this situation has affected Recruitment domain with many challenges. Following are some of the emerging trends that were found to be important during the study:

- Remote Interviewing.
- Candidate Experience.
- Diversity ad Inclusion.
- Gamification.
- Artificial Intelligence.
- Analytics.

- Social Media Recruitment
- Project Based Hiring.
- Automation.

It's a technique for influencing user behaviour, improving performance, and increasing engagement by employing game design ideas. Gamification has been used in a variety of fields, including education, marketing, and health care, and is now being used in recruitment as well. Gamification is the use of game design and game thinking to drive change and encourage desirable behaviour in all of these contexts.

Gamification is a concept that has been around for a while. It can even be traced back to the Ancient Greeks, who utilised dice and the concept of chance to motivate people to achieve greater heights. Gamification is becoming a popular strategy for increasing user motivation, engagement, and retention in today's world. This is due to the fact that players are given a goal, or incentive, for obtaining a specific result. This could be as basic as earning coins or a set number of points that can be used to unlock more content later on.

Objectives Of The Study

- To study the recent trends in the recruitment process.
- To find out the scope of Gamification in recruitment at Pharmafocus.
- To suggest measures of improvement for the current recruitment process adopted at Pharmafocus.

Scope Of The Study

1. Recruiting the right person for the right job is the first and most important step in ensuring the organization's success.
2. The goal of this project is to learn more about the role of recruitment and some of the recent trends that have resulted in a new way of hiring people.
3. The project's goal is to shed light on the term "gamification."

4. The focus of this project will be on how Gamification affects organizations, simply by identifying some talent out there with an amazing set of enhanced skills that any organization requires.

Research Methodology Introduction

A research methodology is a method for solving an issue in a systematic manner. It can be viewed as a science that studies how research is carried out scientifically. In it, the researcher studies the various steps that are usually followed by a researcher when researching his or her research problem, as well as the logic that is behind it.

Research

Research is defined as "Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods". It is a type of investigation that is more focused and well-organized than a typical investigative method. In other words, Research is the methodical process of acquiring and collecting data in order to properly and meaningfully convey facts, figures, outcomes, and other relevant data.

Research Design

A research project's research design is its blueprint. It's a plan or outline that lays out how a research project will be carried out, including the methodologies and processes that will be used.

Data Collection

Data collection is the process of gathering, measuring, and evaluating correct findings for study following defined and approved techniques. Any study would be incomplete without it. There is no way to do research without data. Data can be gathered from both primary and secondary sources.

Data Sources

Primary Data:

The collecting of primary data includes gathering information that does not previously exist. This can be accomplished in a number of ways, including questionnaires, interviews, observation, etc.

Primary data for this study is the data being collected through Questionnaire

Secondary Data:

Data that has already been collected by someone else is referred to as secondary data.

Data collected through internet, blogs and various publications related to topic is being used.

SAMPLING TECHNIQUE

Sample Population:

There are in all 10 employees working at Pharmafocus which were the respondents for this study.

Sample Size:

The sample size for the study is 10.

Tools Used For Analysis

A Questionnaire was used for the study.

Technique For Data Analysis

A simple analysis technique is used to analyse the data. The data tool is percentage method. When comparing two or more sets of data, the percentage method is used. Relationships are described using this method.

$$\text{Percentage of Respondents} = \frac{\text{No. Respondents}}{\text{Total no. Of Respondents}} \times 100$$

Limitations Of The Study

- This study was conducted only at Pharmafocus.
- The no. of respondents was less.
- Biasness on the part of respondents while

answering the questionnaire.

Data Analysis And Interpretation

1. What are the current sources of recruitment used in the company?

- Advertisement In Company's newsletter.
- Employee Referrals
- LinkedIn
- Online Job Portals
- All of the above

Table 1.1

Options	Advertisement In Company's newsletter.	Employee Referrals	LinkedIn	Online Job Portals	All of the above.	Total
Response	-	-	2	3	5	10
Percentage	0%	0%	20%	30%	50%	100%

Chart 1.1



Interpretation:

It was found that 50% of the employees use all the above mentioned sources for the recruitment in their company. And 30% of the respondent use online job portals whereas 20% of the respondent use LinkedIn as a source of recruitment in their organization.

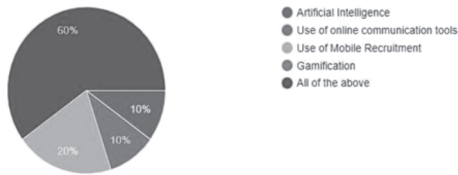
2. Which of the trends are you familiar with, in recruitment?

- Artificial Intelligence
- Use of online communication tools
- Use of Mobile Recruitment
- Gamification
- All of the above

Table 1.2

Options	Artificial Intelligence	Use of online communication tools	Use of Mobile Recruitment	Gamification	All of the above	Total
Response	1	1	2	-	6	10
Percentage	10%	10%	20%	0%	60%	100%

Chart1.2



Interpretation:

60%of respondents said they were aware of all of the recent trends stated in the question. While 20% of respondents are aware of the trend "Use of mobile Recruitment." Only 10% of respondents are aware of the use of online communication tools

3. Have you ever explored any of the following trends in recruitment exclusively?

- Artificial Intelligence
- Use of online communication tools
- Use of Mobile Recruitment
- Gamification
- All of the above

Table1.3

Options	Artificial Intelligence	Use of online communication tools	Use of Mobile Recruitment	Gamification	All of the above	Total
Response	-	4	3	1	2	10
Percentage	0%	40%	30%	10%	20%	100%

Chart 1.3



Interpretation:

It was discovered that 20% of the respondents have tried all of the above-mentioned recruitment trends. Only 40% of respondents had looked into the trend "Use of online communication tools." 30% of the respondents have used mobile recruitment. In addition, 10% of respondents have looked into the recruitment trend of Gamification.

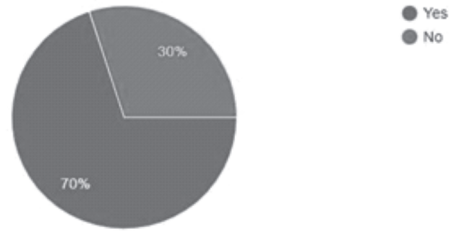
4. Have you ever came across the term Gamification?

- Yes
- No

Table1.4

Options	Yes	No	Total
Responses	7	3	10
Percentage	70%	30%	100%

Chart 1.4



Interpretation:

It was shown that 70% of the respondents had heard of the term "gamification." And 30% of them have never heard of the term "gamification."

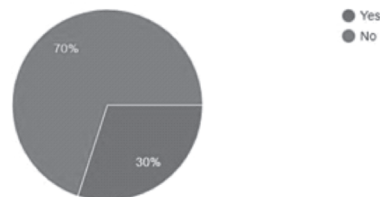
5. If yes, have you ever used Gamification for recruitment purpose?

- Yes
- No

Table1.5

Options	Yes	No	Total
Responses	3	7	10
Percentage	30%	70%	100%

Chart1.5



Interpretation:

It can be seen that, 30% of the total respondents have used gamification in recruitment, while the remaining 70% have never used gamification in

recruitment, while the remaining 70% have never used gamification in recruitment.

6. What do you think is the best advantage of gamification in recruitment from the following?

- Branding of the Company.
- Easier to attract candidates.
- Easy to understand the candidate.
- Reduces the time required for the interview process.
- Sourcing better candidates is much easier.

Table1.6

Options	Branding of the company.	Easier to attract candidates.	Easy to understand the candidates.	Reduces the time required for the interview process.	Sourcing better candidates is much easier.	Total
Responses	1	2	3	2	2	10
Percentage	10%	20%	30%	20%	20%	100%

Chart1.6



Interpretation:

According to the results, 30% of respondents believe that gamification, when applied in recruitment, makes it easier to understand the candidate. The best advantage, according to 20% of them, is that gamification minimises the time required for the interview process. The best advantage, according to 20% of respondents, is that gamification makes it easier to attract candidates. The best advantage of gamification, according to 20% of them, is making it easier to find better applicants. The remaining 10% believe that gamification's greatest benefit is that it aids in company branding.

Findings

1. 50% of the respondents told that they use

all the mentioned sources i.e. Advertisement In Company's newsletter, employee referrals, LinkedIn, online job portals for the purpose of recruitment in their organization.

2. 60% of the respondents know all the mentioned trends in recruitment i.e. AI, use of online communication tools, use of mobile recruitment, gamification.

3. Majority (40%) of the respondents have explored the recruitment trend "Use of online communication tools."

4. 70% respondents said that they have come across the term Gamification.

5. 70% respondents told that they have not used gamification for recruitment purpose.

6. By the application of Gamification in recruitment process, understanding the Candidate will become much easier, says 30% of the respondent.

Suggestions

- According to a survey performed at Pharmafocus, Employees agree that with the advent of technology, the company must incorporate new technologies.
- Pharmafocus must adopt Gamification as a tool to attract more candidates, preferably the younger generation.
- Company should use LinkedIn more to post job opening and sourcing candidates.

Conclusion

The term "recruitment" refers to the process of finding the best candidate for the job. It is said to one of the most significant and integral part of any organisation. As we know that, Employees are regarded as a valuable asset in any firm. One of the key factors that distinguish a successful company from an unsuccessful one is the ability to have the right people at the right place at the right time.

As COVID-19 continues to impact the recruiting environment, we see organizations using new technology to attract candidates and provide them with a more positive experience through the

interview process. Pharmafocus employees believe that, with the rise of technology and the aftermath of COVID-19, the company must use new technology for recruitment and adapt to new recruitment trends. The use of gamification in recruitment is one such trend. Employees believe that adopting gamification in recruitment is effective and beneficial, according to a survey done at Pharmafocus. They believe that gamification will be the future of recruiting, and they would love to be a part of such recruitment where gamification is being used.

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Leveraging Talent Management in Pandemic Era for Organization Growth – An Indian perspective

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Purpose — The purpose of this research paper is to present the benefits of Talent Management initiatives taken by Indian Organisations in the pandemic era and how it will continue to contribute to growth in post-pandemic era.

Approach – In the introduction, the authors highlight the positive macro-economic pointers globally as well as for India for 2022 and beyond and the imperative ahead of the country to maintain a high pace of growth over the next few years. Then the authors go on to explain the overall talent management trend in Indian organizations, how the talent management landscape has changed in the past two years, projections for the future, and how the Indian organizations are gearing themselves up to meet the growing talent demands to march ahead in the path of success and growth.

The data, as well as information / interviews presented in this research paper, are from a blend of primary and secondary sources.

Outcome – At the end of this research paper, the authors objectively summarise that the talent management initiatives are gaining more credence today in the challenging business environment and responsive Talent Management initiatives would lead organizations in the path of success.

Keywords — Talent Management; Business Growth; Strategy ; Pandemic ; Coaching

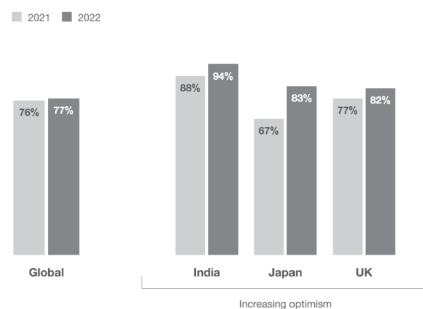
I. Introduction

As we are nearing the two-year mark of the formal announcement of the COVID-19 pandemic, the global economy is looking to rebound from the dip of mid-2020.

In its report, “World Economic Outlook – Recovery during a pandemic” released in October 2021, International Monetary Fund (IMF) projects the global economy to grow at 4.9% in 2022. Though this is slightly lower than the earlier projections, still this seems formidable given the pandemic uncertainties that we face even today. The optimism of IMF has been corroborated in the PwC’s 25th Annual Global CEO Survey titled “Reimagining the Outcomes that matter” released in January 2022. The 4,446 CEOs from 89 countries and territories, who responded to the PwC’s survey display optimism about continued economic growth worldwide.

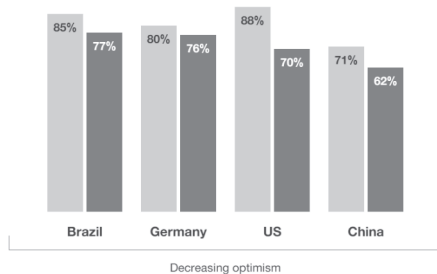
Especially, the optimism displayed by Indian CEOs is commendable and tops the chart leaving Japan and UK behind.

CEO optimism about global growth builds, despite dips in several major economies



The moot question asked by PwC to the CEOs was, “How do you believe global economic growth (i.e., gross domestic product) will change, if at all, over the next 12 months?”

The global % is neutralized due to decreasing optimism in other major economies of the world.



The increasing optimism displayed by Indian CEOs augurs well for India Inc. and provides a fillip to the existing talent management initiatives taken by organizations as well as gives room for fresh initiatives on this front.

II. Overview Of Talent Management

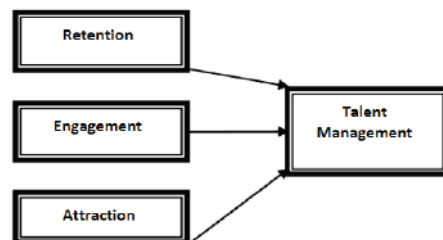
Bill Conaty and Ram Charan in their book “The Talent Masters – Why smart leaders put people before numbers” (Random House Business Books, 2011) wrote as follows:

“If businesses managed their money as carelessly as they manage their people, most would be bankrupt. The great majority of companies that control their finances masterfully don’t have any comparable processes for developing their leaders or even pinpointing which ones to develop. No matter how much effort they put into recruiting, training and assessing leaders, their talent management remains hit-or-miss; governed by superficial criteria and outdated concepts, depends

much on luck as on skill”.

Strong words by HR doyens to highlight the not-so-encouraging Talent Management awareness and practices worldwide, a decade ago. However, organizations, particularly Indian organizations have come a long way and have institutionalised Talent Management practices in their organizations commendably. Fuelled by macro-economic growth at a national level and the resultant increase in the growth rates of Indian industries, organizations have rightly laid their focus on Talent Management initiatives. The net result of these initiatives was seen during the pandemic period when Indian organizations not only found their way for survival but also registered strong growth. The amount of resilience and grit exhibited by the leadership team has been an inspiring story for contemporary researchers as well as for emulating in posterity. Indian business leaders ensured that the business growth and employee safety/welfare are complementary to each other and have shown remarkable success on both these fronts.

Though the Talent Management initiatives differ from organization to organization, one underlying factor that remains common is its objectives. The objectives of any Talent Management program are to Attract, Engage and Retain the Right Talent for organizational growth.



In the words of Dave Ulrich, “Effective Talent Management is deceptively simple.” According to him, Talent is a combination of three vital ingredients:

Talent = Competence X Commitment X Contribution

He calls these 3 factors “Talent Trifecta” and points out that one cannot be called a Talent, without all these 3 elements in place.

As per Johns Hopkins University | Human Resources, Talent Management includes the integrated organizational HR processes that work together to attract, engage, motivate and retain the best employees for an organization.

Deloitte defines Talent Management as an organization’s commitment to recruit, retain and develop the most talented profiles available in the job market, taking into account global demographic shifts, widening skill gaps and the entry of a more flexible and technology-driven generation into the employment market.

III. Talent Attraction

Talent attraction is used in the HR domain to describe luring the most desirable of passive candidates towards an employer and incentivizing them to apply for the job. This includes employer branding and creating EVP (Employee Value Proposition).

The pandemic of the past 2 years has forced organizations to focus more on the various employee-centric welfare initiatives and less focus on external hires. However, organizations ensured that they pursued the employer branding campaigns with the same vigour to reach out to prospective / passive employees. In addition to the traditional approaches of staying in touch with the educational institutions through

various reach-out programmes, organizations have come out with novel ways of staying in touch with institutions. Monikut Sharma, Head – L&D of TATA Hitachi says, “Though we did not do campus recruitments from 2020, we saw the relationships with the educational institutions as long-lasting and enduring. We do not want the current situation to hamper our long-term relationships with the educational institutions and hence we decided to continue our engagement with them. We continued our collaboration by launching joint research projects and also by jointly developing curriculum for them”.

IT industry saw hyper-growth in the last 2 years. Some organizations conducted reach-out programmes for employees’ families as a part of the employer branding initiative. Employees’ children were engaged through gamification activities and coding classes. “We from IT industry have relaxed the recruitment criteria. Instead of expecting a prospective employee with the desired skill set in all aspects, we are now hiring employees and training them on the necessary skill set through the micro-credentialing initiative. The hiring focus is more on rural areas, especially women. Specialised Resource Process Outsourcing (RPO) is evolving as an emerging trend”, says Radha Rajapappa, Chairperson, Futura Decision Sciences.

“In our organization, we were focussing more on Employee Value Proposition (EVP) in our talent attraction effort. How we offer a superior quality of work experience in terms of individual’s connect to the overall organization objectives as well as the work culture in terms of Work-Life Balance, transparency, etc. were articulated and projected to the prospective employees”, says Tulasi Pochampalli, Head – HR of an IT organization.

Sharad Heda, Chief of Staff of Microland is of the view that the Indian IT industry is going to see a 'mega growth' in the next 5 years. "Flexibility, Purpose alignment, Human nature of the brand and Cross-Functional Task Forces are the hallmarks of our Employee Value Proposition (EVP) and we are focussing on communicating it to our prospective employees. We believe that once a person is a Microlander, he/she always is. We approached ex-Microlanders in the past 2 years and brought many of them back to our fold", says Sharad Heda.

The retail industry is hiring part-timers and also engaging with the final year graduate students through "Earn while you learn" programmes. Graduates in the final year are hired on a part-time / internship basis, assessed, developed, certified and placed upon successful completion of graduation in any of their stores. A reputed Retail chain claimed to have hired 65,000 people in the year 2020-21 alone under this scheme.

"As we are in the Energy sector, all our employer branding initiatives were focussed on 'Energy & Environment'. We also ensured that our group's culture and values are given due prominence in our employer branding initiatives", says Pravin Karve, CEO of Thermax Babcock Wilcox Limited, Pune.

IV. TALENT ENGAGEMENT & RETENTION

Technology has proved to be a great enabler, providing humans with the tools to remain emotionally and socially connected even while physically apart. With the outbreak of the pandemic in January 2020, organizations realized that their talent left the building and, in many places, it is unlikely to come back. From communicating with the employees to engaging with them / families electronically to welfare to revisiting work schedules, organizations effectively

utilised Technology to engage and retain their workforce in the past two years.

In Ultratech Cement, the Chairperson of the organization, Mr Kumar Mangalam Birla directly established communication channels with the employees across levels and conveyed the message that the organization cares for its employees and their families including contract labour. The scope of insurance coverage got extended to include COVID care. They revisited the duty roster of employees and ensured that there is enough physical distance in the workplace. Navneet Jetly, Vice President & Unit Head HR of Ultratech Cement says, "For Supervisors and Managers, we introduced pod system and ensured that no two employees holding critical portfolio attend office the same day. Like other organizations, we moved all our meetings to virtual mode. Some of the high-touch HR interventions like the conduct of Assessment Centre / Development Centre got delivered through virtual mode. Employees' safety and welfare are our utmost priority".

"HR Technology has significantly disrupted the way employees are engaged and updated. The dependence on classroom training has decreased with online, mobile-enabled learning experience platforms that use innovative AI-based tools and provide personalised training inputs to develop talent", says Vibash Naik, CHRO, HDFC Life Insurance (Times of India – 13/Oct/2021).

Jeeva Balakrishnan, a senior HR leader concurs with this view. He says, "We have more than 200,000 employees in more than 7,000 locations and it is practically impossible for us to get them to classroom training. We create showroom experience for our trainees through VR, take them through the virtual tour of our stores and get them to interact with the staff.

This has been a pleasant experience for the trainees as well as a cost-effective solution for the organization. Similarly, we adopt the OKR methodology for performance management. In the last 2 years, we have effectively used the 'Work Board' platform to monitor the performance of our team members and give instant feedback. In addition to the ease of handling, this has also strengthened the discipline and cadence of performance review".

Though there were a few practices and systems in place even before the pandemic, the 'forced physical separation' of the past two years, enabled organizations to institutionalize certain practices and they see those slowly becoming a part of the DNA of the senior leaders.

Pravin Karve, CEO of Thermax Babcock Wilcox Limited shares, "Our thinking has become flexible now on various people fronts. We have infused flexibility in Attendance Management System for office staff. Internal talent mobility has been in force for quite some time now but has been used effectively to its full potential in the past 2 years. Our E-learning platform 'Honeycomb' has been utilised optimally and employees were encouraged to learn skills/knowledge in subjects even outside their domain."

Organizations availed of the pandemic opportunity to step up their L&D efforts to upskill / re-skill employees in all possible ways. V.Narasimhan, Head – L&D of Sundaram Learning (L&D arm of Sundaram Finance Group) says, "Customer connect was one key focus area during this pandemic. Our Customers couldn't operate their vehicles severely straining their cashflows and repayment. 'Connection First; Collection Next' was our mantra and our front-line employees were re-trained to establish personal connections with our Customers to take

care of their needs in the pandemic".

Emotional and mental health development for self as well as for team is now forming part of leadership development need. "Building emotional resilience will be a key focus area in our leadership development agenda for 2022 and beyond," says Monikut Sharma, Head – L&D of TATA Hitachi.

In the IT industry, the Gig-workforce concept is picking up rapidly and Team Leads / Project Heads are trained to effectively deploy and engage them. "In the past 2 years, we saw more collaboration amongst team leads, particularly in sharing their resources. The monopoly claim over resources by the team leads is fading and we see them more willingly sharing their resources for other projects depending on the need. This is a welcome change on dual fronts – Productive utilisation and engagement of resources as well as cost-effectiveness for the organization" says Radha Rajappa, Chairperson, Futura Decision Sciences.

Organizations came up with unique ways of engaging with the newcomers in particular. "We launched 30-60-90 days programme, in which, there would be scheduled calls with the newcomers on 30th day, 60th day and 90th day of his / her joining by recruiting team, senior HR person and functional head / HR Head respectively to ascertain the comfort level, alignment to the organization objectives and also to offer support for a fruitful association. This has helped us to stay in tune with the pulse of newcomers", says Tulasi Pochampalli.

Microland has launched an Employee Engagement App to stay connected with the employees. "We created groups like 'COVID Warriors', 'Microlanders Speak' etc., of various employees based on their

passion and interests. ‘CEO Chats’ is an opportunity for employees to post their questions to CEO directly and get answers. As most of our employees are Gen Z and millennial, we encourage employees to undergo Reverse Mentoring. I have volunteered myself and got attached with a millennial for Reverse Mentoring. We are also re-visiting the HR policies from the lens of flexibility, to provide just a broad framework with an option for employees to build upon it that works for them within the parameters” says Sharad Heda, Chief of Staff of Microland.

Sandhya Shetty, Director – L&D, Deloitte India is of the view that the past 2 years saw improvement in the productivity of employees. The work which used to get done in 12 hours is now getting done in 8 hours. Though saving of travel time could be attributed to this part, she would like to give credit to the employees for swiftly adapting to the ‘new normal’ of Working from anywhere. “I could sense a climate of ‘Herd Motivation’ across the organization, which in turn supported individual motivation”, says Sandhya Shetty.

V. Conclusion

Indian organizations have navigated the crisis adeptly through various structured talent management initiatives taken over a period of time. People centricity has enhanced due to these initiatives taken in the past, which got reflected in various empathic measures taken by the organizations.

V Narasimhan, Head – L&D of Sundaram Learning says, “In our group, the entire leadership team had pledged their support to employees and customers. At the onset of the pandemic in 2020, the Management resolved that no employee, irrespective of level, would lose his / her job because of the pandemic and that no salary cut would be imposed on anyone. In Sundaram

Direct, the distribution division of Sundaram Finance, the Sales Associates depend on sales commission as a major part of their regular income. As the sales were down due to pandemic, the Management took a call to guarantee their pre-pandemic bonus as a minimum regardless of their performance”.

Narasimhan further went on to add, “We continued our investment in leadership development initiatives. Even at the peak of this pandemic, in 2021, we identified around 100 HiPos to be trained in leadership development to be future ready. The intervention is now on and the first batch of 24 senior leaders are undergoing the fifteen month leadership journey”.

A global survey by LinkedIn on the likely focus areas of development for 2022 throws up the following table:

1. Resilience & Adaptability	6. Leading through change
2. Technology Skills / Digital Fluency	7. Change Management
3. Communication across remote or distributed teams	8. Dealing with stress / being more mindful
4. Emotional Intelligence	9. Time management
5. Cross Functional collaboration	10. Creativity

‘Gig workforce’ and ‘Working from anywhere’ are likely to stay in the arena for a few years at least. A recent survey of the IT industry indicated that only 30% of the workforce may have to come to the office frequently, 20% need not come to the office at all, and the balance 50% need to come to the office on a need basis. The majority of the workforce is going to be Gen Z and millennials.

With the above background, organizations are vying to develop the competencies of their leadership team to lead the organization's growth initiatives.

Ganesh Sharma, Head – HR of Fuji Electric is of the view that senior leaders need to be provided inputs on working harmoniously with the Gen Z and millennial workforce.

“One major pitfall that I see in the contemporary leadership style is that we tend to project ourselves onto millennials and expect them to perform the same way as we would or we did. This causes a dent in the understanding and working relationship” says Ganesh Sharma. He also makes a strong pitch for developing leaders from within for all senior leadership roles. He would prefer the option of ‘Build’ instead of ‘Buy’ leaders to fill in senior leadership positions.

Vineet Nayar, former CEO of HCL in his book “Employees First ; Customers Second” (Harvard Business Review Press, 2010) writes thus “HCL’s journey of turnaround and innovation started with 3 fundamental questions. First, what is the business we are in? The answer for that was we are in the business of creating unique experiences and unique value for our customers. The more unique we are, the more market share we will create. Second question, where does this unique experience and unique value gets created OR who creates these for our customers. The answer was, it gets created where our customers and employees meet. We call that interface ‘Value Zone’. If our employees create that unique experience and value for our customers that help us grow faster, then what should be the role of managers and management be ? The obvious answer for us was nothing but enthusing, encouraging, and enabling those employees to create that unique experience and unique value so that we grow faster. That is how ‘Employees First; Customers Second’ was born, where the management is in the business of enthusing, encouraging, and enabling employees, and employees are in the business of customers first.

The answer to the organization's growth lies in re-visiting and sharpening the Talent Management initiatives so that the

employees are enthused and empowered to serve the customer better, which in turn helps the organizations grow. In short, it is high time organizations further augment their Talent Management initiatives so that the employees are treated as customers.

This is easier said than done. There are robust Talent Management initiatives in place for around a decade now which enhanced people centricity. However, in the normal circumstances, the primary focus of leadership was more on Results and less on Relationships. With the impending situation of uncertainty and ambiguity for the next few years at least, it would be imperative for leaders to focus equally on Results and Relationships and view them as complementary to each other.

Hence, organizations are looking at helping their leaders add a more human and empowering dimension to their leadership repertoire. This, in contemporary terms, is referred to as “Coaching Oriented Leadership”. Though Coaching cannot be projected as a panacea for all challenges in Talent Management, it is one of the most viable and most sought-after remedies by Indian Corporates. Senior business leaders are looking to create a Coaching Culture in their organisations for nurturing the talent management initiatives.

VI. Acknowledgements

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Study on challenges in talent acquisition of persons with disabilities & strategies to tackle them.

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Abstract

Purpose- The purpose of this paper is to inspect the difficulties and challenges confronted while recruiting employees with disabilities and better comprehend the mentality of representatives towards the inclusion of hiring differently-able employees and workers in the workforce. It likewise attempts to look at how Human Resource Management practices improve or potentially hamper the engagement, contribution, and prosperity of differently able workers or employees and to chalk out targeted strategies and policies for enhancing the representation of people with disabilities in organizations.

Design/methodology/approach –A self-developed questionnaire was utilized to assemble significant data from employers, employees, representatives, and other collaborators, who have any sort of experience working with hiring differently-able people. The questionnaire was circulated responses were gathered from industry representatives from various backgrounds and experiences. The objective was to find the reasons why organizations decide to employ people with disabilities and to figure out how they effectively do it. The organizations were chosen to cover an assortment of industries and sectors. Descriptive and predictive analytics have been used to explore, summarize, and describe the data collected.

Findings – Most of the respondents agreed that their organizations aim to provide a conducive atmosphere, agreeable workplace and sensible accommodations to each and every employee and do not discriminate on the basis of being disabled

or not.

Design- The project aims to get a better understanding of the ecosystem in which the companies are working which includes the talent pool and how they reach out to the candidates (differently-able people). If the companies are driven by any specific hiring targets or if the country's laws mandate the company to maintain a certain percentage of differently-able people representation. Apart from the various pre-hiring strategies, there is also focus on the post-hiring strategies (e.g. Employee Resource Groups, sensitization programs, mentorship programs etc.)

Keywords- People with disabilities, employing, retention, hiring, accommodations, strategies, challenges.

Introduction

As the demographic makeup of the world is becoming more and more diverse, managing workforce diversity continues to become a critical issue. Around 15%, or around a billion people in the world, are known to have some type of Disabilities (WHO, 2011). The 2011 Indian Census states that out of the 1.21 billion Indian populations, about 26.8 million people are 'handicapped' which is 2.2% of the absolute populace. In a time where 'comprehensive turn of events' is being underlined, the correct way towards the supportable turn of events, centered activities for the government assistance of impaired people are basic. Despite all these measures, the rate of employment amongst hiring differently-able people is significantly less than their non-disabled peers. This is because even today numerous organizations might be hesitant

to utilize the undiscovered talent and potential of specially-able people, dreading added expenses such as medicinal services, facilities, and lower efficiency and output without imperative advantages.

The underemployment of people with handicaps keeps on being a cultural issue; numerous people with incapacities experience issues making sure about and looking after work. This trouble adds to the generally higher paces of destitution among people with handicaps just as their underutilization as profitable citizenry (Markel & Barclay, 2009). There is both a genuine direness and immense opportunities to investigate new methodologies for empowering a huge number of grown-ups with inabilities to work in available, comprehensive, and compensating work environments. (Prince, 2014).

The purpose of this study is to investigate and analyze the difficulties, benefits, and technologies used for including differently-able people in organizations. The goal of the study was to compare the various employer perspectives across industries towards hiring people with disabilities. It also aims to ensure everyone has an equal opportunity to shine despite an individual's unique identity, background, and experiences. The project also involves an in-depth understanding of the various Diversity and Inclusion programs prevalent in the industry across various firms, with a primary focus on differently-able people.

Literature Review

People with physical or mental incapacities have every right to prove themselves as economically active and advancing citizens who positively contribute to the country's economy. In both creating and strengthening nations, advancing progressively inclusive social orders and business open doors for

especially able human beings requires improved access to essential instruction, professional preparing applicable to work showcase needs and employments fit their skills, comforts, and capacities, with adjustments varying. Numerous social orders additionally perceive the need to disassemble other obstructions – making the physical condition increasingly open, giving data in an assortment of configurations, and testing mentalities and mixedup presumptions about such differently-able individuals.

The presence of people with disabilities is well pronounced and visible in each and every society but the social stigma, bigotry, and other societal barriers keep them away from the mainstream activities of the society and hence affect their productivity and economic independence (Ta & Leng, 2013). Individuals with disabilities are expected to form around 10 percent of the total populace or exactly 650 million individuals around the world. Around 470 million are of working age. Many have exhibited that with the correct chances alongside adjustments and backing, if necessary, they can make a significant commitment at all degrees of the economy even more, to the society. However, they are frequently rejected and underestimated, what's more, are especially helpless in the midst of emergency (Facts on Disability and Decent Work, 2009).

Studies indicate towards predisposition or separation in employing individuals with disabilities and also towards the fact that they are looked upon adversely doubting their productivity (Brown, Hamner, Foley, & Woodring, 2009). There is additionally a predisposition against meeting with them because of the partialities and confusions common among people in general in regards to their capacity to perform and contend in the activity showcase. They are ordinarily not given need when contrasted with those without disabilities (Colella,

DeNisi, & Varma, 1998).

The concerns regarding the weakness of individuals with disabilities in the workforce originate from these person's wellbeing and physical status which hinders them to get to or to comply fully and seriously to the standard job prerequisites (ILIE, 2013).

Amidst high joblessness among people with disabilities, an enormous part of the general population has worked close by associates with physically or mentally challenged individuals also have been served by individuals with incapacities. More importantly, people are known to have had positive encounters with differently-able people. Since one can accept that the people's affirmative emotions are drawn from personal encounters, it is empowering that, as a collaborator, they rate the activity execution of individuals with disabilities as high, and as a client, they are exceptionally fulfilled by the services they have gotten from individuals with handicaps. Given the people's high interaction with specially challenged individuals in the work environment and the positive experiences that go with this presentation, it is no wonder that they look well toward organizations that recruit individuals with incapacities (Sipersteina, Romanob, Mohlera, & Parkera, 2006).

Giving sensible working environment facilities to representatives with handicaps has been related with upgraded work residency, execution, and fulfillment. Nonetheless, bosses have battled to adequately meet worker convenience demands. It has been found that employers' and employees' perceptions about arranging facilities combined in a few different ways (e.g., representatives introducing dependable solicitations to businesses to improve work execution), they varied strongly on their desires for one another (Golda, Oirea, Fabiana,

& Wewiorskib, 2012). Explanations behind improved gainfulness and lower turnover rates incorporated the sense of achievement and fulfillment workers with incapacities got from business and the feeling of devotion they feel towards the organizations that put resources into selecting and training them (V, 2014).

Recruiting differently-able individuals can make a progressively comprehensive work culture and increment capacity mindfulness. The advantages of having a sensitized and inclusive workforce improved execution of representatives expanded mental wellbeing and trust in the work environment, and a constructive outcome on organization items and administrations by making them increasingly comprehensive to clients/customers. Sensitization and training ensure mindfulness which is significant in business since this causes bosses to viably oversee and work with different individuals and standardizes a business model of employing people everything being equal (V, 2014). Additional advantages of hiring people with disabilities included improved personal satisfaction, upgraded fearlessness, a wellspring of salary, an extended informal organization, and a feeling of a network. These discoveries show consistency with other writing concentrating on the encounters of individuals with incapacities in the working environment (Buciuniene, Bleijenbergh, & Kazlauskaitė).

There is a serious need for a progressive and thorough examination of the advantages of employing differently-able people. Future examination should concentrate on a few regions. To begin with, more spotlights are required on the incorporation and personal satisfaction of and benefits for individuals with handicaps, especially from their encounters. It is also essential to

investigate the contrasts in working environment incorporation among people with various handicap types (e.g., physical, scholarly, mental, non-noticeable and obvious incapacities) and the particular boundaries and facilitators they face (Lindsay, Cagliostro, Albarico, Mortaji, & Karon, 2018)

(Bezrukova, Jehn, & Spell, 2012) talks about a framework that groups the subjects identified with assorted variety preparing and gives recommendations for future exploration. It also mentions that diversity training has been commonly found in both scholastic and workplace backgrounds across a range of businesses, demonstrating its omnipresence in society. Reviews further show that the mode of instruction, which is defined as assimilated (training is directed as part of a methodical and strategic organizational improvement effort) though has been not much widespread, yet is regarded more constructively.

Organizations know about people's anxiety over wellbeing and environmental issues. Hence most of these organizations are getting increasingly mindful of the concept that recruiting these differently able people falls beneath the parasol of corporate social responsibility and is a significant structural pillar in making a legitimate image. Notwithstanding the advantages people, in general, see for themselves as a client, they likewise overwhelmingly recognize the estimation of work for the individual with incapacity. The general population firmly accepts that organizations that recruit individuals with inabilities help them to lead increasingly gainful lives, while simultaneously show their clients that they care pretty much all of their employees (Sipersteina, Romanob, Mohlera, & Parkera, 2006).

Methodology

A survey was conducted after floating a structured questionnaire, and data was

gathered for 337 respondents. After this a statistical analysis was run on the data to identify the broad Challenges faced by the organizations while recruiting differently able employees or workers and also the hiring, advancement & retention strategies adopted by the organization for people with disabilities.

Studies show that the challenges involved in hiring people with disabilities majorly fall under three major categories- Lack of knowledge or information, Operational Challenges and Lack of Resources. Strategies which determine if the organization will face challenges or not are as much dependent on the organizational goodwill strategies like- top management commitment, mentoring and sensitization programs, provision for various assistive programs, flexible work schedules and more, as much on the organizational unique initiatives like- having a centralized accommodation fund, special internship programs for people with disabilities, specialized on job assistance, on site consultations and more.

Factor Analysis

Part 1

Factor Analysis for the challenges while recruiting people with disabilities, was used for data reduction and summarization. It helped us in identifying the underlying dimensions or aspects that explain the associations midst a set of variables.

Numbers of variables – 12 variables were present for Factor analysis

Technique for Factor Analysis – “Principal Component Analysis”

Technique for choosing number of Factors – Based on Eigen values (greater than 1)

Rotation method – Varimax rotation (where coefficients below 0.4 were suppressed)

Part 2

Factor Analysis of strategies for hiring,

advancement & retention of people with disabilities was used for data reduction and summarization. It helped us in identifying the underlying dimensions or aspects that explain the associations midst a set of variables.

Numbers of variables – 12 variables were present for Factor analysis
 Technique for Factor Analysis – “Principal Component Analysis”

Technique for choosing number of Factors – Based on Eigen values (greater than 1)
 Rotation method – Varimax rotation (where coefficients below 0.4 were suppressed)

Discriminant Analysis

Discriminant Analysis is conducted when the dependent variable is a categorical variable (having 2 or more categories) whereas the independent variables are metric variables. It was used to understand whether the factors obtained from factor analysis can discriminate if an organization will face challenges while employing differently able or specially challenged people or not.

Dependent Variable – Challenge (‘Face challenges’ or ‘Not Face Challenges’) - separate Discriminant analysis was run for each of the dependent variables

Independent Variable – Factors obtained from Factor Analysis

Findings

Factor Analysis Part I (Challenges)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	1228.049
	df	66
	Sig.	.000

Table 1 – Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) statistics is 0.789 (more than 0.5) – value greater than 0.5 indicates that factor analysis is suitable. The Bartlett's Test – Chi square = 1228.049 with a sig. value of 0.000. Thus, we do not

accept the null hypothesis testifying that “the correlation matrix is an identity matrix”.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	4.241	35.342	35.342	4.241	35.342	35.342	3.909	29.826
2	1.533	12.776	48.119	1.533	12.776	48.119	2.074	17.282	43.109
3	1.186	9.883	58.002	1.186	9.883	58.002	1.787	14.893	58.002
4	.371	3.089	60.891						
5	.854	7.117	73.209						
6	.747	6.222	79.430						
7	.540	4.511	84.202						
8	.538	4.484	88.485						
9	.493	4.107	92.593						
10	.393	3.274	95.866						
11	.307	2.561	98.428						
12	.199	1.672	100.000						

Extraction Method: Principal Component Analysis.

Table 2 – Eigen Values

There are three factors with Eigen values greater than 1. Factors with eigen values less than 1 are no better than a single variable. Hence, we extract three factors from this analysis and they explain 58% of the variance in the variables.

After doing orthogonal rotation (using varimax technique) we get the following result. Translation is encouraged by distinguishing the factors that have loadings on a similar factor.

	Rotated Component Matrix ^a		
	Component 1	Component 2	Component 3
Nature_Work		.553	
Accommodation_Cost_Unknown		.409	.523
Cannot_Find_Qualified_People			.798
Actual_Cost_Accommodating			.785
Workers_Comp_Cost		.703	
Healthcare_Cost		.711	
Fear_Litigation		.556	
Lack_Knowledge	.533		
Attitude_Customers	.683		
Discomfort_Unfamiliarity	.732		
Attitude_CoWorkers	.879		
Attitude_Supervisors	.840		

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

Table 3 – Rotated Component Matrix

Grouping the 12 variables into 3 factors as below, we get-

FACTOR 1	FACTOR 2	FACTOR 3
Lack of knowledge	Work Nature	Lack of knowledge regarding the cost of accommodations
Attitude of customers	Concern about the workers compensation costs	Cannot find qualified people with disabilities
Discomfort or unfamiliarity	Concern about the cost of health care coverage	Cost of accommodating disability
Attitude of Co-workers	Fear of litigation	
Attitude of Supervisors		

Table 4 – Variables under each factor
 Factor 1 – Lack of training and sensitization
 Factor 2 – Operational Challenges
 Factor 3 – Lack of Resources

Reliability Test

Factor	Variables	Factor Loadings	
Lack of knowledge or information	Lack of knowledge or information	0.533	0.825
	Attitudes of customers	0.683	
	Discomfort or unfamiliarity	0.732	
	Attitudes of co-workers	0.879	
Operational Challenges	Attitudes of supervisors	0.840	0.668
	Nature of the work	0.653	
	Workers compensation costs	0.703	
	Health care coverage expenses	0.711	
Lack of Resources	Litigation fees	0.556	0.690
	Not knowing cost of accommodations	0.523	
	Unable to find qualified people with disabilities	0.798	
	Cost of accommodating disability	0.785	

Table 5 – Reliability test for each factor

For the first factor the Cronbach’s alpha value is 0.825, for the second factor if nature of work is removed, then the value increases to 0.755. For third factor the Cronbach’s alpha value is 0.690.

Factor Analysis Part II (Strategies)

KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett’s Test of Sphericity	Approx. Chi-Square	1669.172
	df	66
	Sig.	.000

Table 6 – KMO and Bartlett’s Test
 KMO statistics is 0.902 (greater than 0.5) – value greater than 0.5 indicates that factor analysis is appropriate. The Bartlett’s Test – Chi square = 1669.172 with a sig. value of 0.00. Thus, we do not accept the null hypothesis testifying that “the correlation matrix is an identity matrix”.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.700	47.500	47.500	5.700	47.500	47.500	3.562	29.680	29.680
2	1.932	11.099	58.599	1.932	11.099	58.599	2.470	20.910	50.590
3	.815	6.790	65.389						
4	.721	6.007	71.397						
5	.691	5.629	76.825						
6	.587	4.889	81.713						
7	.487	4.054	85.767						
8	.434	3.616	89.383						
9	.387	3.216	92.599						
10	.339	2.821	95.420						
11	.329	2.743	97.923						
12	.249	2.077	100.000						

Table 7 – Eigen Values

There are two factors with Eigen values greater than 1. Factors with eigen values less than 1 are no better than a single variable. Hence, we extract two factors from this analysis and they explain 75.14% of the

variance in the variables. After doing orthogonal rotation (using varimax technique) we get the following result. Translation is encouraged by distinguishing the factors that have huge loadings on a similar factor, from this analysis and they explain 58.6% of the variance in the variables.

Rotated Component Matrix^a

	Component	
	1	2
TaxCredits_Incentives	.710	
Top_Mgmt_Commitment	.843	
Mentoring	.771	
Disability_Awareness_Training	.621	.465
Assistive_Technology	.662	.404
Flexible_WorkSchedule	.613	.411
Training_ExistingStaff	.475	.621
OnSite_Consultation	.455	.557
OnJob_Assistance		.592
Internship_Program		.778
Centralized_Accommodations		.802
Reassignment		.727

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 8 – Rotated Component Matrix
 Grouping the variables into 2 factors we get

FACTOR 1	FACTOR 2
Employer tax credits and incentives	Training existing staff
Visible top management commitment	On-site consultation or assistance
Mentoring	Short-term on the job assistance
Disability awareness and sensitization program	Targeted internship programs
Assistive and accommodation technology	Centralized accommodations fund
Flexible work schedule	Relocation

Table 9 – Variables under each factor
 Factor 1 – Organizational Goodwill
 Factor 2 – Unique inclusion initiatives
 I.2. Reliability Test

Factor	Variables	Factor Loadings	Cronbach’s alpha
Organizational Goodwill	Employer tax credits and incentives	0.710	0.857
	Visible top management commitment	0.843	
	Mentoring	0.771	
	Disability awareness training	0.621	
	Assistive technology	0.662	
	Flexible work schedule	0.613	
	Staff Training	0.621	
Unique inclusion initiatives	On-site consultation	0.557	0.834
	Short-term on the job assistance	0.592	
	Disability targeted internship program	0.778	
	Centralized accommodations fund	0.802	
	Reassignment	0.727	

Table 10 – Reliability test for each factor

For the first factor the Cronbach's alpha is 0.857, for the second factor the Cronbach's alpha is 0.834.

Discriminant Analysis

Dependent Variable – Satisfaction

1 – Face Challenges

2 – Not Face Challenges

Eigen values and Wilk's Lambda

Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Factor_1	.995	5.208	1	1120	.023
Factor_2	.995	5.514	1	1120	.019

Table 11 – Test of Equality of Group Means

Since the sig value for both the factors is less than 0.05 (this means 95

% confidence interval has been used), means that both factors can be used to discriminate

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.010 ^a	100.0	100.0	.098

a. First 1 canonical discriminant functions were used in the analysis.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.990	10.712	2	.005

Table 12 – Eigen Value and Wilk's Lambda

The model is significant as 0.005 is less than 0.05, hence it can discriminate and predict if the organization is likely to face challenge or not.

Structure Matrix and Coefficients

From the canonical discriminant functions coefficients (unstandardized coefficients) the discriminant functions can be framed as below:

$D = 0.00 - 0.70$ (Organizational Goodwill)
 $+ 0.72$ (Unique inclusion initiatives)

Canonical Discriminant Function Coefficients

	Function 1
Factor_1	-.700
Factor_2	.720
(Constant)	.000

Unstandardized coefficients

Table 13 – Structure matrix

Group Centroids

The group centroids for the two categories of the dependent variable are given. The average of these two values is 0.0145, any test unit which has a discriminant score greater than this value can be categorized into the 'Factor 2' category whereas any test unit having a discriminant score less than this value will be categorized into the 'Factor 1' category, where-

Factor 1 – Organizational Goodwill
 Factor 2 – Unique inclusion initiatives

Functions at Group Centroids

	Function 1
Likely_face_Challenges	
Face Challenges	.114
Not Face Challenges	-.085

Unstandardized canonical discriminant functions evaluated at group means

Table 14– Group Centroid

		Classification Results ^{a,c}			
			Predicted Group Membership		
		Likely, face_Challenges	Face Challenges	Not Face Challenges	Total
Original	Count	Face Challenges	38	441	479
		Not Face Challenges	19	624	643
	%	Face Challenges	7.9	92.1	100.0
		Not Face Challenges	3.0	97.0	100.0
Cross-validated ^b	Count	Face Challenges	38	441	479
		Not Face Challenges	25	618	643
	%	Face Challenges	7.9	92.1	100.0
		Not Face Challenges	3.9	96.1	100.0

a. 59.0% of original grouped cases correctly classified.

b. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

c. 58.5% of cross-validated grouped cases correctly classified.

Conclusion

The major forms in which challenges which are faced by organizations while recruiting, hiring and employing differently able people are- Lack of knowledge and information, operational challenges and lack of resources. The major operational challenges include worker's compensation costs, health care expenses and fright of litigation. Similarly, the major strategies which are involved in hiring, retaining and advancement of differently able employees and workers fall majorly under the brackets of Organizational Goodwill and various unique inclusion strategies. Coming to the strategies, we cannot separate any of the variables which came under factor 1. This means that inability mindfulness preparing, assistive advancements and adaptable work routines is as important as onsite consultation, on job assistance, internship programs etc. The top management commitment and mentoring also contribute as one of the best strategies for in hiring, retaining and progressing hiring differently able employees.

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Leveraging Talent Management To Ensure Organization Growth

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Abstract -

One of the Major Challenges faced in the process of Talent Acquisition process is missing the targets and deadlines after ensuring all checks and balances are in place. Yes...

Job Ghosting by the candidates is not an accepted norm for the Industry

In the present study the researcher explored & examined predictors of candidates 'ghosting, an extreme form of selected candidates' withdrawal in which no shows from candidates' side on the first day of the job². The researcher conducts mixed empirical study to explore the predictors & design thinking approach to understand the drivers of ghosting behavior. Researcher prescribed the proven & effective strategies to curb this menace.

Keywords:

Job Ghosting, Candidates' Ghosting, Talent Acquisition, Design Thinking, Candidate's journey map, No show.

Introduction:

April 21 Cronofy survey results revealed that delays in the hiring process, 62% for senior-level candidates surveyed, left the process due to frustration. 77 % of senior-level applicants surveyed by Cronofy blame poorly handled recruitment processes for their bad experiences & responsible to turn off their perception towards employers' brand, in fact, 64% expressed they would be less likely to recommend the company to others.

As per more than 4000 job seekers polled conducted by indeed a popular search engine 900 employers across industries to find out what is the impact of prevailing job

ghosting on recruitment⁹.

Hence the inferences of all these surveys entail Talent Acquisition is Handle with care practices otherwise ruin employers' & company's reputation and negatively impact Employer's branding. Candidates' ghosting & Employers' ghosting made the job market a nightmarish experience. Companies do accept that every job applicant is a potential appraiser as well as potential critics, who have the power to recommend prospects in their company on social media posts and vice-versa.

Hence to conjure up the right and good candidates for the job openings, employer's now rolled up sleeves with their different strategies. Particularly effective recruiting practices as it impact on job choice decisions of the candidate⁴.

Ghosting, this term is having its origin in dating world with undefined unilateral cut off communication & silence¹. Now the same phenomenon is set foot in industry, at workplace⁶.

The present study is the empirical study of the researcher which he undertook in a Services MNC working at Pan India. The researcher experienced the same troublesome menace of candidates' job ghosting i.e. No show on joining day after accepting an offer.

Since 2018, the Talent acquisition team of the studied organization, reported candidates' no show trend is looking up, particularly of skilled technicians, engineers. It was a serious matter of concern for the top management. Initially, the researchers,

thought it could be because of COVID-19 pandemic as it has changed the business landscape. It was also validated by other companies' talent acquisition teams. Their experiences were too no different. As the time passed and 2021 reached, the data shows the alarming signal that the number is surging from one or two cases to 20 % of job offers made & at one of the sites it is rose up to 40%, which made the hiring budget astray & hampered recruitment timelines & so the depended delays impact on projects.

This data compelled the researcher team to scratch their heads on the questions like - Why is it happening? What are the reasons? How much is acceptable or unacceptable? What is its frequency? Where is it? On which Levels of Work Groups: Fresher's? Experienced? Blue Collars? White Collars? Worker or Technicians? Engineers? Middle Level or Line Managers? Seniors/ Site Head Level Positions. What is the Impact? What could be the Strategies to mitigate the candidates' job ghosting rates?

With the single most priority, the researcher team along with HR team of the studied organization geared up to analyze and find solutions to all these questions with the declared objective for them in Business, Ghosting is not an accepted norm.

Background of the Company:

The Organisation is one of the Multinational Corporations spread over Pan India with 3000+ employee strength serving 80 client sites and multiple offices in different parts of the country and with an annual turnover of Rs. 100 crores.

Research Problem:

Ghosting happens across all positions, experience levels, and industries. It is becoming more & more costly affairs for the company in terms of money as well as reputation & thus coined as nightmarish among Talent acquisition team 7.

Research Purpose: In the present study, the researcher provides an effective & proven strategy, implemented in the subject area of the study and successfully reverses the creepy trend of candidate job ghosting.

Objectives:

- 1) To study the candidates' Job ghosting phenomenon
- 2) To identify the drivers for candidates' ghosting behavior.
- 3) To examine strategies and preparedness of the company, subject of the study to tackle selected candidates job ghosting trend.
- 4) To propose the methodology to assess, predict and curb selected candidates Job ghosting trend.

Research Hypothesis:

- 1) H1 - Candidates' existing company's counteroffer is the major reason for candidates' job ghosting behavior
- 2) H2 - Competitive offers are the most critical factor for candidates' job ghosting behavior.

Research Methodology: The researcher initiated the research & analyzed the situation on the basis of data. This applied research is a mixed empirical case study i.e. quantitative as well as qualitative of Multinational Corporations operating in Pan India. The researcher analyzed the data records available of the candidates who had not joined after acceptance of the offer since 2018. Along with ethnographic interview technique, interview calls had been made with such candidates to understand and identify the reason behind their ghosting behavior. To have accuracy up to possible extents agree /disagree 5 points Likert scale has been designed to ask questions in interview & collected the responses. Out of the 731 cases of No Show, we could get responses from 452 through phone calls.

The researcher analyzed the collected responses by using statistical tools & techniques like SPSS & tests the stated hypothesis with chi-square test.

Results: The researcher found & identified the following reasons on the basis of collected responses, behind candidates' job ghosting behavior at the studied organization. The statistical inferences are following

Reasons for No Show:

- Not ready to join because of COVID19 pandemic situation
- Family Pressure not to relocate
- Fear in mind as new company may terminate job in pandemic situation
- Not ready to work with services company
- Multiple Offers in Hand & Negotiations on Higher Salary
- Interview attended just to upgrade skills & evaluate own cost in market
- Lengthy joining formalities
- Working conditions & Climatic Conditions not suitable to candidate's based on his own information
- Social media review like Glassdoor, WhatsApp, LinkedIn, Facebook etc.
- Decision Based on Benefits Provided by the Company
- Not satisfied with Job profile Designation or working Site
- Due to Children education or illness of family member
- Found Stability in present job, don't want to leave the comfort zone

Statistical Hypothesis:

H₀: There is not statistically significant relationship between the reasons and declining the job offers

Against,

H₁: There is statistically significant relationship between the reasons and declining the job offers

[Note: 1= Strongly Agree, 2= Moderately

Agree, 3= Neutral, 4= Moderately Disagree, 5= Strongly Disagree]

Table 1: Observed frequency (Annexure 1)

Table 2: Expected Frequency (Annexure 2)

“In the Expected Frequency Table, researcher calculate the expected frequencies in Microsoft Excel by using the formula Expected Frequency for each cell = (Corresponding Row Total X Corresponding Column Total) / Grand Total of responses conducted through Interview questionnaire”.

$$E_{ij} = (R_i \times C_j) / N, i = 1, 2, 3, \dots, n, j = 1, 2, 3, \dots, m$$

Where E_{ij} = Expected Frequency of i th Row and j th Column.

R_i = Row Total of i th cell.

C_j = Column Total of j th cell.

N = Grand Total

Table 3: P- Value table (Annexure 3)

“In the above P-Value table, researcher used Chi-Square Test of $R \times C$ contingency table. Using Micro-Soft Excel researcher calculate the P-Values by using Observed Frequency Table and Expected Frequency Table.

For calculation purpose, researcher used the following formula”,

1st P-Value = Chi Test (Observed Frequency Table O_{1j} , Expected Frequency Table E_{1j})

$$j = 1, 2, 3, \dots, m$$

Similarly,

2nd P-Value = Chi Test (Observed Frequency Table O_{2j} , Expected Frequency Table E_{2j})

$$j = 1, 2, 3, \dots, m \text{ etc.}$$

Decision Criteria

“The chi-square test is for testing the null hypothesis, which states that there is no significant relationship between the expected and observed result. If P-value is less than or equal to the level of significance i.e. alpha is less than or equal

to 0.05 then researcher may reject the null hypothesis i.e. H0. Otherwise, researcher may accept the alternative hypothesis H1”.

Interpretation:

In the above table of P-Values, researcher noticed that all the P-Values are less than the smallest level of significance i.e. 0.05 so researcher may reject the null hypothesis H0 and accept the alternative hypothesis H1.

It means that, there is statistically significant relationship between the reasons and declining the job offers.

Findings & Conclusion: In the present study, statistically research hypothesis 1 & research hypothesis 2 has been accepted with their P value as calculated in Table 3 – P value table (annexure 3) .Hence the researcher concluded that counter offer by the existing company and competitive offers by other companies are the major reason behind candidates‘ghosting behaviour.

Prescriptive Strategies to curb candidates’ job ghosting menace 5: The researcher team prescribed the effective strategy in coordination with cross-functional teams like Business Development, Operations and the Top Management of the studied organization .They designed, developed & implemented a few effective strategies to curb this phenomenon, ensures this ghosting behavior should not become creepy and not affect the Company’s Brand Image as an employer. Researcher exploit candidates journey map. This human centric tool 12. provides insights from candidates perspective in talent acquisition practices with background knowledge of implicit theory related to relationship 8.This Journey map sketched a shared frame of reference for talent acquisition team to give due consideration to candidate experience. Empathize with candidate to build Organizational knowledge of candidates’ behavior. In this journey map the various touch points identified as

interaction zones of the candidates with the organization. This activity helps researcher to diagnose problem & reasons behind ghosting behavior.

Candidates' Journey Map						
Journey Stage	Activities	Contexts	Inputs	Applications	Outputs	Outcomes
Recruitment	Company website, LinkedIn, Naukri.com, etc.	Job seekers	Job description, Salary, etc.	Application form, Resume, etc.	Shortlisted candidates	Initial screening
Interview	Phone interview, Written test, etc.	Job seekers	Interview questions, Test papers, etc.	Answers, Test results, etc.	Selected candidates	Final selection
Offer	Offer letter, etc.	Job seekers	Offer details, etc.	Acceptance, etc.	Accepted candidates	Final offer
Onboarding	Orientation, Training, etc.	New employees	Company policies, Training materials, etc.	Participation, etc.	Trained employees	Integration into the organization

HR team identified specific areas of improvement & developed counter tipping points to curb this ghosting phenomenon. The researcher design the exhibited informational poster Exhibit 1

(Annexure 4) .The researchers also appeal to use this journey map as a live document. The researcher followed following steps to design the candidate’s journey map for the talent acquisition team.

1. **Identifying persona** of your prospect candidates 10.
2. **Collect the data** through applicant application tracking system ðnography techniques, with an aim to analyze what candidate were doing, thinking & feeling at every touch points in recruitment terms at every stage of their hiring .Collate data and through this detailed research portrayed the candidate ‘s profile 10.
3. **Outline the journey’s stages& identify touch points:** The touch points are those points through which candidates acquaint with the organization; this stage needs to be cautiously handled as it involves behavioral aspects i.e. emotions & perceptions.

4. Explore candidate's goals. Candidate's behavior is driven by his/her goals & needs to accomplish. Help desk to answer their specific questions should be established.

5. Zoom out insights. To focus on improvement in talent acquisition practices and enrich candidates hiring experiences zoom out candidates real time experiences & tick best part, worst part, areas of improvement.

The researcher prescribed this journey map framework to curb ghosting behavior along this he has designed a Nudge13 . –'CREATE', an acronym for strategic dimensions of creating candidates experiences to steer talent acquisition team in curbing ghosting. The researcher recommended this as it proved as an effective strategy for the organization studied. So walk through these recommendations as an outcome of an applied research.

C- Stands for Consideration: Next date of Joining should be consider & agreed where genuine reasons are found.

R- Stands for Redressal committee: Redressal Committee should be established & HR of Work locations should redress the concerns.

E- Stands for Educating candidates: Help desk must be established to answer any queries of the prospect candidates, so that No Show doesn't happen. Job Profiles should be share with the candidates and explain in detail. Learning & Development initiatives taken should be shared showing the future growth path to excel in the career path of the company.

A-Stands for Appreciations: In all hands meeting appreciations & recognition to the Mentors performing their jobs effectively with respect to new joiners.

T- Stands for Training of the Talent acquisition team: Recruiters are trained on sensing the triggers seen while speaking to the candidates. Efforts are made to understand and know if the candidate is going through other companies' selection

process or anything in pipeline. HR Recruiters are trained on image building process to positively build company's Image on Social Platforms. HR is trained on Referrals counseling.

E-Stands for candidates' Engagement candidates: Employee Engagement Activities and the Company Newsletters, Rewards & Recognition System along with various Referral Schemes were shared for better understanding of the Organisation Culture. Involvement of Mentor was stretched right from Offer day till the Employee completes his probation period. One On One with New Joiners were implemented. Policy Level and Client Level Issues in implementation were handled with the Client's HR. Strategically designed Plan are given to make the calls, Whatsapp the posts, Take follow up, Raise alarms. Top Management involved as Mentor for Senior Level Positions. Weekly Hiring Status Meet and Report were shared with all the Stake Holders.

Practical Implications: The Present study of the research highlighted the major drivers' of the ghosting behavior that are competitive offers & counter offers, which also proved in as a declined reasons in a way of hypothesis testing & researcher prescribed, candidates' journey map framework & 'CREATE' connect as a third C for countering two C act as a driver of candidates' job ghosting behavior, one is counter offers & second one competitive offer.

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Annexure 1-Table 1 : Observed Frequency

Sr. No.	Reasons for Declining the Offer	1	2	3	4	5	Total
1	Not ready to join because of pandemic situation	32	108	41	197	74	452
2	Family Pressure not to relocate	83	99	55	133	82	452
3	Fear in mind as new company will terminate job in pandemic situation	64	85	45	164	95	453
4	Presently cannot join but may join in future	76	126	67	112	71	452
5	Existing company retained the candidate	112	214	34	41	51	452
6	Not ready to work with services company	35	74	43	212	88	452
7	Multiple Offers in Hand & Negotiations on Higher Salary	119	223	24	54	32	452
8	Interview attended just to upgrade skills & evaluate own cost in market	61	78	34	197	82	452
9	Lengthy joining formalities as per his own information	66	123	68	169	26	452
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	32	67	62	221	70	452
11	Social media review like Glassdoor, WhatsApp, LinkedIn, Facebook etc.	12	21	45	257	117	452
12	Decision Based on Benefits Provided by the Company	38	52	33	231	98	452
13	Not satisfied with Job profile Designation or working site	54	41	64	223	70	452
14	Due to Children education or illness of family member	51	64	52	192	93	452
15	Found Stability in present job.	64	113	23	201	51	452

Annexure 2 Table 2: Expected Frequency

Sr. No.	Reasons for Declining the Offer	1	2	3	4	5	Total
1	Not ready to join because of pandemic situation	59.92	99.19	45.99	173.57	73.32	452
2	Family Pressure not to relocate	59.92	99.19	45.99	173.57	73.32	452
3	Fear in mind as new company will terminate job in pandemic situation	60.06	99.40	46.09	173.96	73.48	453
4	Presently cannot join but may join in future	59.92	99.19	45.99	173.57	73.32	452
5	Existing company retained the candidate	59.92	99.19	45.99	173.57	73.32	452
6	Not ready to work with services company	59.92	99.19	45.99	173.57	73.32	452
7	Multiple Offers in Hand & Negotiations on Higher Salary	59.92	99.19	45.99	173.57	73.32	452
8	Interview attended just to upgrade skills & evaluate own cost in market	59.92	99.19	45.99	173.57	73.32	452
9	Lengthy joining formalities as per his own information	59.92	99.19	45.99	173.57	73.32	452
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	59.92	99.19	45.99	173.57	73.32	452
11	Social media review like Glassdoor, WhatsApp, LinkedIn, Facebook etc.	59.92	99.19	45.99	173.57	73.32	452
12	Decision Based on	59.92	99.19	45.99	173.57	73.32	452
13	Not satisfied with Job profile Designation or working site	59.92	99.19	45.99	173.57	73.32	452
14	Due to Children education or illness of family member	59.92	99.19	45.99	173.57	73.32	452
15	Found Stability in present job, don't want to leave the comfort zone	59.92	99.19	45.99	173.57	73.32	452
	Total	899	1488	690	2604	1100	6781

“The above Expected Frequency Table, researcher calculate the expected frequencies in Microsoft Excel by using the formula Expected Frequency for each cell = (Corresponding Row Total X Corresponding Column Total) / Grand Total of responses conducted through questionnaire”.

$$E_{ij} = (R_i \times C_j) / N, i = 1,2,3,\dots,m, j = 1,2,3,\dots,m$$

Where E_{ij} = Expected Frequency of i th Row and j th Column.

R_i = Row Total of i th cell.

C_j = Column Total of j th cell.

N = Grand Total

Annexure 3 – Table 3: P- Value

Sr. No.	Reasons for Declining the Offer	P-Values
1	Not ready to join because of pandemic situation	0.00154092
2	Family Pressure not to relocate	0.00029415
3	Fear in mind as new company will terminate job in pandemic situation	0.05533358
4	Presently cannot join but may join in future	0.00000001
5	Existing company retained the candidate	0.00000000
6	Not ready to work with services company	0.00001034
7	Multiple Offers in Hand & Negotiations on Higher Salary	0.00000000
8	Interview attended just to upgrade skills & evaluate own cost in market	0.01842176
9	Lengthy joining formalities as per his own information	0.00000000
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	0.00000002
11	Social media review like Glassdoor, WhatsApp, LinkedIn, Facebook etc.	0.00000000
12	Decision Based on Benefits Provided by the Company	0.00000000
13	Not satisfied with Job profile Designation or working site	0.00000000
14	Due to Children education or illness of family member	0.00021644
15	Found Stability in present job, don't want to leave the comfort zone	0.00005454

“In the above P-Value table, researcher used Chi-Square Test of R X C contingency table. Using Micro-Soft Excel researcher calculate the P-Values by using Observed Frequency Table and Expected Frequency Table. For calculation purpose, researcher used the following formula”.

$$1st\ P-Value = ChiTest(Observed\ Frequency\ Table\ O_{ij},\ Expected\ Frequency\ Table\ E_{ij})$$

$$j = 1,2,3,\dots,m$$

Similarly,

$$2nd\ P-Value = ChiTest(Observed\ Frequency\ Table\ O_{2j},\ Expected\ Frequency\ Table\ E_{2j})$$

$$j = 1,2,3,\dots,m\ etc$$

Annexure 4- Exhibit 1 Candidate’s Journey Map

Candidate's Journey Map						
Customer Segments	Intention	Consideration	Intent	Application	Selection	Onboarding
Transition	Company's career site & job ads on employment office portals drive the job-hunt process	Validating employee needs through information about the company and the recruitment & selection requirements	Connects to Recruiters through LinkedIn & explore about the opportunity	Once job application via HR portal & explore about the opportunity	Interview panel interaction for selection process for projects suitable through needs-based	Digital tools like resume builder, assessment & college of the experience, HR Consulting Manager interaction
Doing, Thinking, Experiences	Candidate becomes aware of employer's brand through service providers about company in the experience	Candidate does research on social platforms like LinkedIn, Twitter, Facebook, etc. as well as on the company's website to understand the employee experience	Research & evaluate resume & employment & selection requirements	Candidate apply for the job based on given position & preparation of application form	Candidate expected clear communication about the job requirements as well as about benefits associated with the position	Research & assessment based on preparation process for the job, the value of the offer, salary, etc. from different sources
Challenges	Reliable information of the job profile, salary, work location, etc. is not available	Less information about the company & job profile on social platforms like LinkedIn, Twitter, Facebook, etc. as well as on the company's website	Behavior of Recruitment team: Speedy & timely availability of HR team for queries	Lengthy & complex application process, not well handled, multiple rejections	Too many interviews & HR tests, interview process, not well handled, multiple rejections	Process gaps based on value of the offer, salary, etc. from different sources
Metrics	% of job posted in a week which results in job profile	Frequency of social media posts, number and quality of employee feedback	Number of candidates who applied for the position	Speed of application process	Number of candidates who were selected for the position	Applicant to the number of jobs for the candidate & onboarding process on the first day of performance
Engagement, Opportunity, Typing Points	Transparent and clear job profile on social platforms for the employer	Continuous content of social media platforms, employee feedback on social media platforms	Qualitative digital & social media content	Clear family application process and well handled interview process	Clearly and prompt information is shared with the candidate about the job requirements	Clearly communication process, assessment, interview, onboarding, etc. based on the candidate's needs & expectations

Talent Development In The Context Of Organisation Growth

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Abstract

Talent is generally understood to be a gift to carry out something or some function without being taught and could be the outcome of an innate gift or received from training or association or group working. Development of talent has various stages such as identification of taste or liking, developing or nurturing, and mentoring by a qualified supervisor to reach the zenith of excellence. Regularity in practicing of what is learnt or acquired is very important for retention and growth. Circumstances, opportunities and constant encouragement and motivation are essential for flourishing any talent. Practical application of ideas in the field of work can result in innovation. This will provide adequate chances for recognition and worldwide acceptance. The roles played by the individual and the supervisors will lead to nurturing the talent of personnel. There should not be any overdoing or under doing. My long experience of 20 years under Dr.A.P.J.Abdul Kalam in V.S.S.C. gave me sufficient impetus on the values of Leadership, which can eventually enhance the development of the individual focused towards the growth of any organization. This article is based on investigation, experimentations, with the gifted children in 10th and 11th standards, who have passed LSS and USS examination in Kerala. The methodology, procedures and practices employed are the same in the case of employees in an organization, as far as development of talents is concerned.

Keywords: assimilation, encouragement, promoting, recognition, innate talent,

counseling, mentoring, training, skills, team roles, nurturing, communication

Introduction

There are thousands and thousands of employees in many organizations who are talented but do not reach high levels of excellence only because of their ignorance of opportunities, lack of training and guidance and inadequate knowledge of happenings around the world. Many members of our organizations or companies, though talented, are not aware that such a thing exists in them and even if they have awareness, to what extent they have, to what level they can develop and reach high in terms of excellence are not clear to them. A theoretical model is worked out to help the people for ensuring their growth through empowerment, which will help their organization to attain spiral growth

Objective: The objective of the research work is to identify the elements that are required to be improved or enhanced, which will enable and empower a talented person in any level to achieve their ambitions and goals, acquire ability to interact with unfamiliar persons, overcome difficulties in life, project themselves to become appealing and acceptable persons, competent to develop interpersonal skills, own good behavior patterns of humility, compassion and team working etc. Acquisition of knowledge is a continuous process by applying techniques to acquire tacit knowledge, in all the three dimensions of depth, width and breadth of knowledge so as to achieve astounding success. Talent development should be aimed by owning

processes to attract high- potential candidates.

Hypothesis

1. Precise identification of talents will help for achieving spiral growth
2. Peaceful and positive environment in the family will enhance development of talents
3. Timely recognition of talent and proper mentoring can bring out the best in the individual
4. Aiming at recognition in advance will bring down the quality of output
5. Awards and rewards should not be identified as goals, but should be considered as incidental mile stones in growth

Research Methodology

Self-assessment and a second person assessment through a structured questionnaire

1. The following assumptions are made in this context: everybody cannot do everything well; no job or position is superior or inferior to any other; nothing is unachievable by hard work, if there is aptitude and attitude. As per Dr. Meredith Belbin, there are nine team roles for professionals and they can find out the best roles they can play depending on their skills, behavioral patterns etc. Talented people should be asked to identify priority wise what they are looking for in the following traits:

- a. Name and fame
- b. Care, love and affection
- c. Recognition
- d. Professional excellence
- e. Job satisfaction
- f. Friendship and fellow ship
- g. Opportunity to work
- h. Justice
- i. Social status

- j. Popularity leading to acceptability by others
- k. A job without much effort or strain

An analysis of these traits and proper guidance can help the professionals to make them competent to identify their goals depending on their approach to life.

2. Step by step instruction guide: This is called in management by another term called on the job training: in this any new activity is first explained, demonstrated where ever possible and the employee is asked to do by them under supervision. It is here that keen observation and correction can help
3. Effective methods of communication is the key to success: This has to be taught through well proven methods like Engage, Inform and Inspire, avoid dilution using Techniques like Chinese whisper and also following the guidelines of Toast Masters International, USA

While discussing about talent development of employees focused to ward organizational growth it is interesting to know the factors which retains top talent of Mc Kensey are identifies as:

1. Compensation
2. Rewards Package
3. Career development opportunities
4. Culture

Results Section

I have taken a sample of 30 students from different schools in Kerala and tried out the various research methodologies mentions above and my findings are as follows:

1. Where ever there were close interactions with the students, keeping in mind their aptitudes the results have been encouraging
2. For any profession, there are opportunities and challenges. Tacit knowledge, training and mentoring to

some extent are required for success

3. Where ever there are parental influences, against the wish of the student result has been disappointing

4. By following the dictum: Praise in Public Reprimand in Private, students realize their shortcomings and tend to make up these in course of time

5. Inspiring and motivation are essential to bring out the best in them

6. They should be taught not to compare with others, but compare with themselves, for easy and early correction

7. Following the principles of Fishbone Diagram by Dr. Kourou Ishikava, students were made competent to find out the cause for their failures and correct the errors.

These can be extrapolated to any situations in an organization for developing the talent of the employees

Discussion

Through the work carried out is for talent development of students, a big canvas has been opened for the growth of organizations through talent development. The results obtained have to be scaled up in the case of organizations. Two important elements which are identical are Team working and job of go getters as per Dr. Belbin. From my experience of having worked as Principal of UST Global learning Center, Trivandrum, I realized how important these factors are.

Gifted Children Program has been an ongoing program under Government of Kerala for decades

As a trainer I had the opportunity to interact with the gifted students of four educational districts of Kerla: Palai, Alleppey, Kuttanad and Trivandrum in the last one year. The key person who develops talent is the guardian, which could be a teacher or parent or an established counselor or a mentor. I used to

take the role of a mentor generally. Similarly in organizations, a mentor has to be identifies for a group of employees carrying out similar work

Whatever skills sets are mentioned below are essential for grown-ups also, when we keep the growth of the organization in mind

The domains I interacted with them were

1. Interpersonal skills
2. Time management
3. Stress management
4. Team working
5. Conflict management
6. Effective communication
7. Negotiation management
8. Leadership

The quality of knowledge of the students have been excellent and this is due to the innate talent the students possess and the training they get from the program through invited talk, visits to science labs and organizations of reputation like Vikram Sarabhai Space Center etc. They get opportunities to do experiment with in the labs of schools.

Stages of talent development in the case of employees

1. Spotting or identification
2. SWOT Analysis
3. Counseling
4. Mentoring
5. Monitoring of development
6. Career development by way of providing the right advice for career growth

1. Spotting or identification

This is done through the process of observation of the behavior or outstanding contribution by the peers or team members

2. SWOT analysis: The strength, Weakness or Opportunity and Threat analysis can be done during the process of

training/ deliberations/ team working etc. Continuous observation in performance in work spots/ acquisition of scholastic skills or practical outfits. This will also help in the choice of team roles or future multi-tasking abilities. An evaluation of the various factors as in the questionnaire can point at the plan of execution of training and mentoring

3. Counseling is a process which should be deployed by the supervisors or mentors to help the employees to come out of the routine issues which they may face. Everyone will not be able to do the process of counseling. This needs a special training

4. Mentoring: This is a process of development of the working community which has a special requirement of mutual agreement and affiliation between the mentor and mentee. One of the common feature of training as well as training is that these processes should not be misused for personal benefits. These are divine process which is meant for the exclusive up gradation of the employees. A well trained counselor after special orientation can become a mentor. No personal attachments or binding should be developed by both parties in both processes, with the intention of achieving personal motives.

5. Monitoring of progress: There has to be a plan for development for each employee and it will not be the same or all. It will depend on the clarity of goal, enthusiasm of the individual and the initiative taken by the tutor and the parent. The strength and flexibility of the golden triangle of the student, teacher and the parent will influence the growth of the student and achievement of the goal.

Conclusion

Whether it is the case talent development for students for their personal growth or that of employees for the growth of the organization, the methodology of

planning, execution are analogous. In order that these happen well, the quality of the supervisors of the mentors, the keen interest of the employees and their willingness to own the organization are very important. As a proverb goes, we can only take horse to water, we cannot make it drink is true.

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Students Perspective on Challenges Faced during the On-boarding Process in the New Normal (with Special Reference to Professional Institutes of G.E. Society – Nashik)

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ABSTRACT

A productive on-boarding process is a crucial aspect in the socialization process in an organization, which ensures the collective values, principles, traditions, and methods of performing a task that influences the way organization and its personnel execute their work and distinguish the organization from competitive organizations around the surrounding at learned in the initial joining period.

This research study provides a comprehensive review of the on-boarding of the students, panning light on the changes and the challenges that have arisen during the COVID-19 pandemic, and took its reach since 2020, followed by 2 major waves and the 3rd one on its cards.

The researcher has examined the effect of the on-boarding on students, institute and hiring organization levels. The researcher has gathered views from students to evaluate the challenges with respect to the implementation on-boarding during the COVID Crisis.

Keywords: On-Boarding, Organization, Students / Candidates, challenges, Placement.

Introduction

The COVID-19 pandemic continues to be a global crisis that is having unprecedented impacts on organizations and the students getting on-boarded therein. The stressors of working during a pandemic are even more pronounced for newcomers that are entering new jobs and organizations.

The on-boarding involves integrating new employee with an organization and its culture, as well as getting a new hire the

tools and information needed to become a productive member of the team. On-boarding at an organization should be a strategic process that lasts with good employee stability

In this pandemic era, on-boarding the candidates for positions in an organization are only part of building an effective team wherein, hiring new students is one of the most critical and challenging factors in ensuring recently hired talent will be productive, effective and efficient.

ON-BOARDING CHALLENGES DURING THE “NEW NORMAL”

The on-boarding aspect from students’ perspective has changed by bringing everything from traditional and physical setup to modern and digital platform, wherein the reachability and the cost and risk of physical attendance to such events at the organization has been majorly restricted.

The end to end on-boarding process has transformed onto the online mode, the pandemic era that started since 2020, the mode of on-boarding has gone online, wherein the organization arranges the online on-boarding, wherein the interview and the finalized and selected candidates would be informed by mail about their appointment, wherein physical presence setup and the time and cost to be invested are zeroed down.

Hence, the new normal introduced and forced upon the organization and the institute placement cell have adopted the online mode of on-boarding and allied processes for the placement aspirants, who would be enabled to get on-boarded in a convenient method, keeping aloof all the risks of the new normal and costs of physical setup.

Literature Review

Various articles and papers were reviewed to get an idea about the on-boarding process adopted by the organizations in the new normal. Literature was also reviewed to understand challenges faced by the candidates going through the on-boarding process during this period.

Mr. Sanjiv Agarwal, Forbes Human Resources Council Member, in his article "Remote On boarding is The New Normal": Tips for Building A Strong Connection for New Hire (OCT - 2020) suggests tips for building a strong connection for new hires during the on-boarding process in the new normal.

In this new normal crisis, the employees had to switch and adapt to new cultures and processes to fit into a different environment as well as ways of working. A big challenge that prevails is to hire new talent and effectively integrate them with the organization when everyone is working virtually.

In this article, it is mentioned that in order to make the on-boarding experience more effective, organizations invested in different processes and tech enablers. The challenge of creating a fit-for-purpose on-boarding experience continues to exasperate many organizations, especially during this time of virtual new normal, wherein the organizations need to look at the new hire on-boarding experience with a different lens.

Many organizations traditionally leverage a standardized on-boarding framework, which takes every new hire through the same process. Oftentimes, the individual feels additional pressure to align with the organizational identity, instead of feeling at liberty to be their authentic self. Organizations tend to lose out on the employee's unique identity and values.

Research Methodology

Exploratory research was conducted to understand the on-boarding process

challenges for the new recruits during the COVID on-boarding practices. Both primary and secondary research methods are used.

The objectives for the study were as follows:

Objectives: -

- To understand the on-boarding challenges faced by students of professional institutes of **Gokhale Education Society - Nashik**

- To find and understand the student's perspective regarding the on-boarding during the COVID-19 Crisis.

- To ascertain the innovative improvements methods suggested by the students, on-boarded during the new normal.

- To present suggestions for the betterment and improvement in the organization's on-boarding process.

The methodology adopted by the researchers to collect the primary data was through an online questionnaire in the form of Google Form, which was designed for knowing the experience of the target groups.

Questionnaires were structured, considering the perspective of students of professional institutes of Gokhale Education Society, Nashik; J. D. C. Bytco Institute of Management Studies & Research, Sir M. S. Gosavi College of Pharmacy & R. H. Sapat College of Engineering.

Sample Frame & Sampling Technique:

Sampling technique adopted to collect the data was Convenience Sampling.

Students who were placed after December 2019 i.e. after the beginning of Pandemic and subsequent adoption of online/new methods for on boarding, were considered as the respondents.

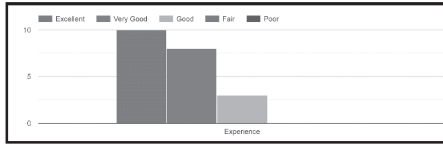
Sample Size:

In all, 55 students from all the 3 professional Institutes under Gokhale Education Society were asked to fill the

questionnaire.

Data Analysis & Interpretation

1) The overall on-boarding experience with the organization during the COVID-19 Crisis.

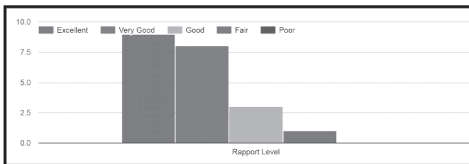


●The 60% of the respondents had an excellent on-boarding process, during the COVID Crisis, as it was easy for them to go through the process on the online mode, which reduces the additional physical presence requirements.

●The 30% of the respondents had a very good experience in the on-boarding process as they were better enabled for online mode of the process, forced by the COVID Crisis.

●The 10% of the respondents had a good, or it can be said that they had a normal experience with the on-boarding process, as they would be used to the online mode of on-boarding by frequent exposure.

2) The rapport level organization built with you in the new normal.



●The 40% of the respondents had built an excellent rapport with their organization during the on-boarding process, as the online on-boarding made it easier for the respondents to get cordial with the organization.

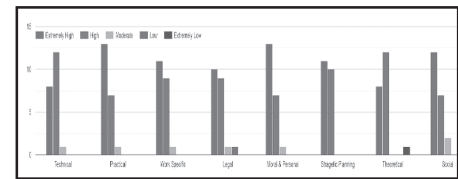
●The 30% of the respondents established a very good rapport with the organization, as they were well-briefed by the placement cell regarding the on-boarding process.

●The 20% of the respondents built a good or normal rapport with their respective

organization, as they also faced some minor issues during the minutes of the online boarding process, wherein they got familiar with some of the organizations' procedures.

●The 10% of the respondents had a fair rapport, as somewhere they were not able to connect well with their respective organizations in terms of communication, technical issues.

3) The input level of your manager on the mentioned parameters.

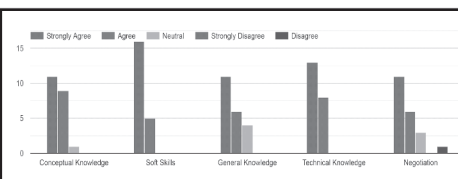


●The 50% of the respondents witnessed their managers to contribute extremely high inputs in terms of practical, work specific aspects, legal procedure, moral & personal support, strategic planning, theoretical know-how and social elements.

●The 40% of the respondents believe that their managers do their bit giving high inputs in technical know-how, practical thinking, strategic planning and theoretical aspects, as they are involved in the work related arena.

●The 10% of the respondents consider their managers to be moderately contributing their inputs in the technical, practical, work specific, legal, moral & personal and social only, as they do not get inputs in strategic planning.

4) The essential parameters for the successful on-boarding in the new normal?

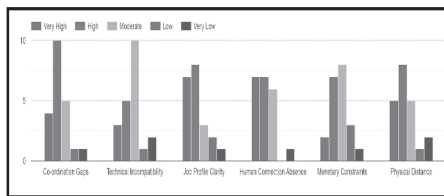


- The 60% of the respondents strongly agree with the conceptual knowledge, soft skills, general knowledge, technical knowledge and negotiation skills as essential elements, as they believe one should be equipped with these skill sets.

- The 30% of the respondents agree that only conceptual knowledge, general knowledge and technical knowledge are essential, as they belong to technical background, preferred on-roll work execution requires this knowledge.

- The 10% of the respondents disagree to negotiation skills, as they do not think it is an essential element, as the respondents are graduates and they think that are not in a position of negotiating.

5) The level of challenges in the below mentioned aspects, during the on-boarding process, in the new normal.



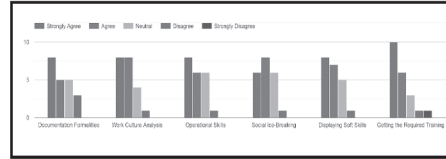
- The 50% of the respondents faced extremely high level of challenges with respect to the job profile clarity, human connection absence and physical distance, as the respondents were abruptly forced to face the new normal challenges involved in the on-boarding process.

- The 30% of the respondents faced high level of challenges related to co-ordination gaps, job profile clarity, due to the physical distance and human connection absence, because the respondents are aware of usual mode of on-boarding and sudden change took time to be adopted.

- The 20% of the respondents faced low and even very low level of challenges with physical distance, technical incompatibility, monetary constraints, job profile clarity and co-ordination, as the respondents found it easy to adopt the

online mode of process.

6) The level of agreement, in terms of handling the following elements is challenging in the new normal.

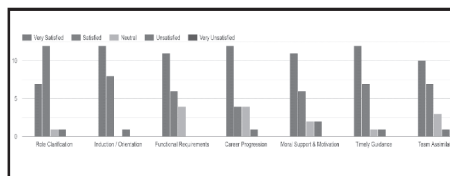


- The 60% of the respondents strongly agree with the documentation formalities, work culture analysis, operational skills, social ice-breaking, displaying soft skills and getting the required training as major challenging elements, as all these elements have taken drastic change by relying on the online platform.

- The 30% of the respondents agree that work culture analysis, social ice-breaking and displaying soft skills are challenging elements, as these respondents have newly introduced to these elements.

- The 10% of the respondents disagree with documentation formalities and even strongly disagree getting the required training as a challenging elements, as they were familiar with the process and found it to be much easier procedure in terms of the on-boarding process.

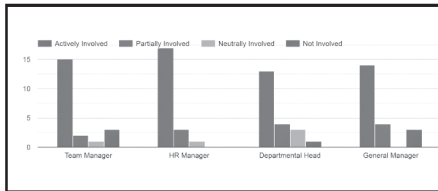
7) The level of satisfaction with the support / inputs given by the organization on following parameters.



- The 70% of the respondents feel very much satisfied with the role clarification, induction / orientation session, functional requirements, career progression, providing moral support & motivation, timely guidance and team assimilation, as

they feel that they are being only involved in work related purpose only.

8) The level of involvement of the mentioned personnel during the on-boarding process.

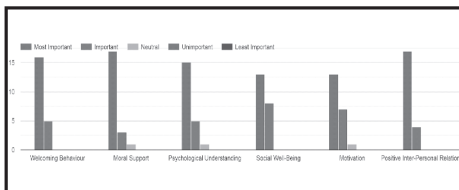


- The 80% of the respondents think that the team managers, HR managers, departmental heads and the general manager should be actively involved in the on-boarding, as they feel that these personnel are of major significance to take the candidates.

- The 10% of the respondents think that HR managers, departmental heads and general managers should be partially and neutrally involved in the on-boarding process, as they feel that team manager are the ultimate personnel of authority whom they would be reporting.

- The 10% of the respondents do not think that team managers, departmental heads and general managers should be involved in the on-boarding process, as they think that HR managers should be involved, who can guide better with job role & profile.

9) The importance of the behavioral aspects expected the most from the organization, during the on-boarding process.



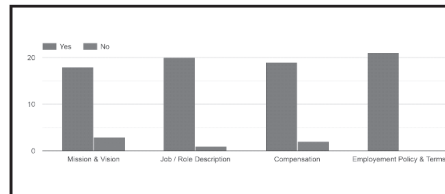
- The 70% of the respondents expect the organization to cater the behavioral aspects by way of warm welcoming behavior,

moral support, psychological understanding, social well-being, motivation and establishing & maintaining positive inter-personal relationship, so the respondents expect these behavioral aspects from the organization.

- The 20% of the respondents expect and consider social well-being and motivation as important, along with psychological understanding of the new joiners, motivating them in achieving good performance standards.

- The 10% of the respondents expect the organization to provide moral support, motivation and psychological understanding, which would enable them to work with motivation by the organization.

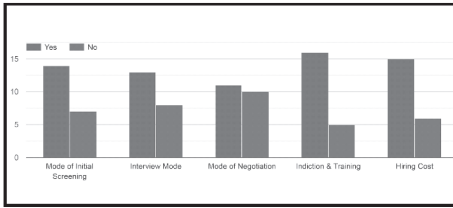
10) The agreement on sufficiency of inputs offered on the mentioned elements during the on-boarding process.



- The 90% of the respondents feel that sufficient inputs were offered during the on-boarding process, in terms of mission & vision, job / role description, compensation and employment policy & terms, as these elements are important that gives organizations' the clear picture and its execution.

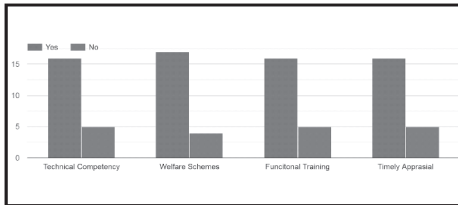
- The 10% of the respondents stress that only organization's mission & vision, job profile description and compensation structure are significant elements or inputs to consider during the on-boarding process, as the employment policy and terms are by default explained during the corporate induction.

11) The agreement with organizations changes in their methods / policies for the mentioned parameters.



- The 60% of the respondents think that the organization has changed their methods / policies in all the above mentioned elements in their respective organization has changed for maintaining efficiency in work execution in the new normal, easing out the way to achieving the mission and vision.
- The 40% of the respondents think that these elements in their respective organization have not being changed or revised, as they think that the mode of these elements have changed i.e. mode of online, but the elements therein are constant to change.

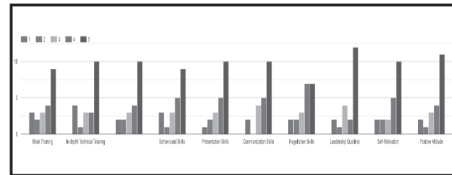
12) The agreement over the additional training needed to be offered by the educational institute, considering the challenges faced during on-boarding.



- The 70% of the respondents feel that educational institutes need to offer additional training, stressing more on to equipping their students by offering all the above mentioned matters for the fresher students / job aspirants, who want to equip themselves these skill set.
- The 30% of the respondents feel that the educational institutes can partially include these elements of learning, instead of making these things mandatory and compulsory for everyone, provided with

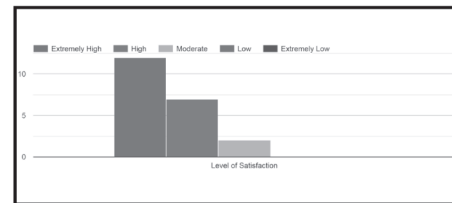
choice which can be chosen as per one’s own interest.

13) The most preferred inputs that the institute should offer to the job aspirant, considering the new normal crisis. (1-Least Preferred & 5-Most Preferred)



- The 60% of the respondents mostly prefer all the skill set mentioned in the bar graph, to ensure overall personality development that would be a confidence building element to face the challenging interviews.
- The 30% of the respondents normally prefer these elements to consider as inputs from their institutions, as this can be better experienced by facing the actual interview.
- Preferring these aspects at the least, the 10% of the respondents think that these elements can be learnt or can be acquainted by individually facing the interview, which can be learnt with personal experiences.

14) The level of satisfaction with the efforts of human resource department in the on-boarding process under the impact of COVID Crisis.



- The 60% of the respondents are satisfied on an extremely high level with their respect human resource departments, as they have experience maximum support in the all the significant aspects involved.
- The 30% of the respondents were highly satisfied with the role & involvement of human resource department during the on-boarding in the new normal, who

supported them with training and taking them through the organizational structure.

- The 10% of the respondents were moderately satisfied with the human resource department's support and assistance during the on-boarding process, as some respondents were having neutral opinion about the HRD's role.

Findings

The researchers have found various challenges, expectations, experiences and suggestions from the students' perspective on the challenges faced during the on-boarding process in the new normal with special reference to the professional institutes of Gokhale Education Society - Nashik.

Most of the respondents faced challenges on an extremely high level, which includes co-ordination gaps, absence of human connection, job role clarity and technical incompatibility, which is the most significant aspect in the online process of on-boarding.

On the behavioral front, the most of the respondents' stress on the warm-welcoming behavior, moral support & motivation, psychological understanding and maintaining positive inter-personal relationships, as the respondents consider these aspects being the major contribution in maintaining peace of mind at the workplace.

The majority of the respondents firmly emphasize on additional training should be offered by the educational institutes as a part of academic curriculum, which should include sessions of mock trainings, in-depth technical, behavioral & presentation skills, new placement methods, welfare schemes, functional training and negotiation skills, as these skill set should be implemented in training them for performing well in career.

Suggestions

- After analyzing the primary data and the finding, here are some suggestions that the researchers have mentioned for the challenges that the students faced during the on-boarding process in the new normal.

- The students should involve in new things. There are many aspects to learn, for every job aspirant. It is suggested that placement aspirants should enroll themselves for additional certificate or short-term courses, which is closely related to the specialization or the stream of study.

- The educational institutes should arrange sessions, which should be conducted by corporate employees, organizational personnel, business heads, and strategists.

- Focused & deliberate efforts are required to develop soft skills amongst the students irrespective of their background.

Online etiquettes must be strictly adhered to and developing technical compatibility is a need of an hour.

Conclusion

From the research executed by both the researchers, it was analyzed and concluded that the job aspirants are needed to be provided additional trainings and pre-placement sessions by the educational institutes, which would enhance the students' knowledge about the job opportunities and its requirements & eligibility criteria in the new normal.

When it comes to the new normal and the crisis within, the placement aspirants' responsibilities increase to equip with latest skill set to enter and survive in the current corporate arena.

The majority of the human resource professionals believed that an online on-boarding program does fall short of the expectations on both ends, and they would like to move to the physical model of on-boarding post-pandemic. In the present scenario, constant interaction with the new joiners has become even more important for sustainable on-boarding process.

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Importance Of Performance Management- Study On Competency Mapping, Job Satisfaction, Culture, Career Development & Benefits

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Abstract— In today's times, organizations operate in a dynamic environment, there are always new and unpredictable difficulties that achieve organizational profit and growth critical. Talent Management is the number one issue for all companies around the world. This is because we are living in a knowledgeable economy where there is a talent shortage. Companies need employees with the right skillset and attitude to fit in their culture and help the business to achieve its objectives while the employer brand refers to the company's image and its ability to attract potential employees and keep them retained. Here talent management plays an important role in maintaining equilibrium between both the right talent and the company's image (Sinha 2019). However, the importance of incorporating appropriate Talent Management practices is one aspect that is rarely studied or practiced. This study was conducted to understand the role of various Talent Management practices in managing business growth and sustainability. The effect of various dimensions of Leveraging Talent Management Practices like rewards/recognition, competency development, identifying/nurturing high potential employees, employee engagement, coaching/mentoring, and talent acquisition were studied. The relevant data was obtained with the help of a questionnaire which was distributed among 50 respondents who were chosen by convenient sampling. Quantitative analysis has been made to find out the impact of the above-mentioned Talent Management Practices on organizational growth and profit. Model CJMCC – Competency Mapping, Job Satisfaction,

Monetary-Non Monetary Benefits, Career Development, and Culture is derived to show the role of Talent Management practices in business profitability. The analysis showed that the appropriate Talent Management practices had a positive and significant influence on the business performance (Brown et al., 2018).

Keywords— Sustainability, Career Management, Talent Management, Learning and Development, Talent Retention, Talent Attraction.

I. Introduction

A company that can leverage resources and management talents across a brand array of opportunities may have an efficiency advantage over firms that cannot. By – Gary Hamel

Nowadays Leveraging Talent Management plays a strategic role in organizations. It has raised its mere operational importance and has become a part of business development and growth. The purpose of Talent Management is to ensure the supply of the right talent to accomplish the set goals of an organization and organization efforts to attract, develop and retain the talent (®, 2019). With the help of HR activities, businesses plan their departmental targets, budgets, and growth. The organization needs to align its objectives with the Performance Management/Rewards & Recognition activities to ensure the targets are achieved with efficiency and effectiveness. So, various Performance Management functions are studied and also implemented in organizations still there is a need to make necessary changes

in those practices that will benefit not only the employees but also will increase the productivity and sustainability of the organization. With time the perspective of people for joining any company is changing. It is not merely limited to the salary package or the designation anymore but it has included many other aspects like the culture of the company, mapping the competencies of the employees with their job, the perks, and extra benefits in their salary package, or the kind of rewards and recognitions given based on performance and job satisfaction at the workplace. So it is important to understand all these parameters of Leveraging Talent Management through Performance Management in detail to manage the driving force of the organization i.e. the employees.

1.1: Aim

This paper aims to study about few important aspects of Leveraging Talent Management through Performance Management/Rewards & Recognition practices and to understand their effect on business profitability (White, 2019).

1.2: Objectives

The objectives of this paper are:

1. To access the effect of Talent Management practices in Performance Management/Rewards & Recognition.
2. To access the effect of Talent Management practices in competency development/mapping and ensure positive culture in the organization.
3. To understand the value of coaching/mentoring and giving the opportunities of career development to employees (White, 2019).
4. To evaluate the effect of appropriate talent acquisition and nurturing of high potential employees.

1.3: Problem Statement

Business profitability depends on various

factors including Manpower Planning, Talent Acquisition, Onboarding and Employee Engagement Strategies, Performance Management/Rewards & Recognition, and Talent Development. Businesses often ignore the importance of Performance Management/Rewards & Recognition practices which have a detrimental effect on managing business profitability. It is because employees are the brain and driving force of any company. Hence, appropriate Performance Management practices need to be implemented to ensure business sustainability, growth, and profits. It is in this aspect that this paper aims to study important functions of Performance Management practices.

1.4: Significance

It is important to study and understand Talent Management practices as with time the mindset of employees is changing drastically. These days employees evaluate the organization on various parameters like Job Satisfaction, Career Development, Culture, Monetary and Non-Monetary Benefits, and Competency Mapping (Brown et al., 2018). They do not view the organization only as a source of income anymore but as an opportunity for their career growth and development. The organizations try to attract talented employees and keep them retained in the organization to minimize employee turnover rate and increase the employee retention rate which results in business profitability. The Performance Management practices must be changed or revised as per the requirement to ensure the employees are happy working organization because happy, satisfied, and motivated employees always perform more than expected. In this research, we have analyzed key Performance Management/Rewards & Recognition practices that can make a huge difference in holistically ensuring organization

profitability (Sinha 2019).

"The competition to hire the best will increase in the years ahead. Companies that give extra flexibility to their employees will have the edge in this area."- Bill Gates, Founder of Microsoft Corporation

II. Literature Review

The authors of the article have reviewed various books, internet blogs, news articles, and published material to understand the various Talent Management practices and functions to create a concrete relation in the content of the article.

Rastgoo Moghtadaie and Taji researched to study the relationships between TM practices and organizational performance, the findings emphasized the significant effect that the resources have on the organization. The organization can grow effectively if they hire the talent as per the skills, competencies, and qualifications required to perform a task.

Aposporia et al took a study on human resource management and organizational performance in which it was found that talent attraction and organizational performance have a positive relationship. Hence, if both are managed properly can ensure organizational profitability (Carpi et al., 2017).

Dyer and Reeves have classified three different results for organizational profitability, which are (1) financial (profit and market share); (2) organizational results (efficiency, quality, and productivity); and (3) human resources results (satisfaction, attitudes and behaviors, and commitment).

According to Lockett, A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the

capabilities of teams and individual contributors.

III. Research Methodology

According to the research, we used secondary, primary, and quantitative methods that make effective and attractive research. The primary data is collected through various questionnaires and focus groups. The secondary data is collected through books, journals, and websites. We have designed our questionnaire based on 5 tools such as competency mapping, job satisfaction, monetary & non-monetary benefits, career development, and culture (CJMCC). The dependent variable is competency mapping, job satisfaction, monetary & non-monetary benefits, career development, and culture and the independent variable is Business growth, Talent Development, Business Sustainability. The sample size of the research is 35.

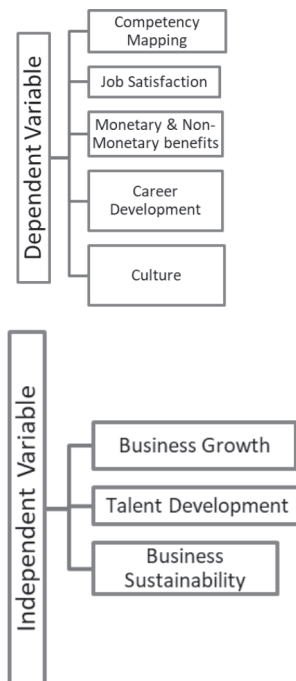
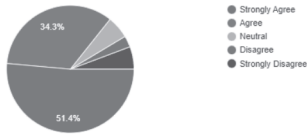


Fig. 1: Independent and Dependent Variable ofBJMCC

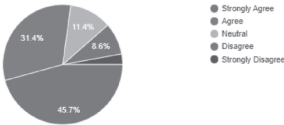
IV. Finding & Analysis

Do you finish every work assigned to you within the time limit?
35 responses



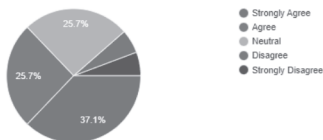
Graph 1: Employee’s Assigned Work
Interpretation: 51.4% of employees are strongly satisfied that they finish every work assigned to them within the time limit in the organization while 2.9% of employees are not. The employees should arrange their work according to the priority that helps to convert unsatisfied into satisfied employees.

Do you feel, you are doing the job according to your job profile?
35 responses



Graph 2: Job Profile
Interpretation: 45.7% of employees are strongly satisfied with the job according to their job profile in the organization while 2.9% of employees are not. The Employees should make the effective key result areas that help to align with their job profile.

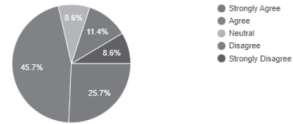
Are you satisfied with the culture of the organization?
35 responses



Graph 3: Organizational Culture
Interpretation: 37.1% of employees are strongly satisfied with the culture of an

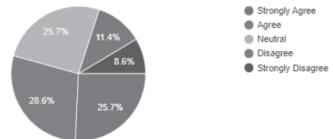
organization in the market while 5.7% of employees are not. The organization should make a friendly atmosphere in able to convert unsatisfied into satisfied employees.

Do you feel satisfied with the career development opportunities given in the organization?
35 responses



Graph 4: Career Development Opportunities
Interpretation: 25.7% of employees are strongly satisfied with the career development of the organization while 8.6% of employees are not. The organization should provide a better career opportunity plan to attract the employees in their individual and organizational goals.

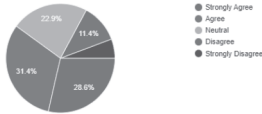
Are you satisfied with the additional benefits like certificate, rewards, etc.?
35 responses



Graph 5: Additional Benefits
Interpretation: 25.7% of employees are strongly satisfied with the additional benefits of the organization while 8.6% of

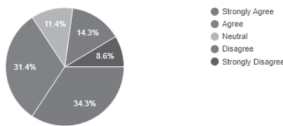
employees are not. The organization should provide maximum additional benefit to motivate the employees and help to bring positivity to their workplace.

Do you feel you are able to align your career path with professional goals?
35 responses



Graph 6: Align career with professional goals
Interpretation: 28.6% of employees are strongly satisfied with the career path to align with the professional goals in the organization while 5.7% of employees are not. The employees should make the balance between their career and professional life to achieve success in the organization.

Does your Manager give calculative and evaluative feedback on time?
35 responses



Graph 7: Manager’s calculative feedback
Interpretation: 34.3% of employees are strongly satisfied with the calculative and evaluative feedback from the manager on time in the organization while 3.8% of employees are not. The Manager should make effective feedback so that employees can change according to the requirement.

V. Result Interpretation

Data Interpretation	Research Questions	Hypothesis
51.4% of employees can finish assigned work within the time limit that come under H1 while 2.9% are not that come under H0.	Do you finish every work assigned to you within the time limit?	H1: Employees can finish assigned work within the time limit. H0: Employees can't finish assigned work within the time limit.
45.7% of employees are satisfied with the work according to the job profile that come under H1 while 2.9% are not that come under H0.	Do you feel you are doing the job according to your job profile?	H1: Employees are satisfied with the work according to the job profile. H0: Employees are not satisfied with the work according to the job profile

37.1% of employees are satisfied with the culture of the organization that come under H1 while 5.7% are not that come under H0.	Are you satisfied with the culture of the organization?	H1: Employees are satisfied with the culture of the organization. H0: Employees are not satisfied with the culture of the organization (Puckett, 2018).
25.7% of employees are satisfied with the career development opportunities given by the organizations that come under H1 while 8.6% are not that come under H0.	Do you feel satisfied with the career development opportunities given by the organization?	H1: Employees are satisfied with the career development opportunities given by the organization. H0: Employees are not satisfied with the career development opportunities given by the organization.
25.7% of employees are satisfied with the additional benefits like certificates, rewards, etc.? that come under H1 while 8.6% are not that come under H0.	Are you satisfied with the additional benefits like certificates, rewards, etc.?	H1: Employees are satisfied with the additional benefits given by the organization. H0: Employees are not satisfied with the additional benefits given by the organization.
28.6% of employees can align the satisfaction with the career path with professional goals that come under H1 while 5.7% are not that come under H0.	Do you feel you can align your career path with professional goals?	H1: There should be a good relationship between career path and professional goals. H0: No relationship between career path and professional goals.
34.3% of employees can take calculative and evaluative feedback from manager on time that come under H1 while 3.8% are not that come under H0.	Does your Manager give calculative and evaluative feedback on time?	H1: Employees can take calculative and evaluative feedback from the manager on time. H0: Employees can't take calculative and evaluative feedback from managers on time.

TABLE 1: Interpretation Of The Chart

VI. Discussion On Interpretation

In this study, we have developed a finest model based upon our knowledge, understanding, knowledge, analysis, and observation of the current scenario considering the mind-set of employees to know the performance in any organization. It is very transparent that the needs and expectations of the employees are kept on changing. The organization motive is to satisfy their employees to fulfil the necessary demands and expectations (Carpi et al., 2017).

In a better view to know the performance of the employees we have developed a model named CJMCC which stands for COMPETENCY MAPPING, JOB SATISFACTION, MONETARY & NON-MONETARY BENEFITS, CAREER DEVELOPMENT, and CULTURE. The figure below will represent the model. With the help of this model we have analyzed HR practices that need to be modified to meet the business and employee's requirements and if implemented successfully can impact positively in managing talent acquisition in the organization. The organization should keep a periodic check on all the parameters stated in the model.

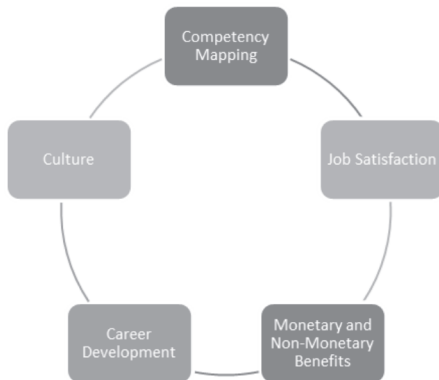


Fig.2: Model of CJMCC

Description of the MODEL–CJMCC

1. Competency Mapping

Competency Mapping helps to determine the skill, knowledge, and ability to increase performance in the organization. There should be a perfect match between talent and competency. Employees should get the proper training or coaching to perform the tasks or duties and it should be evaluated from time to time. This helps the employees to deliver the job according to the expectations and it increases the performance and benefits (Hearn, 2018).

2. Job Satisfaction

: Job Satisfaction helps the employees to increase their productivity and focus on the work. This will indirectly help to increase the performance of the employees and increase the growth of the organization.

3. Monetary/non-monetary Benefits

Monetary and non-monetary benefits refer to an appreciation of token which is given by the employees according to their performance. Those employees who are motivated by themselves will be able to perform better in their workplace and they will get appreciation in terms of monetary and non-monetary benefits (Couwenbergh, 2021).

4. Career Development

Career development helps to balance between individual and organizational goals. This helps the employees to improvise their skills and knowledge by arranging various certifications, training, and webinars. Employees will get a better understanding of their work and full utilization of their talent in the organization.

5. Culture

Culture plays a vital role in the organization. This helps to interact with their supervisor, colleagues, managers, and subordinates that create a friendly atmosphere. Employees have an open culture to exchange their views, problems, and ideas. This helps to increase the performance of the employees and get various rewards from the organization.

VII. Limitations

This study was conducted on only 35 professionals' employees and there is no specific organization has been targeted. It will not give proper idea of particular department or sector or organization (Puckett, 2018). The HR practices discussed in the study are very limited which may not give a clear knowledge about the entire HR system and its

operations. The study was also conducted for a limited time span and responses.

Conclusion

Based on a model CJMCC, it defines the Competency Mapping, Job Satisfaction, Monetary and Non-Monetary benefits, Career Development and Culture that plays a vital role in ensuring organizations profitability (Couwenbergh, 2021). This study aims to understand the effect of Performance Management and Leveraging Talent Management in the organization. There should be an appropriate Performance Management and Rewards/Recognition practices that help in growth, profit, and business sustainability. Based on the responses of survey that help to understand the employees agree or disagree with various factors like overall compensation, brand value, involvement in work, total benefits package, and many more. The survey helps to interpret and make hypothesis according to agree or disagree of the employees. The survey helped to understand the mindset of the employees in the organization. Based on the dependent and independent variables of the model CJMCC referred to, independent variables like Business Growth, Talent Development, and Business Sustainability and dependent variables like Competency Mapping, Job Satisfaction, Monetary, and Non-Monetary Benefits, Career Development, and Culture. The motive of this model is to focus on the dependent variable that will be a key for the profitability of an organization (Hearn, 2018). The organization should nurture talented and potential employees by creating an environment to retain by employee engagement activities that help to reduce the attrition rate and absenteeism of the employees in the organization. The organization should maintain its goodwill in the market and provide various benefits that attract the employees that help to bring loyalty towards the organization.

When Employees are happy, they are your very best Ambassadors.

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Talent Management By Leveraging Employee Experience Data For Organisational Growth

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Abstract:

In today's era of digitization and Artificial Intelligence it is very important to understand the scope which technologies brings in to automate the processes and enhance employee experience. Once an employee is engaged with an organization it is the primary responsibility of the organization to provide excellent employee experience. Now if we see how the industry has grown from past few decades, we can understand that there has been various dynamics and the concept of agility and work life balance has gained high importance and there comes the difference.

Once the employee experience is enhanced the employee continuously makes best effort to fulfil the organizational goal and contributes the best possible from his end.

Now with the use of technology understanding the finest things about organizations ways towards bringing enhanced employee experience has moved to highest limits. Now the primary focus of each employer is to provide best class facilities to an employee and thus ensure that the delivers the best by providing best employee experience.

The assessment of the employee experience has been very important, this in turn would help to understand the way about employee perception towards organization.

Keywords:

Employee Engagement, Empathy, Employee Experience, Data Analytics, Work life balance, agility.

Introduction:

What Employee Experience is and why it's

important:

Employee Experience is everything an employee observes, feels, and interacts with as a part of a company. It may be confused with employee engagement, but that while engagement is the end game, employee experience is the means to get there.

A few years ago, companies required employees to conform to their rules and regulations. But as talent became scarcer and competition for attracting skilled workers increased, companies began to make efforts to see through employees' lenses. Organizations that invested in their Employee Experience saw a significant business impact in terms of lower attrition rates and higher headcount growth.

According to survey from Hyperights, although 68% of companies report that their Employee Experience has improved in the past 5 years, only 52% state their company provides a positive employee experience. These percentages prove that there are factors that still need improvement for employees to be satisfied and have an excellent experience at work. Some of the priority aspects that offer room for improvement are compensation and benefits, simplifying administrative processes, open and effective management, intuitive tools and technologies, training opportunities, company culture and work-life balance.

Stages of Employee Experience:

A. Recruiting and Pre-hiring-

Recruiting and Pre-hiring is very important stage and leads to long term impression about the organization. This phase is also called as image creator for

new entrant into the organization. Once a perception is created for the organization it remains for a longer time.

So, this stage must be very clear and should be the best experience for any employee.

B. On boarding Feedback:

On boarding feedback comes as the first feedback during the actual entry within the organization. The employee now actual should be made comfortable since he has altogether seen a different culture and now would grow in a different culture. In that case the employee should be provide an empathy to bind with the organization.

C. Employee Engagement Survey:

The employee engagement surveys are very important source of data and are also most trusted and validated source. The data gives a deeper InSite about employee engagement within the organization and this is the reason that most of the observation can be derived through employee engagement surveys.

D. Exit Interview:

Exit interview are the most unbiased way of collecting the employee experience data. The data is shared by an employee who is already getting out of the system and it lead to creation of valid source of data which is basically unbiased.

Aspects of Employee Experience:

Employee Experience has been a focus area in various organization to understand the behavioral prospect.

The employee with positive experience has always been a very critical resource for the organization and thus it can be said that the impact by which the organization moves it drive for Employee Experience can lead to talent attraction.

In the past several years the organizations have realized that the employee engagement is a very crucial activity in making positive employee work experience. The life cycle of an employee is associated with various interlinked processes and thus it can help us to put better emphasis on the business requirement.

The detailed idea for the execution of various activities can be defined under the umbrella of talent psychological contract which an employee makes with the employer. Various influencing factors for Employee Engagement may be considered as –

A. Rewards & Recognition-

Rewards and Recognition plays very crucial role when we particularly describe its effect the behavior of an employee. More the employee is recognized for their achievements they considered to be of very much important to the organs aition. This enables the feeling of connectivity between the employee and the organization.

B. Employee Engagement-

The drive to keep employees engaged through various activities is very important when the entire process of employee experience is to be considered the employee who are more engaged turns to more positive on the scale and thus help the organization of focus on its overall objective of sustainable growth.

Thus, the employee feels empowered when they and engaged and have strong sense of bonding with the organization even after their separation from the organization.

C. Psychological Contract-

The unwritten contract between the employee and the employer turn to be very effective in creating positive effect of employee expereince. The employee whos psychological contract had been positively influenced would always prefer to have a very good perception about the organsaition.

This perception would also lead to the way his journey has been with the organisation from the very initial phase. So it can be said that the fulfilment of psychological contract is very important in this aspects.

D. Skill Enhancement –

Skill enhancement is relatively very important part while consideration of employee experience. Employees developing various skill can lead to growth of

once potential under various areas. It lead to concrete way of dealing the skill set. The various skill achieved by the employee would enable the employee to achieve the targeted goals.

This helps the employee to understand the prospective of skill enhancement for his wellbeing.

E. Career Growth-

Employee feel more compassionate about the organsaition when they are provided with career growth oppurtunities. The employees road map towards continous growth and accomplishment of carrier goals is to be considered very important in many term and thus it should be considered very important for positive employee experience.

F. Moral, Ethics and Values-

In certain employees there connectivity with the organsaition is only due to moral and ethic the organisation carries. The more interlinakge is exhibited between the organisation and individual leads to overall dedication of an employee. This also elimates the chances of employee making negative perception about the organisation.

This bring in ability of an employee to react postively to any changes which comes in the first place and it also helps to develop the overall prospective of the individual towards the organisation.

G. Job Enlargement–

Most of the employees consider job enlargement a very important and crucial role in their career development. Since this is very important and the enlarged job leads to very good through put. So, it can be defined that job enlargement leads to very positive influence on Employee Experience.

H. Data Driven Analysis-

The data driven analysis is always very important the data provide insights. These insights help us to understand the various terminologies under the prospects. The strong analytical data and create miracles. The employee experience data has many

things to contribute all together. Most important part of this data is that is can help to develop a meaningful procedure.

This procedure will not only help the existing employee but will also help to create a strong cohesive force to attract new talent. The interlinkage can also be provided for employee engagement since the employee experience is an unbiased source of information.

Literature Review–

The author has gone in through in-depth study of various aspect in continuation to the research content. The majorly used source are internet, books and various reading material along with daily newspapers.

The various internet sources like Digital HR, HR Info, Times HR, fistful of talent, HR morning have helped in studying the various aspect and terminologies in context to research.

The researcher has also used books like “Employee Experience by Design: How to Create an Effective EX for Competitive Advantage” authored by Belinda Gannaway and Emma Bridger. The book has extensively briefed about the various aspect where the employee experience plays a very crucial role and hence it can lead to good competitive advantage. The concept is overall very useful and hence can make is very reliable for organization to use its employee experience as benefit over the competitor.

One of the research books which has helped the author to understand strong highlights is “Digital Workplace Strategy & Design: A Step-by-step Guide to an Empowering Employee Experience” book by Henrik Gustafsson and Oscar Berg.

A book which has well defined the way through which the Digital Workplace can utilize the various data source to make a good level of communication to various terminologies in context to the required aspects.

“The Power of People: How Successful Organizations Use Workforce Analytics To Improve Business Performance” book by Jonathan Ferrar, Nigel Guenole, and Sheri Feinzig has helped the author to reach at the point of understanding that the real need to data to make effective HR practices. The process of creating a concrete data and then utilize this data to obtain various conclusion all together to set forth new targets. The target will broadly focus on the various improvement plant on strengthening the HR practices understanding the data.

The various new articles from Times of India, Economic times and HR today has also helped to gather data and details which has helped to formulated a strong solution towards various proposed observations.

Research Methodology-

The data is mostly based on Secondary data and the data is gathered from various sources. The data is then complied basis the understanding of various terminologies and then it is transformed into useful analysis. The researcher has studied various process where the interconnectivity of research is associated. The data driven analysis is then imparted and the transformed into useful interpretations. The data used for the research is been analyzed and is obtained from the trusted sources.

Data Analysis and Results:

The data analysis was done in order to create the data for various interpretations through questionnaire. The responses were collected from various stakeholders including Individual contributors, Team Leaders and strategic management. The data from respondents was analyzed and various insights were observed as per Fig 1.0.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Has your organization given value to your feedbacks?	11%	27%	21%	30%	11%
Is there a proper understanding of the strategic objectives of the organizations?	11%	20%	10%	30%	29%
Is your role in the organization clear to you?	47%	37%	1%	16%	0%
Do you believe you have an equal opportunity to have a stable career path in the organization?	30%	40%	5%	14%	11%

Are you satisfied with your role and responsibilities at work?	8%	57%	3%	17%	15%
Do you receive constructive feedback from your manager?	11%	20%	10%	37%	22%
Is there a strong feeling of teamwork and participation in the organisation?	27%	45%	4%	14%	10%
Are you inspired by the goal of the organization?	27%	10%	0%	33%	30%
Do you feel the organization is unbiased?	37%	50%	9%	3%	1%
Is your work environment distraction free and motivating?	50%	27%	0%	7%	16%
Do you think your work environments reflects your organizational culture?	43%	27%	0%	13%	17%
Do you believe the organization has your best interests in mind when making business decisions?	11%	20%	10%	30%	29%
Are you satisfied with the way your organization has managed both its business and people during this time?	39%	10%	6%	21%	24%
Have you continued to collaborate with your team during this Covid Time?	30%	40%	5%	14%	11%
Does your team inspire you to do your best work?	43%	27%	0%	13%	17%
When something unexpected comes up in your work, do you usually know whom to ask for help?	43%	37%	0%	13%	7%
Do you have a good understanding of your organization's informal structures and processes?	9%	38%	18%	20%	15%

Fig. 1.0 – Responses for Questionnaire

The questionnaire consisted 17 Questions which denotes various parameters for Employee Experience and following were the point of concern.

- Importance of Employee Feedback: Out of 53 Respondents 62% respondents felt that the feedback they are giving to the organization are not valued. Employees are the pulse of the organization and they are make or break the working landscape therefore continuous employee feedback is necessary but also giving value to their feedback is necessary because when employees feel that their inputs are valued their experience with the employers goes to the positive bar.

- Strategic Objectives and Employee Involvement: Out of 53 Respondents 69% does not feel connected to the strategic

decisions in their organization. Participation of employees in decision making process plays an important role in business as it influences quality and competitiveness. Participation inspires employees to volunteer and accept responsibility for collective purposes thus enriching employee experience.

- Constructive feedback from Managers: Out of 53 Respondents 69% stakeholders feels lack of constructive feedback from their seniors. Feedback not only clarifies expectations from employees also it lets the employees to build a pathway to their career. Some points which should seniors should keep in mind while giving feedback are:

- Pick right time and place to give feedback
- Be specific and use examples
- Avoid Negative Language
- Organization Goal: Out of 53 Respondents 63% employees feel that their employee experience is lacking because they are not inspired by their organization's goal. Following are importance of Goals:
 - Goals provide focus
 - Goals offer measurability
 - Goals increases motivation
 - Goals make overall vision attainable

Organization goals are the end towards which activity is aimed. Goals are desired outcomes for individual, groups or entire organizations. This not all increases employee experience but also ownership of employees.

Data Analysis:

A. Understanding employees' expectations of their organization are critical when creating a positive employee experience. According to Gallup, 60% of employees say "the ability to do what they do best" in a role is "very important" to them. Fifty-three percent of employees say a role that allows them to have greater work-life balance and better personal well-being is "very important" to them-Source Bonfyreapp.com.

B. About 6% of the organizations analyzed as

"experiential" based on their significant investments in cultural, technological and physical environments for employees. These companies have four times higher average profits, two times higher average revenues, 40% lower turnover and 24% smaller headcount than those companies classified as non-experiential enterprises. Source Bonfyreapp.com.

C. Work-life balance is important to the employee experience. Approximately 87% of employees expect their employers to support a healthy work-life balance, according to a survey from Glassdoor.

D. Recognition is tied to performance. Approximately 92% of workers said that when they're recognized for specific tasks, they're more likely to do them again in the future. Recognition makes employees feel appreciated and motivates them to work harder. Source -Techtarget.com

Proposed Framework –

The researcher is proposing a framework where there would be consideration of each aspect under the roof of Employee Experience. The model drives the spirit from the analytical data and its impact on various factor in all different area leading to the overall utilization of data received from employee experience.

Excellence	Drive	Career Growth	Trust
Focus	Alignment	Capability Building	Collaboration
Required	Contribution	Job Security	Support
Parameters	Work	Rewards	People

Fig 2.0 -Excellence model for enhance employee experience.

The model has three level of the employee experience the very first comes a the required the second highest degree is focus and the topmost is excellence.

Further to explain this model Work, Rewards and People are the three-core foundation to be consider enhancing employee experience.

When we consider work as parameter the highest degree to which an employee can be made accessing through good employee practices is drive. Drive makes the employee an integral part of the organization making him Business Navigator.

The other parameter includes rewards, the employees must be rewarded and the highest degree which can be created is career growth and this makes the best sort of employee experience within the organization.

People factor can only be created when an individual reaches to highest degree of trust. More the Trust more is the transparency and that gives one's loyalty towards the organization.

This model explains the level of excellence which can be achieved within an organization through successful implementation of best practices which are basically derived from data fetched from Employee Experience.

Conclusion:

The research article has majorly focused on the impact of various data collection techniques and the way how data can drive the organizational wellbeing. Researcher have strongly focused on the constructive use of data to enhance employee experience within the organization. The experience by which the employee moves from an organization is mostly unbiased and can lead to various constructive observation.

These observation in term can drive the entire value chain and help each employee to be integral part of the organization. The employee should ink their personal goals with the organizational goals, and this will ensure growth of an individual, growth of organization and the growth of society. Thus, the digital technology and data analytics can help to derive these observations and allow to access the unfolded truth within the organization.

In longer term the organization would achieve its predefined vision through these

small but useful insight and can drive entire process with an ease.

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Interviewer Bias and Personnel Selection: A Preliminary Study

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Abstract

Bias impacts our day-to-day lives. Work life is no different. This study has attempted to explore how HR practitioners and recruiters approach the problem of bias during employment interviews. This study finds out that HR practitioners and recruiters are quite aware of the bias they bring to the interview process. However, they continue to have confidence on the ability of the interviewer in making good selection decisions. The study also finds mechanisms adopted by organizations to minimize the impact of personal bias in employment interviews such as structured interview, competency-based approach, situational interviews as well as adopting combinations of selection methods.

Keywords: Bias, Decision Making, De-Biasing, Interview, HR Professionals, Perceptual errors, Recruitment, Selection

Introduction

Humans think in two ways – fast and slow (Kahneman, 2011). While fast thinking is intuitive and energy-based (gut), slow thinking involves analytical and critical thinking. Humans unconsciously decide based on the ‘first impressions’ or undertake a conscious process of analysis, problem-solving and reflection. The problem with fast thinking is that it is unreliable, irrational, and biased. Bias refers to human proclivity or temperament to present or hold a partial perspective accompanied by a refusal to consider alternative merit points. All humans are hardwired to act biased as result of our genetic as well socio-cultural upbringing. Bias help people to make decisions with less conscious efforts and protects human

ego, as most of the humans do not like to test or falsify their original beliefs (which may be wrong). Conversely, bias prevents people from seeking new information about valuable alternatives, embedded (being) subjective in their dealings, and eventually notches up (to) significant opportunity costs.

Innately, the capacity to discern ‘us’ from ‘them’ is quite natural for humans and is well documented in research (Amodio, 2014; Cikara et al., 2011). Biases can be conscious (we know we are prejudiced or have a preference and others observe it in our behaviour) as well as unconscious (we are unaware of our prejudice or preferences and we believe that we are acting objectively and fairly). Whether conscious or unconscious, bias results in prejudice, discrimination, and stereotypes and it is rooted in the brain. Biases affect all humans in many ways, but they are seldom realized because of ‘blindspots’. A “blindspot” is a metaphor used to refer to portion of human mind that houses unconscious biases (Banaji and Greenwald, 2013). Broader decision-making biases include groupthink (our tendency of a group to converge so as to ensure equilibrium), confirmation bias (our disposition to affirm a position or judgement already held), anchoring bias (our disposition to overweigh an initial proposition) and framing bias (our disposition to limit attention to our immediate frame of reference). In a similar work, the Neuro Leadership Institute’s developed the SEEDS Model categorizing biases into five broad categories, similarity bias (our propensity to view people similar to us favourably and dissimilar one unfavourably), expedience bias (our

propensity to make quick conclusions in an effort to minimize cognitive effort), experience bias (our propensity to rate one's perspective as true compared to that of others), distance bias (our propensity to assign greater value to people or things closer to us compared to those that are far away) and safety bias (our propensity to over-account for negative outcomes compared to positive ones).

Studies assert the role of social group experiences in the development of bias towards – age, ethnicity, gender, nationality, people with different ability, race, religion, sexuality, social class, etc (Gardner and Deadrick, 2012). The impact of bias in work organizations cannot be wished away being built-in. (is dramatic). Biases can interfere with individual relationships and group behaviours; it influences group composition as well as group debates. The consequence of homophily at work are flawed decisions and compromise organisational performance. In an era of technological advancements, global connectedness, workforce diversity and enhanced awareness of anti-discriminatory rights and laws, biases are impregnable but socially as well as legally unacceptable (Manshor et al., 2003). While some organizations are mitigating bias by spending greater deal of resources and training in educating people, most others ignore the obvious. Why do many organizations and leaders ignore the obvious?

Interviewer Bias

One area where bias occurs naturally, yet predominantly exists is in recruitment and selection (Lekchiri et al., 2019). Hiring process is incredibly vulnerable to unconscious bias. Among various processes employed in hiring, interview is an important one (Derous et al., 2016; Judge and Higgins, 2000; Macan, 2009). Biases wreck job interviews badly and time-crunch managers often employ to quick sorting of candidates based on intuitions and lack of pre-defined job-specific competencies. Though studies have shown interview process is flawed, biased and a poor predictor of employee performance, it continues to be the most

commonly used method of employment selection. The inherent weakness of the interviewing process stems from the interviewer bias. Interviewer bias refers to unconscious bias that profoundly influences the attitude and behaviour of interviewers during the interview process. Today with social media recruitment opportunity, recruiters are able to have a measure about a candidate's attribute and abilities, gain a first impression and this unconsciously affects their later decisions (Cristofaro, 2017). First impressions, halo/horn effect, stereotypes, idiosyncrasies, etc continue to plague the effectiveness of the interview process (Carless and Imber, 2007). Bias on diverse demographic factors among others, infiltrates decision-making about talent - recruitment, promotion, and succession (Steiner and Dilliland, 1996; Manshor et al., 2003). Neglect of high potential performers, foregone workforce diversity along with lawsuits challenging organizations for discriminatory practices are negative consequences of bias.

There are four type of interviewer bias observed in workplace settings. Confirmation bias refers to interviewer's tendency to elicit out information that supports one's pre-conceived beliefs (Dipboye, 2018). Affective heuristics refers to interviewer's tendency to make quick and superficial decisions based on the level of attractiveness of interviewee's – physical attractiveness, race, gender, background, etc., (Shahani et al., 1993; van den Brink et al., 2006). Anchoring bias implies an interviewer's disposition to employ an arbitrary anchor like expectations, which are likely to influence the way to evaluate the candidate. Intuition also plays its part in situation wherein neither the time nor information through objective measures is adequate to assess the suitability of the candidate for the job and the organizational culture (Miles and Sadler-Smith, 2014). To add to the challenge, HR managers and line managers continue to lack in the awareness of these evidences discrediting the validity of interview process. These managers continue

to have high confidence in their own judgements and create an illusion of validity about the interview process. Studies aimed at understanding as well as de-biasing organizations for diversity and inclusion are needed as a leadership mandate in business organizations. It is time that managers and leaders promoting sustained performance through human excellence understand and realize the widespread and powerful nature of biases that clot the organizations and people from being the best.

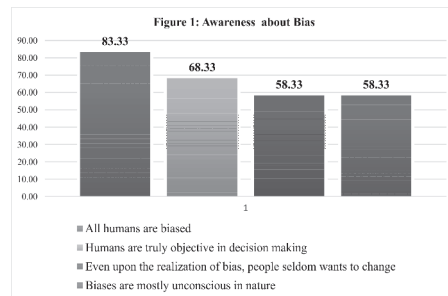
Methods

This study has attempted to seek the answer for the following key research questions. Are interviewers/recruiters aware of the bias they bring into the interview process? What factors are contributing to bias during the interview process? What mechanisms that interviewers and organizations must adopt to minimize the impact of bias during the interview process? A questionnaire developed was shared to the members of a National HR Association and 60 responses were returned. Greater majority (85%) of returned the questionnaire were male and from three types of industries – Manufacturing (38%), Services (25%) and IT (37%).

Measures

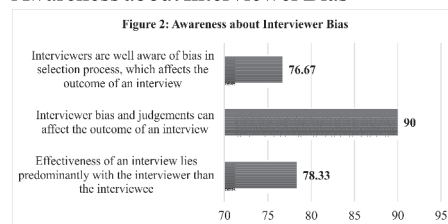
The researchers have developed a self-report questionnaire soliciting information on – Awareness about bias (sample item, All humans are biased), Awareness about Interviewer's Bias (sample item, Interviewer's bias and judgements can affect the outcome of an interview), Attitude towards Interviewer's Bias (sample item, Hiring decisions taken are based on one's intuition which are mostly right), Interview Process (sample item, Interviewers are generally drawn to a candidate who is similar in age and background to your current staff), De-biasing interviewer (sample item, proper understanding of JD and JS to the interviewer is necessary); De-biasing Interview Process (sample item, Behavioural interviews help to assess candidates better than generalized interviews), etc.

Results: Awareness about Bias



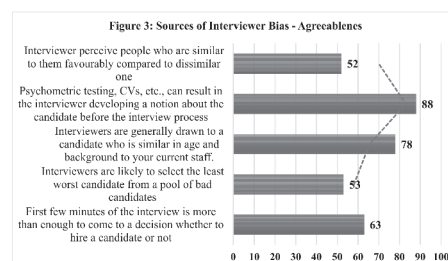
Greater majority of interviewers surveyed (83.3%) have agreed that all humans are biased and majority (55%) report biases are unconscious in nature. However, less than two-third of the interviewers (63.3%) are of the view that humans are truly objective in decision making and little majority (55%) have reported that even upon the realization, people seldom want to change.

Awareness about Interviewer Bias



Interviewers also reported agreeableness to the bias they bring to the interview process (76.67%), interviewer bias and judgements can affect the outcome of the interview process (90%) and the effectiveness of interview process lies with the interviewer than the interviewee (78.33%).

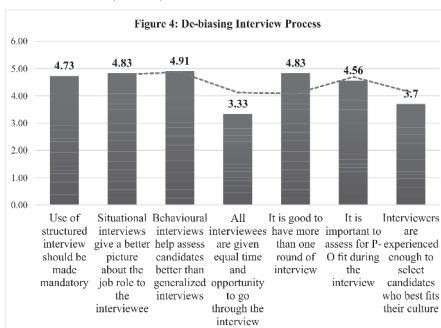
Sources of Interviewer Bias



When asked about sources of interviewer bias, majority of the interviewer reported that interviewer's perceive people who are similar to them favourably (53%), interviewers develop a notion about the candidate using psychometric tests, CVs, etc., (88%), interviewers are generally drawn to a candidate who is similar in age and background as that of their existing staff (78%), interviewers are likely to select the least worst candidate (53%) and first few minutes of the interview process based on first impressions interviewers are likely to come to a decision whether to hire or not (65%).

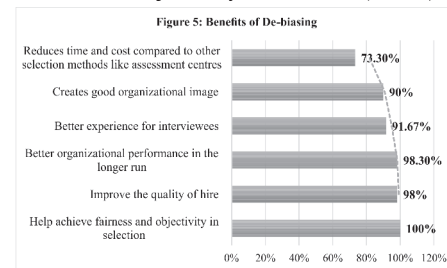
De-biasing Interview Process

All interviewers reported that training interviewers about bias is an important de-biasing intervention adopted by them in general. When asked about other de-biasing interventions on the interview process, the highest mean score was reported to use behavioural interviews that help assess candidates better than generalized interviews (4.91) followed by having more than one round of interview (4.83) and situational interview for better picture about the job role (4.83). Use of structured interviewed should be made mandatory (4.73) and the importance to assess P-O fit during interview process were other significant de-biasing processes reported by interviewers. The lowest mean score was found for the items, that interviewers are experienced enough to select candidates who best fit a company's culture (3.7) and all interviewees are given equal time and opportunity to go through the interview (3.33).



Benefits of Bias-free Interview

Benefits of bias-free interview includes better experience for interviewees (91.67%), better organizational performance in the longer run (98.3%), creating conducive organizational image (90%), reducing time and cost compared to other selection methods like assessment centres (73.3%), improving the quality of hire (98.3%), and help achieve fairness and objectivity in selection (100%).



Discussion

This study finds that interview process continues to be affected by interviewer bias. It can be stereotyping, generalisation, halo bias. Interviewer bias refers to error in human judgements based on preconceived evaluation about an interviewee. It can be conscious or unconscious. Bias makes the interview less objective rendering it unsuccessful. It comes anyway when two or more human beings interchange ideas in a social milieu. Besides stereotyping, generalization bias are common scenes. Generalization bias seeps in at the time manners pop up during interviews as an everyday behaviour. The interviewer may presume the candidate will repeat what he/she has done before. These biases are likely to influence interviewer recruiting someone based on what pleases him/her, or they have similar interests or traits. The competencies required for the job are not tested appropriately. Heuristics or mental shortcuts prevents our brain from tackling difficult situations efficiently and it helps us arrive at quick judgments. But this essential trait can be very chaotic for a recruiter, particularly while hiring for a niche job role.

Cultural bias again creeps in. This bias dominates when the interviewer likes to listen and listen as per his/her choices. Any honest opinion or answer is not liked. Here it is a test of true opinion jettisoned in favour of a socially acceptable answer. Halo/horn bias is a widely prevalent cognitive interview bias in which an interviewer allows one strong point about the candidate to overshadow or influence everything else he/she speaks. It can be something that pleased him (halo) or something that he didn't like (horn) that clouds all other responses of the candidate, making the interview succumb to interviewer's subjective opinions. First impression beliefs play a critical role in the subjective opinion of the interviewer and his/her decisions about the interviewee. At the awareness level, interviewers are quite aware of the bias they bring to the table, but they seldom want to change at least consciously.

This study finds that despite good intentions, hiring decisions continue to be made largely based on unstructured interviews, which allows biases to infiltrate talent decisions in most organizations. Quick screening of CVs, psychometric tests, etc., provide ample opportunity to permeate bias in interview discussions. Use of behavioural interviews or situational jobs tests (SJTs), multiple interviews, panel interviews, etc. among other processes are essential constituents to de-bias the interview selection. Initiatives more direct in nature can help organizations to overcome interviewer biases, encourage new ideas, screen out imperfections and acknowledge diverse cultural frames of reference. Many organizations worldwide, especially in advanced economies are spending great deal of resources and training in educating people about biases and the dire need to de-bias work organizations. Training people about unconscious bias, or latent subjective factors like cultural fit or value fit hinder diversity and inclusion efforts. What inspires then is to develop a common understanding and language, lexicon to talk about unconscious bias, and the platform to eradicate it.

Without being aware of our unconscious biases hidden forces that determine the choices we make, it will be difficult to hire, develop, retain talents and make decisions that help support organizations (Kray and Thompson, 2005). While individual cognitive efforts supported by continuous training is an essential prerequisite, it is not complete. Rooting out unconscious bias through inclusive training is crucial for creating inclusive environments for change and success. Through diagnostics, group workshops, individual coaching and self-paced activities (much like homework), a framework for eliminating bias in decision-making process must be established (Rudman et al., 2001). Google, Waddell and Reed Financial, Deloitte UK and many more are noteworthy pioneers in this direction. De-biasing is a leadership mandate. Awareness of bias and a curiosity in others are two of the key traits to seek in an inclusive leader. Highly inclusive leaders demonstrate extraordinary levels of commitment to diversity, are highly cognisant of personal and organisational biases and work hard to chisel biases and correct course. Making sure that all key personnel care about minimizing bias by understanding how it impacts the bottom line is the way forward. Interviewers often discover that a candidate gives superb answers to some questions but deeply disappointing ones to others. Although it complicates evaluation, identifying this internal inconsistency is worthwhile, especially if there are questions that receive more weight. Comparative evaluations not only help us calibrate across candidates but also decrease the reflex to rely on stereotypes to guide our impressions.

Interview structure matters (McCarthy et al., 2010). When interviews are structured and conducted uniformly for all, it provides equal opportunities to all participants to showcase their competencies (Barclay, 2001). That results in 'democratising' interviews. Behavioural interviews are gaining popularity and for selection validity. Higher validity of situational judgement tests (SJTs) using video or animation or digital interviews

are gaining ascendancy (Whetzel and McDaniel, 2009). While video interviews could be argued for attractiveness bias, with the right training and supportive systems, organizations can ensure that managers focus on candidates on job-specific criteria or competencies (Langer et al., 2017; PRWEB, 2011). Anonymising job interview is a great way to foster inclusiveness of interview process. The use of analytics for talent decisions cannot be wished away, coming as it is largely due to data-driven approaches. Data is crunched to find out which interview questions are more highly correlated with on-the-job success (Upadhyay and Khandelwal, 2018). The use of intelligent automation - combining human decision making and machine learning helps to not only speed up the hiring process but also highlight any biases inherent within recruiters. AI removes bias from assessment, recruitment and training processes and can save businesses significant real time and resources as well as improve the cultural fit and diversity of recruits (Altemeyer, 2019).

Conclusion

Biases influence decisions, shape group activities and organizational culture. Therefore, it is harmful for organizations. Biases stymie diversity and inclusion efforts and are likely to skew talents selection outcomes, performance reviews and employee experience in work organizations. Recruitment and interview process are the starting point to start the conversation and commitment to diversity and inclusion. Inclusive leaders understand the importance and ubiquity of bias, the kind of damage it can inflict on the organisation fabric. So, they encourage total conversation to de-bias through conscious efforts and systematic intervention. Beyond ethical, moral and social standpoints, diversity has also got a legal perspective. Compose, a cloud storage company, decided to completely do away with resumes and instead evaluate job candidates based on how well they solved a job-related problem. Any bias in employment bias is viewed seriously from a legal standpoint too, that promulgates anti-

discriminatory Laws. Diversity and inclusion are a legitimate business case. As leaders and managers, it is imperative to understand and then work to eliminate the unconscious bias that works like a termite. Key business decisions then can be much more fruitful and effective imparting a lasting effect even when pandemic Covid-19 tears down business fundamentals.

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Leveraging Talent Management to Ensure Organizational Growth

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Abstract— The world of HR is going through evolutions since last few decades. The fundamentals of HR have changed from just manpower management to talent management. Organizational development defines the structure necessary to enhancement of productivity and ensure continued organizational growth. Workforce Planning and Talent Management are directly proportional to the organizational growth.

Not only the quality of talent, but also how well they are integrated into existing teams is pivotal to the success of any organization. In the absence of this, the business may suffer more than it did before the new employees stepped in.

Keywords— Talent Management, Capability development, Talent attraction, Talent diversity, Talent outsourcing, Retention.

I. INTRODUCTION

In any organization high performer are more productive than average once. In more complex situations, high performers are found to be immediate solution provider to problems and issues. High performers are adding value to the business in different ways. Hence, most company's CEO realize that, talent is a core competitive asset. It is not important for any organization how much you spent per hire to attract the right talent, it is important that what are the initiative you are driving to retaining the talent.

Hence, researcher has decided to carry the study on leveraging talent management to ensure the organizational growth.

II. LITERATURE SURVEY

We have done the literature survey and it is

observed that organization who are retaining talent are focusing on, to create the purpose of the organization, having a clear vision and mission, focuses largely on how to generate economic value of the business and creating long term gains for stake holders. They are also keen about people involvement and aware that, talent people can make the difference in the business, give them the sense of meaning and draws their supports.

The talent management is something that can be managed by the way of capability development, talent outsourcing and retention. The achievement of individual and organizational goals are combination of talent management and their utilization.

III. HOW TO RETAIN THE TALENT

Soon, companies will face critical HR challenges into three strategic categories –

1. Developing and Retaining Best Employees - Organization should have the system in place to identify the potential employee, structured leadership development program. To cope up the employees with new challenges, organization should have initiatives for managing work life balance. In addition, companies should consistently and deliberately communicate their HR values and market their messages to the new talent pools. It is also important that, company should able to create geographic footprint and future activities of the firm which will enable Talent affiliation and development. Leadership development is also linked with talent management. Employees engagement contribute for the growth of business performance.

Leadership plays important role for business development and they convey mission and sense of purpose of the organization. Organization should invest considerable resources in defining the leadership models, system for assessment and development of leaders.

Nowadays, employees have multiple employment options and can pick a job on the basis of flexible work hours, retirement age, flexible work arrangement, flexible pay check etc. Hence, organization have to find out the beneficial non-traditional offers to retain the talent.

2. Anticipating change – The 2nd category encompasses on managing demographics, managing change, cultural transformation and globalization. In the developed economy, organization should have systematic approach to analyse the future supply and demand for employee’s growth scenario. Organization should have philosophy of continuous learning, adopt the change quickly, able to develop the capabilities, ability to take the risk and creating the rigorous mechanism for tracking and reporting to stay on the schedule. At the same time, company should have to face competition from global market and for that purpose the concept of, “Do it right the first time every time” shall be implemented effectively i.e. place the right people for the right locations.

3. Enabling the Organization – It is already mentioned when we are driving in the world, innovation and rapid change will be the keyword for the organization from top to bottom. This will possible when there is culture of learning in the organization. At the same time, it is important, all educational systems, skill development programs shall be in tune with business needs and future requirement. Corporates shall invest in learning and training activities and need to monitor more significantly the returns on these investments.

IV. SURVEY

A survey was conducted amongst the HR

professional across manufacturing industries to understand the diversified opinion on the Talent Management and Progression.

1. Type of Industry -

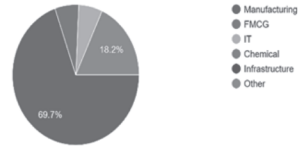


FIG (1)
Majority of respondent belongs to Manufacturing sector

2. Capability Development and Enhancement is the joint role of Operational team and HR.

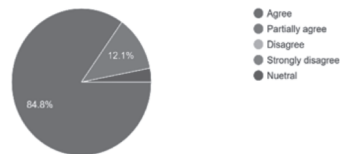


FIG (2)
Maximum respondents are replied that Capability Development and Enhancement is the joint role of Operational team and HR.

3. Talent Management will become the most important HR aspect in next few years.

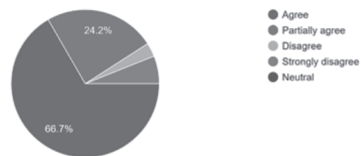


FIG (3)
2/3rd respondent are stating that Talent management will becoming the most important aspect of HR in short coming.

4. The current lineage towards Work life balance will create shortage of talent in forthcoming years.

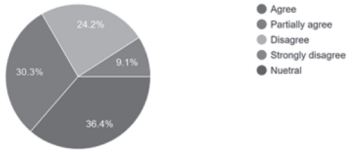


FIG (4)
Mixed feedback received from respondent for above question regarding work life balance and shortage of talent.

5. Declining birth rates will lead to shorter talent pool.

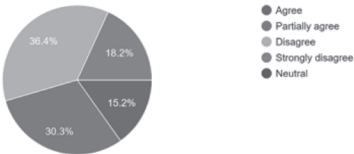


FIG (5)
Very less respondent agreeing that birth rate declination results less talent pool.

6. Talent Diversity, Digital Transformation and Talent outsourcing are key challenges and critical for the future to the HR.

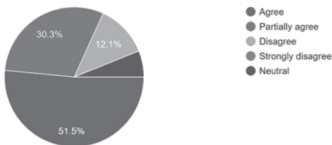


FIG (6)
50% respondents are agreeing and 50% respondent having mixed feedback that Talent Diversity, Digital transformation and Talent outsourcing will be the key challenge for HR.

7. Talent Attraction and Retention will be game changer in HRM.

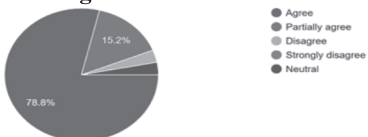


FIG (7)

About 80% respondent are stating that Talent attraction and retention will be the game changer in near future.

8. Engaged Manpower will deliver best performance.

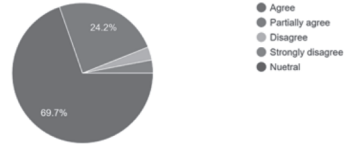


FIG (8)
Maximum respondents are agreeing that engaged manpower will deliver the best performance.

9. Creating employee desired growth plans will helps improve the internal talent development.

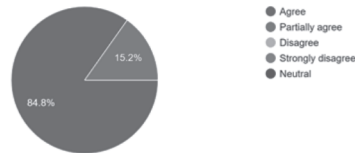


FIG (9)
About 85% respondent are stating that creating employee desired growth plans will helps to improve the internal Talent Development.

10. Leveraging, coaching, counselling, and mentoring helps to retain the talent.

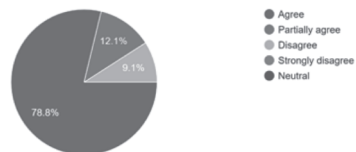


FIG (10)
75% respondents are agreeing that leveraging, coaching and counselling are helps to retain the talent.

V. PATHANALYSIS

As introduced in our previous paper Creating Competent Manpower for Future – Role of HR in Business Sustainability

“Path Analysis is a statistical tool used to estimate the significance and magnitude of casual connection between variables. It is a process of evaluation through examination of relationship between dependent variable and independent variable”.



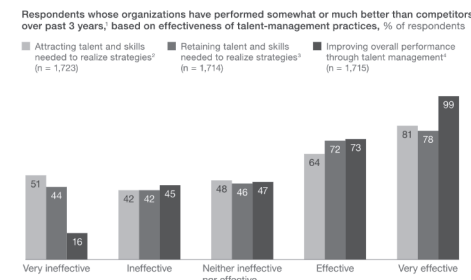
FIG(11)

Human Resource Management plays important role for acquiring, retaining the talent in the organization. Talent Management required exhaustive program in the organization for Capability Development, Track and measure performance, Rewards and Recognition, Employee Motivation, Health and Wellbeing and Career Development which result in to the Organization growth.

VI. PERSPECTIVE ANALYSIS

Perspective analysis is an advance analytics method to answer the question of “what is to be done? or what can be done?” using the data and graphs.

Here is a study done by Mckinsey on the effectiveness of the Talent Management Practices.



FIG(12)

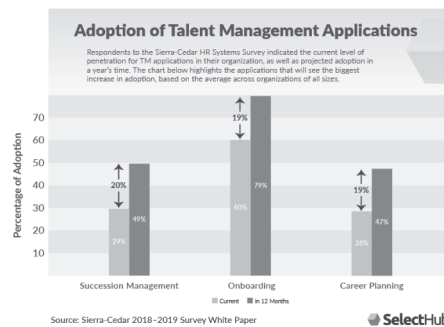
Relationship between Talent-

Management practices and Outcomes -



FIG(13)

From the above diagram, it is observed that the three key Talent Management practices create significant impact on Effective Talent Management which results to improve organizational financial performance.



FIG(14)

- The critical nature of Human element in succession planning will impact the talent allocation
- Skill Gap management will also impact the skill evaluation
- Onboarding experience will impact the talent attraction and employee branding
- Onboarding experience will all be a key factor in talent attraction
- Employee career planning will be a key factor in moving the skill across organizationx

Findings:

1. Capability Development
2. Engaging Onboarding Process
3. Track and Measure Performance
4. Reward and Recognition

5. Skill Gap Analysis
6. Employee Motivation Programs
7. Career Development Programs
8. Health and Wellbeing initiative

Above programs will help to resolve the question of what is to be done to leverage the talent management or what can be done?

VII. CONCLUSIONS & FINDINGS

The study aimed to understand the perspective of how leveraging the talent management across the cadre will help organizational growth. In the study we found that, overall 80% of HR professional across industries relate to the statement of Talent Management being the key mover in Employee performance resulting into the Organization growth. The constructive survey done by multiple organization in the last 2 years have also proved the significance of Talent Management.

We conclude from the study proving the problem statement through Path and Perspective Analysis to leverage the talent management as stated above.

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Management By Objectives For Successful Performance

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Abstract

The present research paper has examined on the concept of Management by Objectives (MBO) whether it improves the performance of the employees at various levels through the adoption of the approach based upon joint goal setting between superiors and subordinates at various levels. The organization selected for the purpose of the study is the airline located at Hyderabad. The sample respondents identified those who have reasonable knowledge about the MBO process. The raw data collected was computed with the application of statistical analysis. The inferences based upon the overall consistency have been incorporated. The discussion with the subject experts was also incorporated. The overall findings have resulted in the implementation of MBO technique on mutually agreed basis would contribute significantly to the development of individual performance which finally contributes for the overall success of the organization.

Keywords: MBO, Goal Setting, Performance and Success

Introduction: The basic objective of the present research study is to enlighten the role of Management by Objectives (MBO) on the achievement of the organizational objectives. Every organization like manufacturing, service oriented, nongovernmental organizations, research and development, academic institutions etc., irrespective of size, nature of activity, induction of technology, degree of automation and modernization develops certain action plans related to various

functions to achieve certain predetermined goals like profit maximization, wealth maximization, increase in earnings per share / increase in shareholders wealth, corporate social responsibility or functions with no profit / loss basis. The criteria adopted by various organizations are the measurement of performance of the concerned organization with suitable yardsticks like assessment of the financial statements like income statement / profit and loss account, balance sheet etc. The organizations develop various strategic business plans at corporate level / at top level. The overall organizational objectives formulated at the strategic / corporate level would be broken down into various functional goals in hierarchy form and the same thing would be communicated throughout the organization. The employees at all levels aware of the vision, mission of the organization. The functional superiors delegate the authority to their immediate superiors about the tasks to be performed. The emphasis is laid on the achievement of the allocated tasks successfully as per the predetermined schedules. The concept of MBO proposed by the eminent management expert Peter Drucker is valuable tools which contribute significantly for the development of performance at individual employee level, group level, team level, sectional level, department level and functional levels. In the case of bigger organizations whether manufacturing or service oriented, there are many functional activities wherein further divided into various departments/ sections. The employees working at various sections / departments / functions have to adhere to the tasks given by

their respective superiors in a hierarchical fashion. The superiors delegate the authority at various levels to their subordinates with an expectation that the outcomes result in as per expectation. The ultimate responsibility lies with the concerned superiors who act as functional heads of various departments. The concept of MBO could be stated as a comprehensive process where the superior and subordinate discuss in a mutual understanding manner about the common objectives and activity to be completed and the overall results of the assigned task would be assessed. In this process the superior and subordinates also have detailed discussion about the various controllable and uncontrollable factors. The superior ensured that all the required qualitative inputs would be provided with time schedules for the completion of the assigned task. Once the task is assigned, the subordinate will plan the activity to perform as per the standards already fixed by the superiors. The superiors monitor the end results to analyze the contribution of the subordinates.

02. Significance of the study: The implementation of MBO process enables the superior and subordinate relations in a very healthy way. The superiors and subordinates set the goals on a mutually understanding basis which ensures the achievement of goals in a very comfortable fashion. The MBO process contributes to the integration of individual employee goals with the organizational goals. It provides scope for active involvement of various employees at various groups / teams. The systematic implementation of the MBO process enables the superiors to identify the star performers, fast performers, poor / weak performers and dead woods. It is possible for the management to identify the weak spots, trouble spots, and also possible to identify the prospective employees with the highest potentiality. It facilitates the management to impart need based training, internally or externally to the required people. In the process of improvement of performance of the organization, the concerned management adopts various proactive strategies like

optimum utilization of the resources, restructure of the organization, expansion, diversification or induction of the latest sophisticated technology at various functions with the expectation to achieve the overall organizational objectives like achievement of profitable returns.

03. Rationale behind the study: The liberalization of the Indian economy has provided many avenues to the entrepreneurs, some of them are having enriched experience and some are having moderate and few are having little experience.. The organizations like public sector airlines have no other option except to redefine their strategies at corporate level otherwise it is very difficult to survive in the long run. The implementation of the MBO process throughout the organization definitely contributes to improving the performance of the employees at various levels which finally results in the overall development of synergy which could be measured in terms of financial performance and physical performance. An attempt is made to assess the MBO technique to enhance the performance of the organization. The induction and implementation of the economic reforms have focused on the organizations to cope up with the new challenges. The environment, both external and internal, is very dynamic and turbulent. The organizations have to design and modify their internal functional policies from time to time keeping in view of the external competitive scenario. Otherwise, organizations may not succeed in the long run.

04. Objectives of the study.

- To assess the perceptions / attitudes of the employees towards the implementation of the MBO approach
- To assess the implementation of MBO approach whether contribute for the development of performance
- To provide suggestions

05. Hypothesis: The implementation of the MBO technique contributes significantly for the development of performance

06. Scope of the Study: The present study carried out is confined to the organization located at Hyderabad. In order to maintain confidentiality, the name of the organization is not disclosed. It is an airline organization, located at Hyderabad.

07. Research Design: The methodology adopted for the purpose of the study is exploratory, descriptive and analytical. It is explanatory in the sense that the study is based upon fact finding. It is descriptive in the sense that the theoretical inputs related to the concept, MBO, are incorporated. The information collected is analytically assessed.

08. Literature Survey: There is a huge volume of literature available in the areas related to MBO. The various contributors have contributed significant empirical results from time to time. There is a need to integrate the latest concept that emerged in the field of management to integrate the individual goals with the organizational goals in order to cope up with the changes which are the result of a dynamic turbulent environment. The contributors, Xhavit & Others, (2018)¹ have stated in their article that the MBO technique is an important method that enhances the effectiveness of employee performance. The authors, Kinga Hoffmann & others, (2016)² have advocated that the human contribution in the application of MBA technique is still crucial. Conny Antoni,(2005)³ has opined that the goals of group and commitment that predicts the productivity and satisfaction of job but felt that group processes mediate the relationship to the job satisfaction. Thomas M. Thomson (1998)⁴ has observed that the managers always have to show the results but he felt that the modern manager has to produce the result in a rapid technological and social change. Olga Ponisciakov,(2021)⁵ has discussed that the variations in the environment that have been established in the formation stages of management have

been changed so the right choice of strategy has to be implemented.

09. Data Collection Process: The data is collected from the primary sources. The structured questionnaire is administered to the employees of the airline which includes both present and retired.

10. Determination of Sample Size: The size of the sample was 80 intellectual respondents identified from all the functional departments of the airline.

11. Data Analysis: The raw data collected was edited and computed. The simple statistical technique employed was the percentage method.

12. Limitations:

- Due to time constraint, the study has been carried out at the Hyderabad base of the airline organization.
- The identity of the organization has not revealed out due to prior commitment
- The results of the study may or may not be valid for other organizations.

Interpretation of Data Analysis: The table has indicated that there is positive response from all the respondents on implementation of the MBO based assessment system. Some employees have expressed that some motivational rewards / incentives may be offered which boosts the morale of the staff at various levels.

Testing of the Hypothesis:

The Table – 01 has indicated that the various items stated in the questionnaire have been responded positively by the vast majority of the employees. It is inferred that the stated Hypothesis is valid.

Table – 01.

Sl. NO	Questionnaire	Response (Percentage %)
01	I am aware about the vision, mission, goals of the organization	95
02	I am fully aware about the implementation of MBO systems	92
03	The goals formulated at strategic level are very clear, attainable, and realistic	88
04	The concept of MBO is clearly explained by the superiors	91
05	The superior measures the performance purely on objective basis	96
06	The superiors and subordinates have clear understanding about the achievement of the goals	92
07	The all qualitative inputs are provided by the superiors	93
08	The MBO techniques provides scope for improvement of performance	96
09	The superiors monitors the progress of work on regular basis	98
10	The performance standards fixed are acceptable to the subordinates	96
11	The MBO system facilitates for motivation of the employees	95
12	The MBO technique provides scope for recognition of the talent / potentiality	92
13	There is no employee resistance when the superiors implements the MBO technique	91
14	There is no conflict in integration of individual objectives in achievement of the organizational objectives	92
15	The MBO is the best way to measure the performance of subordinates in objective form	92
16	—	97

Conclusion: The implementation of the MBO system is very effective. The vast majority of the employees at various levels have expressed their opinions positively. Some employees have stated that the performance based incentive systems may be introduced. The constructive efforts of all the employees results in the overall organizational development. The MBO based performance appraisal acts as a very powerful intervention on the development of performance.

Discussion: The subject specialists, professionals have expressed that the joint goal setting between superiors and subordinates should be very transparent. Some experts have suggested more future research on the subject has to be carried out. It is concluded that the systematic implementation of the MBO technique significantly contributes for the overall development of the performance of the employees at various levels which finally results in the overall productivity.

Footnotes:

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Art Of Effective Talent Management

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Abstract

Talent Management is considered as one of the important activity of business. Having talent which can support your business is a source of competitive advantage. Like technology, talent management is also considered as complex and critical task. Therefore, having right talent at the right time for the right purpose is the key of business success. Alongwith various idea of nurturing talent, these days succession planning is considered as an important aspect. Seriousness towards hiring process, effectivity in performance management system and on the top of it visible support of top management is considered as important aspects.

Keywords

Talent, organisation, employees, succession planning, performance management, transparency, high potential.

Introduction

For the growth of any organisation effective talent management is considered as an important aspect. Organisation can compete only when there is availability of competent human resource at all times. Talent Management consists of attraction, selection and retention of employees. Each employee needs to be involved in a process which consists of combination of his life cycle in the organisation. It encompasses workforce planning, employee engagement, learning and development, performance management, recruitment, on-boarding, succession, retention and other connected aspects.

Talent Management supports entire life cycle of business in developing and

retaining high potential employees supporting and improving business performance through practices that makes employee more productive.

Question arose for discussion, if talent management is different than human resource management or it is a part of it. Generally speaking HR is more focused dealing with reward and recognition benefits, redressal of grievances, welfare. However, talent management is strategic, more manifesting as companywide long term plan, closely associated with overall business goals. Talent Management can be considered as a holistic life cycle starting from long term manpower planning leading to succession planning. It is the role of leaders of organisation to ensure that environment of excellence is fostered in working.

Talent Management Strategies:

1. Use of employee training tool
2. Standardize Talent Review and On-boarding process
3. Track and measure performance.
4. Review the performance - periodical feedback.
5. Increase employee motivation
6. Provide career development path
7. Establish organisation goals and objectives
8. Define high potential employees
9. Make high potential employees understand their strength and opportunities
10. Ensure job rotations to understand the capability of high potential employees to take business challenges.

The person responsible for Talent Management are undoubtedly valuable

partner of organisations frontline management.

No company can expect to beat the competition unless it has the best human capital and promotes these people to pivotal positions. This is a serious job. Top management needs to focus mindfully on finer aspects of Talent Management 365 days. Talent Management is continuous process. It cannot be considered as Event Management.

Talent Management is strategic tool which enables the organization to attract and retain high potential employees. It is the first step of organization for competitive, agile, motivated and effective workforce so as to help achieve its goal. The concept is not restricted to recruit the right people at right time but it extends to explore the quality of employees and developing them to get the desired results.

The purpose of this conceptual paper is to assess various challenges present today in Talent Management and practices which can ease the process. Various journals, research papers, books and other such material have been studied and referred.

Talent Management is a multi-faceted concept which has different definitions and approaches. Organizations who are able to manage Talent Management effectively meets its strategic objectives which makes it competitive in nature. HR professionals have to shift their focus to strategic talent management which will help the organization to:

- Become proactive rather than reactive
- Identify the right skillset required and therefore increasing the focus area of development.
- Help the organization to reduce attrition so as to retain its top talent
- Helps the organization to increase its performance, productivity and profitability.

Talent Management concept was introduced by Mckinsey Consultants in book titled The

War for Talent in 1998. The study done by Mckinsey Group says that employers must develop talent through efforts of every leader in organization. It also tells us how to take proactive approach to recruitment and make talent management part of organization's goals as well as how to differentiate between low to high level performers.

Business dynamics are changing every day. Environment demands realignment and restructuring not only of product but of talent also. Competencies which are required today can become redundant with change of product mix, market conditions, government policies etc. Today the world has undergone changes in both nature of work and also emergence of new forms of work. Work life is characterized by complexity, unpredictability and insecurity. Today's principle challenge is to remain current with changes and be intact with new practices so as to meet the evolving need of organization. The identification and retention of appropriate talent is becoming key requirement. Keeping pace with changing market scenario ensuring right talent at right place and a right time to support the present and future needs of business.

This study aims to analyse the various strategies of talent management adopted by organizations and also what are the challenges involved in talent management.

To ensure reinforcement of workforce following steps are needed:

Prepare

To be future Ready

- a. Building Stakeholders readiness
- b. Develop on integrated people strategy
- c. Access gap to desire business objectives

Elevate

Through AI & Automation

- Predict job automation
- Redesign jobs to prepare for the future.

Align

● To new work expectations

- Strategize and leverage the talent eco system.
- Audit brand-fit for key population
- Implement a competency talent proposition
- With value system of Company.

Source

● The skills of the future

- Cater to changing employee expectations
- Access skill gaps
- Invest in future learning and reskill workforce.

Sustain

● With agile Talent practice

- Transfer Talent Practices including technology platform
- Align the operating rhythm between HR & Business.

As said by Shwan Bersin and Thomas Chamorro – Premuzic – Leaders are hired for what they can do, not what they have done. Keeping this in mind author has categorised following points:-

1. Does the candidate have the skills to be a high performing contributor or the skills to be an effective leader?

- Ability
- Likeability
- Drive
- Psychopathy
- High performer – poor coach
- Adaptability
- Studious nature

2. Can I really trust the candidate's individual performance for long term?

- Single subjective rating
- Biased / politics
- Creating the right impression
- Ability to bring people together
- Different types of situation / different face of leadership
- Ability to drive great results.

3. Am I looking forward or backward? What is my nature?

- Organizations ability to identify the people
- Ability to manage uncertainty
- Cultural fit
- Ability to rethink on alternatives
- Ability to consider rating high potential – not just top performer.
- Deep insight / connection and drive to make it happen.
- (e.g. Steve Jobs of Apple and Mark Zuckerberg – CEO Facebook)

To ensure that you get talent from within, organisation needs to work seriously spotting high potential employees. Question is who can be considered as a high potential employee? Following few points will answer to this question:-

- Proven track record for accomplishing impressive results.
- Able to take charge of situation and make things happen.
- Awareness about individual / personal goals
- Fully aware about roadmap to achieve end result.
- Able to inspire self confidence in decision making.
- High reliance of stake holders on his opinion
- Confidence building ability
- Has global perspective
- Priorities are well defined
- Tactical in approach
- Free from undesired details
- Ability to lead through persuasion
- Able to put positive influence over colleagues and seniors
- Ability to transform environment to organizations requirements.
- Proven ability to overcome unexpected changes / challenges and threats.

High Potential employees have some peculiar habits in their personalities. Superiors in collaboration with HR need to understand which high potential employee is having liking for what habits. Few of the habits of high potential employees are as follows:-

- Take ownership of their career path
- Demonstrate flexibility
- Are collaborators
- Are driven and ambitious
- Are receptive to feedback
- Consistent

To ensure strengthening the future bench of talent it is necessary to retain high potential employees in your organisation by taking following steps:-

- Tell them they are special
- Align individual and organizational needs during a consultation process
- Delegate real responsibility
- Be flexible
- Shown them they matter
- Tap effective mentors
- Foster visibility
- Make learning and advancement seem never ending
- Focus on developing the attributes leaders are bound to need.

Only spotting high potential employee will not be important step to strengthen your talent management process. Organization must plan and executive structured development centres / assessment centres. This is an important tool which will help organization to spot best talent amongst the selected lot to take future leadership role. This is must in changing economy. Institutions like People Metrics have capability to support development centres to tap future ready workforce on following rationale:-

“Given the changing dynamics of global economy and considering the talent shortage in mature and emerging markets, identifying and ensuring constant flow of talent pipeline with appropriate skill – sets is essential to build sustainable growth”

It is critical to have the right people with right competencies in custom-fit roles to define and implement an organization’s strategic and operational initiatives.

Assessment & Development Centres (AC/DC) are scientific and extremely robust intervention which helps organizations in bring sustained business outcomes, by understanding the strength and Development needs in your present talent pipeline and plan key HR interventions. These may also be suitably developed to enable you to hire the right people for critical position across levels.

Some of the applications of AC/DC Methodology

- Placing Right Talent on the Right Job
- Making appropriate Promotion Decisions
- Identifying Hi-Pots
- Planning Employee Developmental Initiatives
- Creating Career Path
- Building Succession Plan

Creating Development Plan

Development plan should be robust and actionable keeping in mind the organizational requirements and individual needs.

Research suggests that success of any developmental plan depends on how well it is aligned to individual’s style.

In any organisation you will find generally two types of talent:-

a) Uni-dimensional Talent

Individual possessing a singular talent in any particular field can be described as Uni-dimensional Talent.

b) Multi-dimensional Talent –

Employee who are able to adapt to multiple skills and ability are called as Multi-dimensional Talent.

LITERATURE REVIEW

From innovative strategies to providing educational assistance leading to different culture companies are trying various methods to retain talent and upskill their workforce. (Eco Times 17.09.2019)

Changing workplace scenarios are making it imperative for companies to take up skilling of employees seriously. If numbers are to go by, there seems to be no choice as well. According to a recent study by Gallup, more than 50 percent of employees are always looking for a job change, and 25 percent will leave in their first years.

Hiring talent involves a lot of cost and time. So, retention particularly in terms of tech employees, is a priority for most HR heads today. The HR Next roundtable discussion on “Upskilling and Retaining employees: What Works”, organized by The Economic Times and Indorse, was an insightful discussion involving senior HR heads from across the industry. The outcome was unanimous: Learning and development is the focus area for all them, as is upskilling and retaining.

One big challenge faced by one and all is the dearth in required tech talent, making it crucial for companies to invest in their workforce. But learning cannot be forced, instead, why not create the demand for it? Some companies have made learning a part of their culture = motivating and educating the workforce about the need to upskill themselves, and providing them with the ecosystem.

They are trying various strategies to make people stay. But one thing that is critical, particularly in today’s changing times, is communication – creating a connect with your people. An emotional connect not only helps the individual but also the organisation – an employee who feels connected will perform better and will be a good team member.

So, it’s not only about upskilling employees, but also about coaching your leaders to evolve and be better people managers. After all, retention is more a manager’s responsibility than an HR head’s.

As per a Gallop study one in every two employees is looking for a job. This makes employee retention an extremely important

exercise and L&D an equally important function. An employee must see a career path in the company for him to stay. – Gaurang Torvekar- Co- founder & CEO, Indorse (The Economic Times 17.09.2019) One important thing that HR leaders and L&D teams should do is think of the scenarios that even business leaders are not thinking about. Having a futuristic view and planning accordingly can help the entire organisation – INA BAJWA – Head – L&D, Tata Communications (The Economic Times 17.09.2019). A company’s learning journey is a four stage one. First : about 2-3% - people who are self- motivated, willing to pay and learn; second: company reimburses fees – number goes up to 4-5%; third: company gets into an enterprise level relationship with the employee – number swells to 20-30%; lastly company says it has built a culture of learning, allows employee to choose and learn. – RAGHAV GUPTA – Director – India and APAC, Coursera (The Economic Times 17.09.2019) We prefer fresher’s and interns in our workforce. They do not come with a baggage and you can train them to be data engineers, data scientists. – ASHA SUBRAMANIAN – Senior Director – HR Goibiba - (The Economic Times 17.09.2019). Our retention rates have been excellent and our overall attrition rates have been less than 8 percent. It’s the culture that is the differentiator in our case. – SHIRIN SALES – Vice President – HR Ingersoll Rand (The Economic Times 17.09.2019)

As per literature survey as published in Talentscapes – Volume 3 - Issue 2 Quarterly - Aon Best Employers – India 2017, there are following dimensions of Organization Effectiveness:

• Organization Design

Enable business to articulate and redesign their approach to achieve their strategy through designing, revitalizing and re-engineering organizations.

- a) Vision and Mission
- b) Organisation Structure
- c) Job Design
- d) Manpower Planning

• Career

Support organizations to architect high growth careers for employees and to achieve business results by capitalizing full potential of employees.

- a) Technical and Functional competencies and Assessment
- b) Career Architecture

• HR Effectiveness

Enhance effectiveness and efficiency of HR Function through aligning people and talent strategy with business strategy.

- a) HR Diagnostics
- b) HR Strategy
- c) HR Operating Model and HR Structure
- d) HR processes and Policies
- e) HR Functional Competencies & Assessment

• Performance

Enable organizations to create, bolster and sustain a high performance culture.

- a) Strategy Map
- b) Organization Scorecard
- c) Functional scorecard Cascade
- d) Performance Management Process

Further literature review (**Health Wealth Career – HR 2025 – Talent Technology and Transformation – Make Tomorrow, Today – Mercer**) Building a Thriving workforce for the Future is an important aspect as described on the following dimensions.

1. Craft a future – focused people strategy

• Align Vision

- o External trends
- o Market Disruption
- o Business Strategy

• Define Future

- o Organizational capabilities
- o Leadership and Culture
- o Skills and know-how
- o Work model and capacity

• Determine Strategy

- o Attract
- o Source

- o Reward

• Design Solutions

- o Balance
- o Engage
- o Grow

• Drive Performance

- o Metrics and governance
- o Communication
- o HR Process Review

1. Curate a compelling value proposition

Humanize the employee experience – Employees today want jobs that work for them – but only two in five say that their company offers a compelling and differentiated value proposition. In contrast, 75% of thriving employees say their company has a strong sense of purpose.

Purpose

Creating staying power through a UNIQUE proposition with purpose

- Connect me to our company's mission and vision.
- Provide me with meaningful and fulfilling work
- Help me feel like I belong here

Career / Well Being

Create A DIFFERENTIATED Experience

- Support me on my career journey
- Provide me with flexibility to make work for me
- Help me manage my physical, financial and emotional well-being

Compensation / Benefits

Provide a COMPETITIVE compensation and benefits offering

- Pay me fairly and competitively
- Reward my contributions
- Provide programs to manage my health and wealth

3. Create a Thriving Work Environment

Bring out the best in your people: To thrive day-to-day, employees want clear career paths to know where they're going and supportive leaders to help them get there. Thriving employees are 10x more likely to feel career – empowered than those not thriving. And 71% of thriving individual say their company offers them flexible work arrangements.

Transparency

Transparency on what it takes to move / progress

Velocity

Velocity with which employees can progress from one level to the next.

Control

Control over employees' careers and the options available to them

4. Cultivate a Lab Mindset

Evolving to stay ahead: Preparing for tomorrow requires a mindset that encourages innovation, experimentation, risk-taking and an unrelenting focus on data-driven decision-making. Yet, while 94% of executives say innovation is a core part of their 2018 agenda, only 39% have allocated specific funding to it.

- Define Mission
- Scan
- Challenge
- Ideate
- Shortlist
- Experiment
- Implement
- Promote

Further Literature survey substantiates importance of Developing with Potential (TOPGRADING – BRADFORD D, SMATD Ph.D.)

As per author, Topgrading must be driven by the CEO, Not Human Resources. The CEO's job is to achieve results by getting the

strategy, talent and organisation culture right. No CEO can survive poor results for long blaming low-performance culture on his managers, blaming the VP strategy for a failed strategic plan, blaming the CFO for the stock's tanking, or blaming the VP human resources for too many B/C Players and not enough A Players in the company. Only in a Saturday Night Live sketch and could a CEO who has been in the job several years stand up before the shareholders, board of directors, investors and say, "Have confidence in me! Our company is in a tailspin, we have to close ten plants, and there is a mediocre talent at all levels, but I have a plan - I'll replace the Vice President of human resources!"

HR cannot drive topgrading because it lacks the line authority and political clout, and because a lot of HR system (compensation, performance management, hiring, succession planning) require CEO intervention to maintain the A player standard. HR Managers can devise a world-class performance system, but cannot require their peers to use it properly to reinforce the A player standard. When performance appraisals are too generous, the HR manger can plead with peers to stop being so generous, but it's the CEO who ultimately must tell a division head.

Research Objectives

The present study has following objectives:-

- a) Examine present practices of identification and retention of High Potential Employees
- b) Collect relevant data from various manufacturing organizations, analyse and study the same.
- c) Suggest a way forward on the subject.

Authors have done adequate review of literature. Information is collected from research papers, books and internet.

Research Methodology

The study is based on qualitative and quantitative research.

Qualitative analysis is done based on literature review. That submits certain limitations to the issue, hence quantitative analysis is also performed for this study.

The study is exploratory in nature. Competitive analysis is done using the descriptive data analysis method. The questionnaire was made to seek the perception of respondents. The data was collected through the questionnaire and 25 participating managers dealing with the subject have responded to our questionnaire. The respondents were informed about the objective of the study. No reference of individual / company is done for the purpose of study.

The data was analysed using excel and charts various figures prepared for better understanding of responses.

Data Analysis

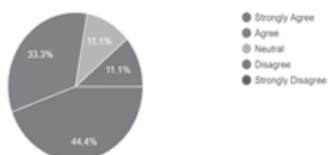
At total of 25 HR / Business professionals across manufacturing industries from all India basis took part in this survey. Based on the data collected through the questionnaire following are the key findings:-

a) Respondents considered for this study are from automobile, automotive, banking, technology, IT, manufacturing, robotics and automation sectors.

b) Respondents are with mixed experiences in the bracket of 1 to 5 years, 5 to 15 years and 15 years and above.

c) It is evident from the responses that 78% of the organizations are serious in Talent Management activities. Attached graph will through light on the same.

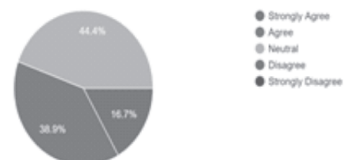
Does your organization have specific talent management activities?



It is surprising that about 25% of the organisations are not yet serious about talent management activities. There can be various reasons for not being serious, like non-involvement of top management, lethargy on the part of HR, etc.

d) Management of Talent for future needs of the organisation is considered as topmost important aspect. Organisations are considering succession planning as an important agenda. About 80% respondents have opined that their organisations are very serious towards building a reservoir of successors at every level. Contrary to this only 50% of the respondents have opined that their organisations are effectively practicing succession planning in their respective organisations. It is evident from this research that though organisations are building reservoirs of high potential employees as successors not necessarily these organisations are serious in implementing the succession planning into reality. Following two graphs will throw light on above statements.

Does your organization build a reservoir of successors at every level?



Your organization effectively practices succession planning?



statements.

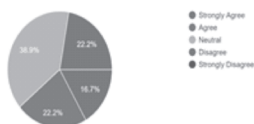
e) It is said that employees leave their boss and not the organisation. In other words positive culture of organisation plays an important part in ensuring the retention of talent in organisation. Minimum attrition always support for ensuring taking long term strategic decisions. To ensure high level of retention of talent, each organisation needs to take visible steps in transparent manner with full involvement of stakeholders to ensure that employees those who are considered as a core strength of organisation are staying for a longer time. During this study, about 90% of employees are in agreement with the view that organisations involved in creating positive culture will make employees to stay for a longer time. Following table will support this statement.

Is the organization involved in creating a culture that makes employees to stay with the organization?



f) Competency is the end result of combination of skills, knowledge and attitude. HR stakeholders' alongwith business partners need to ensure inculcating positive habits in development of business skills, transformation of attitude and support employees in getting more knowledge, is the key of competency development model. In the research under study through this article 62% respondents have opined that in their respective organisations competency development model is introduced seriously. Following graph will support this statement.

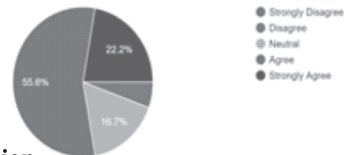
Is competency modeling done in your organization?



g) To ensure future growth in business, plan and develop agile workforce is most important aspect of talent management.

Business stakeholders right from CEO to down below need to consider development of agile workforce as an important agenda. Present study focuses serious of about 75% of the respondents towards development of agile workforce. Following graph will support this statement.

Your organization is shifting towards agile workforce planning?



Conclusion

For strengthening the business, development of agile workforce is considered as one of the important aspect. Talent management involves various issues like manpower planning and acquisition, reward and recognition, welfare activities, etc. However, for development of talent to strengthen the business, there has to be serious involvement of top management as well as all stakeholders. It should be visible, transparent and continuous process activity. On the basis of research it is evident that organisations are taking talent management as a mission. Such approach always support to reach to business purpose. Seriousness in talent activities also helps in supporting vision of industry in positive manner.

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HR Technology As A Tool Of Sustainable Business Transformation During The Pandemic Time

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ABSTRACT

The year 2021 has been a tumultuous year vacillating between hope, fear, grief, optimism, and hopefully transitioning into a much-desired normal 2022. The Disruption which began with COVID in 2020 continued though world learnt to live with it. It has consolidated some of the trends which got accelerated with COVID while creating newer ways of coping with the uncertainty and continuing education delivery in an uncertain environment of disruptions. Technology has been aiding the growth of different industries in diverse shapes and forms. In the ongoing pandemic, technology has acted as a catalyst for reinforcing work patterns. The pandemic has left many organisations with limited finances that ultimately led to layoffs and salary cuts. Therefore, they are adopting the model of internal mobility. HR (human resource) managers and leaders are investing in various learning and development programmes for upskilling their existing workforce. Through this, their employees are gaining new experience and opportunities within the organisation. That is leading to new job roles, and ever-evolving dynamic organisation structures. Although the HR industry is witnessing several radical changes and professionals are adopting the same, many organisations are lagging. This paper deals how they need to be able to use and leverage HR technology like mobile apps and artificial intelligence, taking regular feedback from employees and ensuring action on those is essential. It is also highlighted that the HR industry needs to focus on the dual goals of employee experiences and HR process automation. AI is making recruitment and retaining employees easier and data driven. In addition, internal mobility, hybrid workforce models and cross-functional work strategies are needs of the hour.

Keywords: HR, Tech, Feedback and Code.

Introduction

India is one of the youngest countries in the ageing world, with a median age of 27 years. Generations are defined as follows by the Strauss and Howe Generational Theory (1991) and the Centre for Generational Kinetics: Traditionalists / Silent Generation: born between 1915 and 1945; Baby Boomers: 1946 to 1964; Generation X: 1965 to 1976; Millennials (Gen Y): 1977 to 1995; and Gen Z (iGen / Centennials): born after 1996. Going by the United Nation's population statistics at medium variant, as a result, Gen Zers account for 42.5 percent of India's overall population, followed by Millennials (29.4 percent). Nearly 42 percent of the whole population is thought to be tech-savvy, ranging in age from 15 to 40 years old. The widespread use of digital technology and the availability of digital infrastructure in the country would expand the country's digitally knowledgeable customer base to unprecedented heights.

The workforce in a Gig economy is also open to exploring "work-from-home" opportunities while looking for new jobs that match their qualifications, bolstering the argument for "remote working" and "seamless offices" powered by 5G and the network of the future. According to the World Economic Forum's (WEF) "Future of Job" report, by 2025, the division of labour between humans, machines, and AI will have shifted to 48 percent human and 52 percent machine or algorithm.

The Gen-Z (individuals born between 1996 and 2012) is progressively becoming a part of the workforce, with millennials moving into mid to senior management posts. In today's hyper-personalized and connected world, an individual's dreams and self-belief are what motivates them to work for a specific company or industry.

As a result, the global economy is shifting away from traditional employment patterns and toward a part-time or gig economy. To maintain a competitive edge, gig workers would be required to be continually studying and keeping up with industry developments. In the gig economy, participants must constantly market themselves by cultivating relationships and working to maintain a steady stream of opportunities. **Sridhran, Srinath, and Iyengar, Srinivasan. (2020)**

With the advent of AI-based human resource management systems, the entire recruitment cycle is getting transformed. The time to fill important job positions by getting jobs posted, sourcing the ideal candidates, managing the interview process, and providing offers are significantly reduced with the help of HR tech innovations. “Chatbots” also help lessen the time recruiters need to respond to applications and create a much more positive experience. The right use of HR technology frees up the HR team from several manual and administrative tasks. As a result, the time to engage in revenue-generating activities, like planning for the growing workforce and helping team managers to identify and retain good talent.

Table 1: Average age comparison of women and men CEOs and CFOs

	Women		Men	
	In India	Globally	In India	Globally
Director	58.4	58.6	62.3	61.5
CEOs	51	54.6	56.6	57.3
CFOs	58	51.3	53.8	53

Source: EgonZehnder’s 2020 Global Board Diversity Tracker, Kotak Wealth Hurun Leading Wealthy Women 2020 Report

In today’s world, HRs have access to cloud-based HR software that automates insights into employee performance using natural language generation and machine learning. These augmented analytics platforms provide easy ways to get deeper insights and analyse large sets of data. Jain, Vicky (2021) The unemployment is considered a yardstick for measuring the health of the economy. If

the unemployment rate is low, then the economy is considered healthy, and if it is high then the economy is considered sick. Further, the impact of the Omicron variant is visible in the corporate world as well. Companies are again forced to implement work from home policy. The Centre for Monitoring Indian Economy (CMIE), unemployment rate in January 2021 was 6.52 per cent, in the following months, it stood as follows: February 2021 (6.89 per cent), March 2021 (6.50 per cent), April 2021 (7.97 per cent), May 2021 (11.84 per cent), June 2021 (9.17 per cent), July 2021 (6.96 per cent), August 2021 (8.32 per cent), September 2021 (6.86 per cent), October 2021 (7.75 per cent), November 2021 (7 per cent), and December 2021 (7.91 per cent). These figures indicate that the second wave of the pandemic caused an increase in unemployment rate. Singh, Satish. (2022)

Table 2: stated the New Labour Code

THE NEW LABOR CODE	
The Code on Wages	<p>a) It was published in August 2019 and incorporates the provisions of four statutes: the Payment of Wages Act, the Minimum Wages Act, the Payment of Bonus Act, 1965, and the Equal Remuneration Act.</p> <p>b) It covers all businesses and employees in both the organised and unorganised sectors.</p> <p>c) The code forbids wage discrimination between men and women for the same task performed. This code also envisions the provisions of timely payment of wages and minimum wages being applied</p>

	<p>uniformly to all employees. It establishes the concept of a floor wage, which will be established by the federal government after taking into account the minimal living conditions of workers, which may vary by region.</p> <p>d) Under no circumstances can a state government set a minimum wage rate that is lower than the federal government's floor rate.</p>	
<p>The Code on Social Security (SS)</p>	<p>a) The Code on Social Security (SS) subsumes nine laws and empowers the Centre to notify various social security schemes and laws like the Employees' Provident Funds and</p>	<p>b) It also gives the Centre the authority to create any such plans for self-employed, unorganised employees, gig and platform workers, and their families. Under this rule, companies with more than 20 employees are required to post job openings online.</p> <p>c) The Code provides for the establishment of a social security fund for unorganised sector workers. Employees may be able to work a four-day workweek if their total working hours for the week do not go below 48 hours.</p>
	<p>Miscellaneous Provisions Act, 1952; the Employees' State Insurance Act, 1948; the Employees' Compensation Act, 1923; the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; the Maternity Benefit Act, 1961; the Payment of Gratuity Act, 1972; the Cine-workers Welfare Fund Act, 1981; the Building and Other Construction Workers' Welfare Cess Act, 1996 and the Unorganised Workers Social Security Act, 2008.</p>	<p><i>The Code of Wages and the Code of Social Security (SS) include a uniform definition of 'wage,' which was previously construed variously under several labour regulations. A fundamental modification in the definition of 'Wage' would have an impact on take-home pay while also increasing retirement savings, something that some companies oppose since it might raise employee costs. Employers have previously split earnings into a variety of allowances in order to keep basic wages low and cut provident fund and income tax expenditures. The new wage code mandates that provident fund contributions be made at a rate of 50% of gross pay.</i></p>

<p>The Code on Industrial Relations</p>	<p>a) The Code on Industrial Relations combines three previous statutes and broadens the definition of worker to encompass anyone who work in manual, technical, operational, or clerical jobs, whether skilled or unskilled.</p> <p>b) In addition, persons in managerial positions earning less than Rs18,000 per month have been included in the definition.</p> <p>c) The code adds a new provision for fixed-term employment, allowing companies to hire someone on the basis of a signed contract. Employees on a fixed-term contract will receive the same perks as permanent employees.</p> <p>d) In addition, the new industrial relations legislation would make it easier to do business by allowing companies with up to 300 employees to go forward with layoffs, retrenchment, and closure without seeking government approval. Currently, all businesses with fewer than 100 employees are exempt from government approval for layoffs, retrenchments, and closures.</p>	<p>The Occupational Safety, Health and Working Conditions (OSH) Code</p>	<p>a) The Occupational Safety, Health, and Working Conditions (OSH) Code combines 13 existing labour laws and applies to workplaces with at least 20 workers if the manufacturing process is operated, and 40 workers if the manufacturing process is done manually.</p> <p>b) Employers are expected, under this law, to ensure that the workplace is free of dangers that cause damage or occupational disease to employees, as well as to provide free yearly health examinations or tests to specified classes of employees.</p> <p>c) Employers are required to offer an annual travel allowance to an interstate migrant worker who makes a round-trip journey to his or her home state. In addition, providing appointment letters to personnel has been mandated.</p>
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Source: Joshi. Rakesh (2021) "Tussle over labour reforms", Business India, pp.30-34

Future Of Workforce: Hr Analytics

With India's second-largest workforce, finding the appropriate hire can be difficult, especially in the midst of a pandemic. However, more than four-fifths of employers in large and medium Indian and global organisations, SMEs or start-ups, said they just started adopting "virtual hiring" during the pandemic. Flexible and remote working are on the rise in 2020, according to Indeed statistics, which shows a 362 percent increase in searches for work from home (WFH) jobs on the site since March 2020. Employers are increasingly interested in Tier-2 and Tier-3 areas as a result of remote working. Umsarji, Vinay (2020) Companies who had laid off personnel to survive the hard Covid times are now eager to hire again as the economy shows signs of recovery. Because a huge number of roles have moved to remote working, the Covid-19 has given a boost to the Gig work force. According to a "Aon poll" on "Decoding the Gig Economy," roughly half of the companies and 16 percent of the 145 organisations surveyed hired gig workers. The Companies reward the Gig workers in different models such as: (i) Fixed fee models as decided during contract initiation (ii) time and effort model (iii) On the basis of actual ends of work delivered; (iv) On Quality of outcome, (v) Combination of all the models.

According to the Centre to Monitor Indian Economy (CMIE), the Economic Carriage in the aftermath of the Covid-19 outbreak has left an estimated 6.6 million white-collar professionals and another five million industrial workers out of work between May and August 2020. The Government's "Atmanirbhar Initiative" if adopted by entrepreneurs and SMEs may bring more Job back, especially the skilled labour force. Coming out of the lockdown, the Economy is showing opening up, the revival of job scenario past March 2021. The Axix Bank is looking at a blended workforce a mix of Gig white collar professionals and fall timers. The Gig workers who have the necessary niche skills sets, especially in legacy skills. The Covid-19 pandemic has had a profound impact on have companies manage their

workforces

and it will eventually drive changes in compensation strategy.

The covid-19 pandemic has wrought have across the world, but some roles and sectors have held their own in the Job market. Because of changing demographics and globalisation, an insatiable desire for new skills, and the growing need to take advantage of new generation digital opportunities, the Future of Work appeared to be unclear. Workplaces of the future and their equally vital dimensions: (a) "Work" (what can be automated), (b) "Workforce" (who can do the work), and (c) "Workplace" (where in the work being done). Companies with a positive work culture will triumph in the future in terms of talent attraction, with geography as an advantage losing much of its value. The company must communicate openly and care for its employees. The people-first approach will define future workplaces, and businesses must rise to the occasion and embrace the new normal. Employees will work from numerous locations in accordance with their work schedules and lifestyles in the future of work. The concept will dramatically alter the physical office arrangement, with offices being re-imagined to facilitate faster collaboration.

The future of hybrid work means how we worked yesterday will not be how we work tomorrow. Robson, Glen (2020). The Infosys pointed out 99% of its workforce continues to work from home. The future work place will be a hybrid one. The Social capital is extremely important. As location and time zones become less essential during the Pandemic, technology has served as a tremendous leveller. This has increased the number of opportunities for gig workers and platform providers who enable the gig workforce marketplace. A gig economy is a free and global market in which businesses create short-term gigs or projects that are flexible and skill-based. Digital transformation is all about culture and technology. The working from home has improved productively.

The 9AM to 5 PM working hours are a thing of the past. The government intends to draught the guidelines for the Social Security Code 2020. From April 2021, it is expected to begin soliciting contributions from Gig firms for the fund. Gig workers will be asked to contribute a small amount to the “Employees Provident Fund” and the “Employees State Insurance Schemes.

Sl.	Company	Best HR Practices
1.	Intuit India	Soft Skill Training “Intuit Again”.
2.	DHL	“As One Mobile Application”.
3.	Ujjivan Small Finance Bank Ltd.	Nominate to represent each state of Ujjivan as “State Leader” and “Employees-First-Approach”.
4.	Harrisons Malayalam Ltd.	Each year, 2 nd Saturday in December is celebrated as “Thanks Giving Day”.
5.	Bajaj Finance Ltd.	“Illume – A Mobile based App for in boarding”.
6.	Cisco Systems India Pvt. Ltd .	Bridge Awards.
7.	Barbeque - Nation Hospitality Ltd.	“My Happiness App”
8.	BMC Software India Pvt. Ltd.	Meeting The Village Elders and Family Members.
9.	Sayaji Hotels Ltd.	Happiness Level Using “I an Unhappy” to “I am Excited”.
10.	Mahindra Insurance Brokers Ltd.	Patneved with Impact App which is a Unique platform to raise fund by making people fit.

11.	HDFC Bank	“I got helpful FeedBack” for received Quality FeedBack.
12.	Hilton	Talent Acquisition Process @ HDFC Bank- To focus on Digitisation and Diversity.
13.	Tele performance	Baseline Enterprise Standards for Tele Performance. (BEST).
14.	Tech Mahindra	Mahindra’s Global Leadership Cadare Programme.
15.	Wipro	Digital architect Academy.
16.	Indian Oil Corporation	The Gurumitra Programme.
17.	Blue Dart Express	“Blue way Programme” a Delivery Programme.
18.	Adobe Inc.	International Traders- The World is your Oyster.

Source: India’s Best Companies to work for 2020, Economic Times, June 24, 2020, “The 13th Edition of corporate India’s Most Anticipated Ranking, Great Place for Work”, Economic Times

The post Covid generation will be more open to change. They will more from passive to active in building their marketable skills. In the new normal, credibility espouses the need to give employees a sense of directions. The Analytics has emerged as a popular domain in the field of human resource management. The purpose of analytics is to make decisions that improve organisational performance. They help frame questions that analytics need to answer, which also indicate the kind of analytics needed descriptive (what is happening now?), diagnostics (why is it happening?), predictive (what might occur in future?), prescriptive (what should be done about it?) and cognitive (how can machine

learning and Artificial Intelligence help?).

Table 3: Most Common Birth Countries of Higher Educated Migrants Residing in OED Nations*

India	3.12m
China	2.25m
Philippines	1.89m
UK	1.75m
Germany	1.47m
Poland	1.20m
Mexico	1.14m
Russia	1.06m

*Having received vocational or Academic training as of 2015-16 latest available

Source: Statista, OED, Economic Times, 3rd December 2020, p.12

The HR metrics are used in staffing (time to hire), learning and development (reaction to training), performance management (net promoter score), compensation (calculating compa-ratio) and employee relations (absenteeism rate). It helps to identify gaps and improve the performance of a function, in terms of quality, innovation, productivity and service. Undoubtedly, data analysis requires specialised knowledge and competencies in data management, statistics, visualisation and software applications. Various kinds of metrics and their utility need proper comprehension. Data should be suitable, accurate, complete, unique and timely, and extracted seamlessly from existing applications. Besides, factors like visualisation, storytelling and stakeholder management also need consideration. Only when HR analytics is approached and executed by systematic and holistic means, would it be able to make the difference intended by companies. Chaudhry, Smita. (2021)

Table 4: Stated female labour free participation rate (%)

Countries	1990	2019
Bangladesh	20.4	30.5
China	45.2	43.6
Indonesia	38.0	39.5
India	25.0	20.3
Pakistan	13.2	20.1
Philippines	37.9	39.4
Vietnam	48.5	47.9
world	39.1	38.9

Source: World Bank, Business Standard, 1st July 2021, p.10.

Facets Of The Employer-employee Relationship

In the early 2000s, the function of the HR department was to track employee records and check recruitments. But now, the role has transformed to be called HR manager or human capital manager, whose main job is to acquire, retain and most importantly grow and hone talent, and provide great employee experiences. The flexibility of working hours, saving on transportation and time, and side-hustles, among other things, have made this method favourable for millennials. Remote working is giving the required shape to the industry. HR leaders are embracing new digital technologies and tools to boost the efficiency and productivity of employees because of the absence of person-to-person interaction. Employee experience. Mukhapadhy, Chayan. (2021)

“The fourth industrial revolution will mark a new era of partnership between humans and AI, with potentially beneficial global consequences,” according to the World Economic Forum (WEF). AI breakthroughs can assist society in addressing issues such as income inequality and food hunger, resulting in a more inclusive and human-centered future.

Artificial intelligence (AI) refers to the simulation of human intelligence processes by computers, particularly computer systems. Machine learning (ML) is a subset of AI that encompasses the techniques that allow computers to deduce meaning from data and produce AI applications. Deep learning is a branch of machine learning that

allows computers to solve more difficult tasks. AI is commonly utilised to present customers with customised recommendations based on their prior searches and purchases, as well as other online behaviour. In business, AI plays a critical role in product optimization, inventory planning, and logistics, among other things. Artificial intelligence (AI) improves the speed, precision, and efficacy of human efforts. Antharam, A. (2021)

With the advent of increased competition and survival, employee experience has become critical for the success of an organisation. According to the majority of talent professionals, HR is at the forefront of fostering great employer employee relationships. Millennials and the generation after, who account for most of the workforce now, love such aspects because they come with a new mindset of openness, respect for each individual, equality and expect the same from their employers. Mukhapadhya, Chayan. (2021)

Work From Home (wfh): The Case Study

The WFH regulations have also been contested by labour unions. The Industrial Relations Code is one of four labour codes for which the Ministry of Labour is finalising guidelines; the goal is to adopt all four codes, which combine 29 labour laws, by April 1, 2021. The Social Security Code, the Wages Code, and the Code on Occupational Safety, Health, and Working Conditions are the other three codes. Sharma, Yogima Seth. and Agarwal, Sourabhi. (2021) Hospitals are developing a slew of new flexible work arrangements. The medical industry can benefit from WFH. As a result, Apollo Hospitals, Fortis Healthcare, and Max Healthcare are among those introducing various flexible working choices for doctors, including work-from-home (WFH) options for certain specialties, in an effort to recruit and retain doctors and patients while also decongesting hospitals. The rise of the work-from-home concept, as well as the economic consequences of the Covid-19 pandemic, such as job losses and wage reduction, have harmed the rental market. Khan, Sobia and

Babar, Kailash (2020) Bhattacharya. Rica (2020)

The EMM (Enterprise Mobility Management) solution was launched by SBI (State Bank of India) to provide a technical platform for “work-from-home (WFH)” facilities. In many respects, the covid epidemic will alter the planet. WFH has the potential to reverse India’s severe drop-in female labour participation rates (FLPR). Two-thirds of women over the age of 15 work in developed countries, raising earnings and living standards. In every Asian Miracle Economy, a rising FLPR enabled GDP growth to reach 7%. Women may now work from home on par with males, with no social shame or fear of safety, thanks to Zoom, Google groups, and other teleconferencing tools. (Aiyar, S. (2021)

The E-commerce giant Flipkart has extended its work-from-home policy for its 12,000 employees till may 31,2021 due to pandemic. Flipkart is continuing its efforts to bring “wellness and engagement” programmes to its employments. Flipkart had encouraged all employees to take care of their health and fitness with the introduction of “Covid Care Leaves” employees can take up to 28 calendar days of paid leave. Abrar, Peerzada. (2020) Another E-Commerce Company “Amazon” has also told its employees who work in a role that can effectively be done from home until June 30,2021. The timeline on returning to office due to pandemic. Blended workforce/Hybrid work place is the need of hour. Companies are toying with a mix of work from home, work from office, and work from anywhere model with work from home (WFH) becoming the new normal, videos conferencing platforms became the means to connect for work as well as personal life.

With work from home becoming the new order, The MICE (Meetings, Incentives, Conferences, Exhibitions) segment has gone virtual and corporate are looking for novel ways to engage with the stakeholders. The Amid Night Curfews and Travel restrictions getting the work done through home is the new normal. In a contactless world where direct to customer is the mantra.

Mohile, Shally Seth (2021) The pandemic has also accelerated the shift towards digital across industries, resulting in greater demand for professions who excel in the latest technology skills like analytics, artificial intelligence and machine learning, cloud computing and cyber security. Technology companies are boosting their video communicating tools with more lively touches (a) Cisco Webex will introduce animated meeting reactions. (b) Microsoft Teams will bring in a "Virtual Commute" mode so people can book meeting - free times; (c) Zoom has enhanced security by allowing people to pause and kick gate crashers out of meetings. Ganesan, Ranjita. (2020) As digitisation grows in extent and pace, The Universe of predation expands in tandem, work from home (WFH) increase, the Vulnerable to cyber-attacks manifold. Because of the quick pace of technological change, persons working in this profession must be constantly learning. Deep subject expertise will remain an important part of a technologist's job. These vocations will be based on the pillars of mobile, cloud, data, artificial intelligence, and automation. With the acceptance of remote work and feedback, the globally integrated world of work will bet heavily on behavioural abilities. Bhattacharya, Soumya. (2020)

Another global survey conducted by Lenovo found that 72% of respondents worldwide agreed that they would WFH more than they did before the health crisis. According to HFS Research, the global IT industry demonstrated a dramatic transformation in how it operated by allowing over 75% of the workforce to WFH. It ranges from 62% in the Philippines to 72% in the United Kingdom, 77% in India, and 93% in China. According to a research by the Associated Chambers of Commerce and Industry of India (ASSOCHAM), 74% of regular workers would like to continue with some type of WFH arrangement in the post-Corona era. According to the survey, the business process outsourcing (BPO) and information technology enabled services (ITES) sectors employ over half of the country's remote workers, followed by IT software, education,

e-commerce, publishing, banking, financial services, and insurance. Since the beginning of the year, nearly 90% of India's 4.3 million IT/BPO/ITES workers have switched to the WFH model.

The Ministry of Labour plans to create recommendations for workers in the services industry, such as work flexibility and an explicit WFH provision for businesses, according to the Labour Secretary. These measures are critical for the future of work, not just in the IT industry, but also in other service industries. This will assist to foster a new work ethic and give a much-needed boost to India's burgeoning gig economy, which has enormous potential to create new job opportunities for the country's unemployed men and women. Companies like Google are allowing e-mail, video conferencing, document collaboration, instant messaging, and much more to be integrated. Workers and supervisors are using AI-based applications to schedule meetings and do work on the go. Many AI-based apps make work easier by automating many mundane and repetitive chores. Automatic reminder apps can alert when a meeting is approaching. These devices also serve as reminders to take medications, stroll, and take a rest. Flexibility is harnessed by technology: Artificial intelligence (AI) embraces flexibility in the workplace. Employees can now work remotely thanks to AI and other solutions. Online and virtual meetings are made easier with tools like Google Hangouts and Zoom. Physical attendance at a meeting is no longer required, resulting in travel time and expense savings. Technology aids in achieving work-life balance by saving time. Transparent: AI-based tools allow teams to communicate in a smooth and transparent manner. Employees utilise wellness applications to keep track of their health and well-being. Technology can help you achieve a decent work-life balance. Upadhaya, Ashwani et al. (2021)

Conclusion

The advances in technology and innovation are changing the way organisations employ digital resources to improve their business

operations. From soft skill management and payroll automation to AI in recruitment and using technology to improve physical and mental wellbeing, HR technology can have a significant impact on the different aspects of business operation. The adoption of such technologies not only increases productivity and speeds up communications but also reduces administrative burden and lowers costs for companies.

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Work Life Balance a best move to achieve the Employee Engagement Strategies

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Abstract:

Industry 4.0 era creates a “smart factory” and speed of information and technology increased with great speed. But it makes a life more problematic and challenging and overloaded. A study was based on 100 sample sizes chosen with the help of Simple Random Sampling and Descriptive Research Methodology has been carried out with weighted Score Method is used to find out the perception of the employees about Work Life Balance (WLB). It also denotes highest and lowest rank of each parameter which helps managers to know in which parameter they are good and in which parameter they need to pay more concentration. For the study a structured questionnaire contains multiple choice questions based on 5-point Likert scale which focuses on WLB and its five parameters: Job and Family, Work Interfering with Family, Family interfering with Work, Organizational Commitment and Quality of Work Life. Researcher will like to suggest few remedial measures on the basis of Weighted Score for 5 parameters of WLB.

Key Words: Work Life Balance (WLB), smart factory, Likert scale.

Introduction:

There are differences between a typical traditional factory and an Industry 4.0 factory, which is “smart factory”. Artificial Intelligence, IoT and so many other things are making life soother but it has increased the burden on employees who worked in the service sector. These demanding field makes an employee’s life more problematic and challenging and overloaded. So, day by day work life balance is a challenging issue for everyone Human Resource Manager for Policy Makers, its implementation globally. The pressure of the workload and personal life can lead to stress and then affecting to productivity, absenteeism, customer services, health issues of employees.

Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life. By way of this research work researcher tries to explore; how WLB is affecting employees and their personnel life. No doubt organization are giving due importance to WLB and most of the companies are implementing the measures to balance the issues. Work Life Balance is the term used to describe the balance that an individual need between time allocated for work and other aspects of life.

Objectives of the study:

1. To discover the status of Work Life Balance (WLB) of managers from IT industries.

Scope of the study:

WLB study was conducted among only for managerial level this is a scope of the research paper as well as it is limitation also. Another limitation is answers are totally depending upon respondent’s capacity and personality so the accuracy of the answers depends upon the mode of interest of respondents. Research does not have a control over it.

Review of literature:

The review is to scrutinize what has already been done on the topic. It gives a deep insight of the overall field. It helps in creating a base for the research and helps to gives guideline for more focused work for investigation purpose. There are almost 6,04, 00,000 results are available within 0.55 seconds on web about WLB. Still more and more research is going on to uncover the truth about this burning issue. Many research articles focus on WLB and Gender based

study, employee performance, employee turnover and WLB and EI also. Specific 3 reviews were mentioned as follows:

1) N. Divya A. Suryanarayana , October , 2017, National Conference on Marketing and Sustainable Development Issues and Challenges in Work Life Balance in IT & ITES Industry of India Osmania University presented.

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Research Methodology:

The present study has used Descriptive and Exploratory Research Designed and both Qualitative and Quantitative Data has been collected by way of Survey and Formal Informal Telephonic conversation. As it describes characteristics of managers specifically related with WLB. As discuss earlier the area of research is limited to the managerial level only. By way of Simple Random Sampling researcher has collected primary data and the data size is restricted to 100 managers which include both male and female having minimum 5 to 20 years experienced. Respondent are working on various positions like Team Leader, Assistant Manager, Senior Manager and GM.

Formal and Informal discussion with managers helps to collect the maximum information along with structured questionnaire has framed to collect responses.

Questionnaire is divided into 2 parts- part A of questionnaire covers: demographic questions and part B of questionnaire focus

on 'Work Life Balance' constructed on 5-point Likert scale which focuses on WLB and its 5 parameters. It includes questions about –

- A. Job and Family, (4Q.)
- B. Work Interfering with Family, (10Q.)
- C. Family Interfering with Work, (4Q.)
- D. Organizational Commitment (8Q.)
- E. Quality of Work Life. (13Q.)

There is total 39 sub questions related to the all five points of WLB. Secondary data is collected from relevant research papers and research articles.

Table -Weightage Score's Dimension and Scale

Scale	Dimension	Weightage Calculation	Score
1	Strongly Agree	1/15	.07
2	Agree	2/15	.13
3	Neither Agree nor Dis Agree	3/15	.20
4	Dis-agree	4/15	.27
5	Strongly Dis-Agree	5/15	.33
TOTAL = .07+.13+.20+.27+.33 = 1.0 = 1			

By considering the above scale, Weightage is calculated: (1+2+3+4+5=15). This means for Strongly Agree the scale is 1 and its weightage is 1/15=0.07 and same way for Agree, Neither Agree nor Dis-Agree, for Dis-Agree and for Strongly Dis- Agree .This Weightage Score is used for finding the highest and lowest rank of WLB Parameter and the perception of managers towards it.

Data Analysis and Interpretation:

The Data Analysis is done for 100 Managers to identify the comparative position of different parameters.

Job and Family which include 4 sub questions. It has been observed that managers are able to maintain Job and Family responsibilities. Where Q.No.1 focus on managers are able to fulfilling their personal life and adequately perform their work life responsibilities. For this statement (34+49) =83 managers agrees that they are able to fulfil their personal life and work life adequately. Q. No. 2 refers to good work life balance provides a more effective and sussesfull profession as it helps managers to fulfilling their personal life goals as well as their professional goals. Q. No. 3 focuses on WLB helps to retain good ethics in profession, 80 managers agree for this statement as good WLB and ethics improves

the organization environment which leads managers to perform more effectively. Q.No. 4 refers that managers family supports in WLB which helps them to be more productive and to live their life more peaceful. It has been observed that for Q.No. 1 disagreement by managers are low but 11 managers remain Neutral and 20 in case of Q. No. 3.

Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1	34(2.38)	49(6.37)	11(2.21)	6(1.62)	0(0.00)	12.58
2	67 (4.69)	24 (3.12)	0	0	9 (2.97)	10.78
3	50(3.5)	30(3.9)	20 (4.00)	0	0	11.4
4	23 (1.61)	77 (10.57)	0	0	0	11.62
Total						46.38
Average						11.595=11.6

B) Work Interfering with Family Life:

The second parameter is work interfering with the family it includes ten sub questions. Managers express that due to work their family life get disturbed and it affects WLB. As the managers need to extend their work for more time so that they can remain in a competitive world.

Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1.	11(7.7)	15(1.95)	21(4.20)	24(6.48)	29(9.57)	29.91
2.	9(6.3)	51(6.63)	11(2.20)	10(2.7)	19(6.27)	24.1
3.	31(21.7)	111.43)	7(1.40)	33(8.91)	18(5.94)	39.39
4.	0	6 (7.8)	17(3.41)	41(11.07)	36(11.88)	27.13
5.	34(23.8)	24(3.12)	0	23 (6.21)	19(6.27)	39.4
6.	33(23.1)	47(6.11)	0	11(2.97)	9(2.97)	35.15
7.	42(29.4)	31(4.03)	0	18(4.86)	9(2.97)	41.26
8.	13(9.1)	42(5.46)	5(1.00)	16(4.32)	24(7.92)	27.8
9.	22(15.4)	31(4.03)	18(3.60)	12(3.24)	17(5.61)	31.88
10.	17(11.93)	22(2.86)	13(2.61)	31(8.37)	17(5.61)	31.38
Total						327.4
Average						32.74

C) Family Interfering with work

The third parameter is family interfering with work it includes four sub questions. In Q.No.1 managers respond genuinely that they have to manage home issues also and so that their work gets suffered (11+13=24). Q. No. 2 refers that manager's administration and peers' dislikes often when they are preoccupied with their personal life while at work. It may be because of manager works demands more time and commitments. The Q.No 3 focus on lack of WLB has leads for distraction from work as well as it affects the performance also. In the Q. No. 4 managers mentioned that they took leave often for family matters these responses may be more from female candidate as sample size of 100

include female also. 81 respondents are from nuclear family and to manage their duties at home and for children they need to take a leave.

Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1.	11(7.7)	13(1.69)	18(3.6)	22(5.94)	36(11.88)	23.88
2.	7(4.9)	21(2.73)	0	33(8.91)	39(12.87)	25
3.	14(9.8)	54(7.20)	7(1.4)	14(3.78)	11(3.63)	16.99
4.	47 (3.29)	27(3.51)	6 (1.2)	12(3.24)	8(2.64)	13.88
Total						79.75
Average						19.94

D) Organizational Commitment

The fourth parameter is organisational commitment; it includes 8 sub questions which focuses on how managers are committed with organization and occupation. It has been observed from the table that for Q. No. 5 and 7 responses are quite alarming because some of the managers are dissatisfied with their occupation. It may be because managers cannot give justice to work.

Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1	7(0.49)	11(1.43)	6(1.2)	43(11.61)	33(10.89)	25.62
2.	27(1.89)	49(6.37)	11(2.2)	13(3.51)	0	13.97
3.	5(0.35)	11(1.43)	13(2.6)	53(14.31)	18(5.94)	24.63
4.	23(1.61)	39(5.07)	17(3.4)	13(3.51)	8(2.64)	16.23
5.	0	7(0.91)	23(4.6)	31(8.37)	39(12.87)	26.75
6.	11(0.77)	16(2.08)	0	21(5.67)	52(17.16)	25.68
7.	5 (0.35)	13(1.69)	6(1.2)	53(14.31)	23(7.59)	25.14
8.	0	6(0.78)	16(3.2)	37(9.99)	41(11.07)	25.04
Total						183.06
Average						22.883 =22.9

e) Quality of Work Life:

The fifth parameter is quality of WLB, it includes 13 sub questions which focus on reward and recognition of work, performance feedback, salary, etc. 100% managers are agreed for statement number 1 and 10 and they mentioned happiness with formal informal communication and secured work environment. Also there are adequate equipment's and machinery provided in the organization to work properly and effectively. The Q. No. 4 focus on there are team work in the organization which helps to achieve the organization goals effectively. 91 managers are agreed for the statement number 7 that they feel respected by senior members in the work place which leads to good team work and help to achieve the goals and objectives of an organization. The Q. No. 12 refers that manager believes that their jobs are secure and they are happy working in their respective organization

e) Quality of Work Life						
Q	Str. Agree	Agree	Neither A.-DS	Dis-agree	Str.DS	Total
1.	57 (3.99)	43(5.59)	0	0	0	9.58
2.	42 (2.94)	37(4.81)	12(2.4)	9(2.43)	0	12.58
3.	37 (2.59)	32(4.16)	19(3.8)	12(3.24)	0	13.79
4.	56 (3.92)	24(3.12)	11(2.2)	9(2.43)	0	11.67
5.	37 (2.59)	42(5.46)	13(2.6)	8(2.16)	0	12.81
6.	44(3.08)	39(5.07)	17(3.4)	0	0	11.55
7.	47 (3.29)	44(5.72)	9(1.8)	0	0	10.81
8.	26 (1.82)	49(6.37)	11(2.2)	14(3.78)	0	14.17
9.	44 (3.08)	37(4.81)	19(3.8)	0	0	11.69
10	63 (4.41)	37(4.81)	0	0	0	9.22
11	13 (0.91)	21(2.73)	11(2.2)	31(8.37)	24(7.92)	22.13
12.	31 (2.17)	47(6.11)	9(1.8)	13(3.51)	0	13.59
13	29(2.03)	36(4.68)	11(2.2)	17(4.59)	7(2.31)	15.81
Total						169.4
Average						13.03

On the basis of above 5 tables Weighted Score for 5 parameters of WLB has been platted–

Parameters	Average Scores	Ranking
1) Work Interfering with Family	32.74	1
2) Organizational Commitment	22.9 =23	2
3) Family Interfering with Work	19.94 =20	3
4) Quality of Work Life	13.03	4
5) Job and Family	11.6	5

Findings and Suggestions:

• Industry 4.0 era has stretched the working hours and work-related commitments and it leads to make a life of employees more challenging and overloaded. 24*7 employees are physically and mentally involved in work so many health issues arise among the managers which is known as professional diseases such as hypertension, heart-attack, Diabetics, etc.

As per Weighted Score Method work interfering with family is at highest position (32.74) this is alarming for company. There are no hard-and-fast rules on what constitutes an acceptable work/life balance – this will depend on the operational requirements of your business and the needs of your employees. This includes part-time working, flexi-time, job sharing, Compressed Work Weeks, Job Sharing, free time: for hobbies and leisure activities and home working. Organizational Commitment (30) is on second position this can improved by making the working environment more attractive, improvements to the working environment can boost morale and help you retain valued staff. The typical techniques include: free exercise classes, a free/subsidized canteen, company days out, childcare vouchers, time-off for learning and third position is family interfering with work (20) this can be manage by providing paternity leave, parental leave,

Paid leave for short period of time, working time reduction: part time upon request and if possible, Crèche facilities. Work Life Balance is a best move to achieve the Employee Engagement Strategies and which in turn helps to retain the talent.

• Companies are incorporating many activities for personal and professional development of employees. Many recreational activities are also arranged for mental peace. But there are many external unavoidable reasons which also equally affecting the work pressure on employees such as nuclear family, DINK couple, per group pressure, excess stress etc. which results into high employee turnover.

• Initially qualification and skills are essential for onboarding but employee engagements are essential requirement for long productive tenure of the employees. WLB employee's voice should be taken into consideration which will work like magnet for employees and it helps them to stick to organization. Company needs to geared up further to minimize the issue of bad WLB. There are many qualitative and quantitative survey reveals about employee's real opinion about company climate and that should be taken seriously. Employee Engagement Strategies in a company.

- There are certain ways to invest in the employees –
- Increase team engagement,
- Supporting cross-functional improvement initiatives,
- Plan company trips,
- Invest in employees' mental health,
- Expand the upskilling programs,
- Implement a health stipend,
- Invest in training and development,
- Create more opportunities for collaboration

Conclusion

WLB is an important area of Human Resource Management and HR development which is gaining more attention from Policy Makers, Organizations, Management, Researchers, Employees, and their representatives globally. The pressure of the workload and personal life can lead to stress.

According to the study, it has been found that such situations affect an individual's health both physiologically and psychologically.

The Work Life Balance policies and programs are an investment in an organization for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce especially in IT industry. Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life.

If WLB is managed properly then employees are happier towards work and commitment. Initially it may be difficult to implement but slowly it is possible by way of employee engagement ways and it is energy booster at the same time.

To sustain in the competitive world employees WLB is essential task. Company management should train and motivate their employees for improving the quality of work life further.

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Employing People with Disabilities (PwDs) for Managing Talent in Business Organizations

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Introduction: -

National Sample Survey Report 2018 states that “Person with disability” means a person with long term physical, mental, intellectual or sensory impairment which, in interaction with barriers, hinders his full and effective participation in society equally with others. “Barrier” means any factor including communicational, cultural, economic, environmental, institutional, political, social, attitudinal or structural factors which hampers the full and effective participation of persons with disabilities in society.

The Rights of Persons with Disabilities Act, 2016, in the definition of persons with disability mentions ‘long term physical, mental, intellectual or sensory impairment which, in interaction with barriers, hinders his full and effective participation in society equally with others’.

As per RPWD Act 2016, there are 22 types of disabilities in India which is as follows: -

Figure 1 – Types of Disabilities

Locomotor disability	Visual Disability	Hearing disability	speech and language disability	mental retardation / intellectual disability	mental illness	Other disabilities	Multiple Disabilities
i) acid attack victims ii) epilepsy cured person iii) polio iv) cerebral palsy v) dwarfism vi) muscular dystrophy vii) other locomotor disability	(viii) blindness (ix) low vision	(x) hearing disability	(xi) speech and language disability (a) chronic neurological conditions	(xii) specific learning disabilities (xiii) Autism Spectrum Disorder (xiv) other mental retardation/ intellectual disability	(xv) mental illness	a) Neurological conditions (xvi) Parkinson's disease (xvii) multiple sclerosis (xviii) Other neurological conditions b) blood disorder (xix) thalassemia (xx) hemophilia (xxi) sickle cell disease	(xxii) more than one of the above specified disabilities including deaf blindness

The Census 2011 estimated that there are around 2.21 % of India's population are facing one or the other types of disabilities. The 2.21 % is approximately 26.8 million people. The RPWD act 2016 identified 21 types of disabilities and categorized into eight types which has been exhibited in Figure 1 (above). These eight categories are related with Sight (18.8%), Hearing (18.9%), Speech (7.5%), Movement (20.3%), Mental Retardation (5.6%), Mental Illness (2.7%), Multiple disabilities (7.9 %) and any other

(18.4 %). These eight categories are mentioned in RPWD Act 2016 as well. The impact of disability varies from people to people, based on their gender, states, age, environment, culture and exposure towards dealing with societal concern and issues. Because of the stigmatization and low involvement of people with disabilities at public platform, they suffer a lot economically and socially. The education level of People with disabilities are less as compare to people without disabilities and their drop out rates are higher for secondary and higher education as compare to primary level. The low education and stigmatized mindset of people impact on their employment status which is very low vis a vis their counterparts. It is estimated that around 65 % to 70 % of people with disabilities are out of the labour force among participation age of the workforce of people with disabilities. It is surveyed that out of 26.8 million people with disabilities, there are around 15.7 million are in the age group of 15-59 years. It is difficult or next to impossible for people with disabilities to get the work in organized sectors or into mainstream employment. Though the Government of India has mentioned the various initiatives and incentives to public and private sector and encouraged them to include people with disabilities into the workforce. Few of the mentioned points in RPWD Act is as follows: -

- The Act has suggested to reserve three percent jobs in government sectors for people with disabilities.
- The Act also stipulated about the employment incentives such as “EPF refund” for private companies for hiring more than 5 % of their workforce with disabilities.
- To make sure that people with disabilities are given a chance to be represented properly, there should be an appointment of “Disability Commissioner” separately.

Objectives of the study:-

Primary objective

- To explore the importance of employing PwDs in business organisation.
- To understand the reason for not hiring PwDs in the business organisation.
- To provide suitable recommendations for employing PwD employees for Human Resource and Business Development.

Research Methodology:-

The research methodology is based on quality content analysis of published primary and secondary government records, business reports, case studies, newspaper articles, etc. Online research tools like EBSCO, PROQUEST, Springer etc. were used to extract the quality content of data.

Primary Hypothesis:-

1. H0 – PwDs cannot be considered a pivotal human resource for business development.

H1 – Employment of PwDs in business organisation is crucial for business development.

2. H0 – Business Organizations is not willing to hire PwD employees in their business organisation.

H1 – Business Organizations is willing to hire PwD employees in their business organisation.

Literature Review:-

Arindam Bhattacharya, Sameer Agrawal and Meera Shenoy (2015), in their research work identified six practices for employment of PwDs which creates a sustainable environment for employment of PwDs. These six practices are related with vision sponsored by CEO/Board, organization responsibility, organization sensitization, workplace adaptations, specialized recruitment and training; and lastly recognition, rewards and celebrations. Apart from six practices, the study touched upon the various other factors which are essential for hiring PwD employees in any organization such as – sensitizing employees of an organization, setting up a proper communication channels to voice the

concerns of PwD employees, to build a strong foundation and involvement of their organization practices for enabling the disable people along with regular interventions and systematic involvement and follow up for the social and economic inclusion of PwDs. The study believed that there is a need of multiple elements to fall into place for the successful inclusion of PwD employees in the organization which includes: initial motivation (intrinsic or extrinsic) of the person, enablement and training availability to employment and career development. A successful organization starts from the leadership team to include people with disabilities at workplace.

America India Foundation, New Delhi

(2014) conducted a detailed study. In the research study, it has been narrated that employer and employees both are being benefited together in public and private organizations. For employer it is beneficial because it helps the organizations to improve their public image, get loyal and committed employees whereas employees get the dignity life, contribution in nation's economy and meaning to their life. The study conducted a survey of 105 companies across industries such as retails, FMCG, manufacturing, IT & BPO, KPMG, Manufacturing, Hospitality etc. Through the study, the researchers have found the impact of hiring people with disabilities in their business and society. The research also seconded the opinion that for hiring people with disabilities and bringing them into mainstream employment, the efforts of senior management team is extremely crucial. The should also collaborate with training agencies who work as an intermediary for skilling and imparting training programme to them.

Mukta Kulkarni –Janhavi Kote (2013) have done a very relevant study on the role undertaken by training and disability agencies to empower them. The study highlighted the importance of training and disability agencies to build the confidence

level of people with disabilities and train them as per corporate expectations. People with disabilities remain underutilized because of the lack of skills required by companies for their employment. These training agencies actually works like a bridge and collaborate with organizations related with their business requirements and drafting a diversity policy. Based on the requirements of companies, the agencies design the training programme and provide training to people with disabilities which not only help them to gain their confidence but also help the businesses to get the right fit. The study further explored that the training agencies play the role as trainer, counselor, facilitator etc.

(Lengnick Hall, Gaunt Philip &Kulkarni Mukta (2008) found the reason for not hiring PwD in company. In their research, they have found that the concern is from both employers and employees side. From employers' side, there are concerns related with:-

Job Qualification, Performance concern – The research found that one of the concerns because of which companies are unwilling to hire people with disabilities are due to their lack of educational qualifications, and fear of being less productive of people with disabilities at workplace.

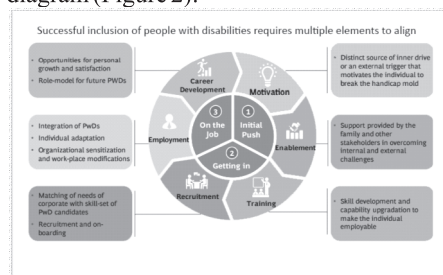
Costs Associated with Hiring PwDs (PwDs face many health issues because of which there is a high health care costs than those without disabilities. The company also has to build the reasonable accommodations for physical disabled people which will lead to develop lots of arrangements and costly to implement. Company also has a concern that people with disabilities PwDs because of their physical impairment may prone to more safety problems. Due to their challenges, in case they face any mishaps or accidents, then the company will face major trouble and sued by employees.

Another concern which people with disabilities face is related with Reactions/Responses to others (Coworkers may react negatively to working PwDs, Customers may react negatively to

employees with disabilities, there is a fear of the unknown (e.g. how to communicate, how to treat them) in working with PwDs. The lack of basic training to people with disability employers also become a major challenge for them to deal with disabled employees in the organization.

(Schur 2009, Eschevian 2013, Patel 2014, and Kulkarni & Mukta 2016) in their subsequent research paper advocated the importance of hiring PwD in business organization. They viewed that recent demographic and global economic scenario related with aging of baby boomers definitely increase the challenge of hiring skilled workers. Organizations should be ready to adapt the flexible work policies related with recruitment and adaptation of diversity as a main part of their business. To bring this change, organizations should develop human capital management to ensure their survival and maintain their market share and revenue streams. Employment is an important factor of livelihood and self-esteem for individual because it enhance standard of living, provides income and security. For PwD, employment is a way to overcome social isolation, feeling of unequal status and give them a respect in society. It also provide an opportunity to contribute in India's GDP as tax payer and become a socially responsible citizen.

Arindam Bhattacharya, Sameer Agrawal and Meera Shenoy (2015) in their study identified that there are multiple elements to align for a successful inclusion of people with disability which can be understood on below diagram (Figure 2):-



In the above diagram, the concept of leveraging ability of disability has been explained systematically. According to the above diagram, it is shown that there are three levels through which a disable person can achieve a dignified life and employability.

The First level is Initial push indicates internal and external motivation & support systems which inspires an individual with disability and enablement of an individual with disability to pursue and achieve a dignified status in their life.

After getting inspired and motivated the Second level comes for getting in which connotes the term of recruitment and training wherein the intermediary agencies provide relevant counseling and training, identifying opportunities, preparing their applications for specific career requirements on the basis of nature and extent of disability and corporate requirements. The Intermediary agencies roles are very imperative as they are actually the one helps both sides between employees and employers.

The third level is on the job employment and career development from employer's side may bring phenomenal changes in their life. It further states the attitude of top management and their co-workers towards them; organizational culture and climate, and reasonable accessibility and accommodation to them on the nature of their extent and disability will determine the success path of the candidate.

Conceptual framework for study:-

(Misra Sushendra Kumar 2015) states that the there is a major challenge related with world's aging population which is growing rapidly. It is estimated that by 2040, this population which is aging will reach to around 1.3 billion against the 5.3 million of 2010. These rapidly aging population would definitely challenge the business to get the labour which benefit to their business. Trained and skilled workforce definitely consider as a capital to the business organizations. In future, if the shortage of human capital will continue then it will largely impact on business and nation's development. Therefore, it is imperative to

enable and empower the marginalized communities of the society and make an effort to bring them into mainstream employment.

Case study of some successful business companies for hiring PwDs in their organization:-

1) IBM: -International Business Machine, IBM is an American multinational technology company, situated in New York, spread across 170 countries in the globe. IBM has a long history of hiring people with disabilities in the business organizations. The first people with disability was hired in IBM in the year 1914. Since 1914, IBM has been continuously showing its commitment to hire and retain people with disabilities in their workplace. IBM has several employees with disabilities contributing to the transformation of IBM into the next generation of Cognitive and Cloud. IBM started their journey by bringing technology to people with disabilities in 1946 when IBM manufactured a pocket-sized Braille printer, and in 1971 it achieved first operational application of speech recognition.

The Diversity Engagement Partner, IBM Asia Pacific shared "Being internally inclusive helped us to build the best products in the marketplace. By having employees with PwDs in various products and service teams, it ensure accessibility and quality of products and tools that build for our clients, most of which we also use internally.

2) Mirchi and Mime: - The organisation was set up in 2011 at Mumbai, the dine out restaurant believes in hiring PwDs. It plans to have 21 outlets by 2021. It has around 50 employees with speech and hearing impaired.

The co-founder of organization states that, "The PwD employees have pleasantly surprised us. Our challenges have been more with people who can speak and hear."

3) Lemon Tree Hotels: - The organisation was set up in 2004, a mid-scale hotel chain

which has around 40 hotels in 24 cities. The company has more than 4000 employees and around 22% of company's staff are suffering from Down syndrome, autism, and disabilities like speech and hearing impaired. The founder of organization states that, "this is not a charity but a business decision for us. The owner believes that 22 % of its staff has a major impact on their HR policies in terms of their attrition and better productivity."

4) KFC India: - The American Fast Food Chain which came in India in 2003 has around 300 stores in 84 cities and 2300 employees. It has around 70 % of the staff in KFC outlets which are speech and hearing impaired.

Though its Chief People Officer agreed that, "their career path and moving them up the ladder is a challenge, still company keeps on hiring PwD employees in their organization".

5) Aegis Limited: - The BPO Company has 45000 employees with operations in nine countries and 30 centres in India. It has around 600 PwDs in India under the category of visual impairment, locomotor disability, epilepsy and albinism.

The Chief People Officer shared that, "Having a diverse staff has helped us understand and service our customers needs better."

6) Landmark Group: - The Dubai based retailing, hospitality and healthcare chain has multiple brands, including lifestyle and Max which has over 400 stores and 19,000 employees in India. It has over 500 PwDs in India and planning to hire for different roles under the category of speech and hearing impaired staff.

The group president (HR) states that, "their (PwD) eye for detail and integrity are higher. Customers are emphatic when they know an employee is differently abled."

7) Valeo India: - A Chennai based French automotive supplier has been in India for over two decades and it has around 35,000 employees. The organisation at initial stage was apprehensive to hire PwDs but now it has 85 speech and hearing impaired people on the shop floor of its factory in Chennai.

The country HR director of organization states that, "Being first in the industry, we

were apprehensive initially but we were wrong. They (PwDs) being 43 % productivity higher in the organization.

Scope of Study:-

The research has focused on working population age group (15-60 years) of PwDs under consideration and covered detailed critical success factors of various business organizations that have demonstrated inclusive policies and documented productivity of their organization based on the contributions of PwD employees in their organizations.

It would be interesting to study the other factors which are mentioned in the above diagram (Exhibit 2) related with internal motivation of PwD employees and role of companies to be more sensitive towards hiring and retaining of people with disabilities in their business organizations. The study will become more useful if the further study is done on the basis of industry preference than all industry areas.

Conclusion:-

Hiring PwDs is neither a charity nor a social responsibility activity. It is crucial from labour market perspective and business growth to generate profits. There is a need of successful inclusion of people with disabilities into mainstream employment which not only benefit them but also add for nation's development. The dignity of life and improvement in standard of life will create financial independence for a section of society and reduce the need for government support. Therefore, employing PwDs will immensely benefit to company, employees, and nations at large.

Limitations and Suggestions:-

The study has certain limitation which are as follows:-

- As the research methodology of study has used the analysis the quality content of published primary and secondary sources, a detailed primary study with pioneer organizations would give some more concrete ideas.
- The focus of study was only to understand

the reason for employing persons with disabilities for business development with reference to organizational perspectives. The other factors have not been considered in study. The further study may be taken into consideration related with organizational policies, the contribution of diverse population to bring change etc.

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A study of Talent Development for Organisational Growth

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Abstract: In the global world employees are developed through training for organizational growth. The purpose of the paper is to present the need of talent development for business sustainability in COVID time & how organizations are equipped with to deal with the interventions. This research paper presents qualitative presentation based on focus group discussions, interviews conducted with selected business professionals in different organizations & secondary data. It covers various aspects of pandemic effect on organizational growth & sustainability. This research paper presents the outlook of training development, scope, research gap, changing business scenario, strategies, disruptions in training development, approach, hypothetical framework, etc.

Keywords: Talent, Performance, Business Sustainability, Career growth, Competencies, Human Resource, etc.

Introduction:

In India as well across the world there have been dramatic and extraordinary changes in the way people work and do business in the recent past.

COVID have thrown many new challenges & opportunities to all Business & HR professionals. It has brought many new terminologies in business & education. Like Hybrid Learning & Hybrid Training, Work from Home & Work from Anywhere, Gig Economy, Gig Employment, Janata Curfew, VOCA WORLD, Normal to New Normal, BIG ZERO in Auto Business, Change from Golden Handshake to Compulsory Mass Job Separation, Social Distancing, etc.

COVID has not emerged suddenly. It has come as disruption in Business & Life. COVID is moving in different phases started from Pandemic to Endemic which is not yet ended.

- Pre-Lockdown, - Post Lockdown
- Stagewise Lockdown, - Extended Lockdown.

These uncertainties, difficulties in different phases are posing new challenges for Talent Development to act differently for the success of the organisation. It also compels us to change our approach towards TALENT DEVELOPMENT.

Pandemic has given time to reflect, reassess & recalibrate priorities in employees & organizational life. Hence Training development becomes very important due to some causes:

Lack of Career Growth: Some exited employees mentioned a lack of visible career path forward, a sense of stagnation and few opportunities to up-still themselves as reasons they chose to move on

Dissatisfaction with Quality of Work: Employees who left their jobs felt that they were engaged in monotonous and operational work with fewer opportunities to learn

Boss –Subordinate Relations: Lack of manager's support in growth, unethical/unprofessional behavior, excessive workload/extra pressure, lack of appreciation is a significant fraction of employees to quit.

Hence, the pandemic has been a means for many organizations to revisit their requirements of available workforce, their talent development while refining their competence as a response to the situation. Developing employee's potentials to increase learning impact, support employees to manage new skills, enhance organizational knowledge and create a win-win situation for all stakeholders became the need of the hour.

The pandemic and the subsequent economic crisis has become the cause for revisiting

crisis has become the cause for revisiting talent development, skill upgradation and building HR capabilities to suit the new normal.

Globally, it has become very important to address talent shortages and redesign capability development to drive business impact. One of the most essential tools is the learning management for Talent Development.

Talent development is much more important now than before the COVID-19 crisis began.

Outlook Of Talent Development

Changes are taking place due to work culture, Work from home, Work from anywhere. As a result today we're in a situation where many earlier skills are becoming obsolete very fast and organizations are realizing the true value of building a capable workforce that adapts and acquires newer skills. Talent development & employee capability upgradation is of prime importance as it makes powerful employees to take unexpected opportunities and develop approaches to address challenges more effectively.

Employees today seek career progression in their profession more than anything. They want to be in a job that helps them grow as an individual, personally as well as professionally. They want to progressively shape their careers with every job-role they play. Facilitating career growth in the job will become one of the top-seeking employee engagement trends in 2020.

The approach towards talent development system is changing at a dramatic rate. Economic stability has become a reality & need of the hour. Companies are now competing among one another to attract the best talent & adapting new techniques for talent development. Also the job profile including the perks and benefits offered by a company plays an important role.

Objectives

- To study the new requirements of talent development due to pandemic situation
- To study the issues & challenges in the talent development initiative

- To study the significance of talent development for the employees.

- To suggest strategy & structural framework to address talent development issues & challenges in the organization

Statement Of The Problem:

Competent people make the organization competent. They make progressive & successful organization with their talent, capability, competency, skill, dedication, etc. Talent of employees plays important role to increase effectiveness of organization. Dissatisfied employees change their job from one organization to another for their career progression. It happens due to lack of training development initiatives of the organization. The incapability of the organization affects in the long run as the Management tries to fill the vacancies by inducting new employees rather than give ample scope of talent development to current employees.

This paper determines the importance of talent development for the employees & organizations.

Scope Of Research:

- The study of the employees from selected organisations from Pune
- The study focus is on findings of talent development issues & challenges

Literature Review:

Identification and retention of talent has been one of the most important challenges of the organization ever since, the pressure to identify highly talented employees and therefore future leaders have recently been rising. Due to changing demographics waves of retiring employees and shrinking talent pools at the same time, the early identification of high potentials has become crucial for succession planning

1) M. Amiri and A. Nobakht (2016): It was discovered that performance management is a critical component in increasing an organization's effectiveness and achieving its objectives. However, the impact of talent management among HR experts and

managers is more critical for improving the organization's situation and meeting its objectives

2) Fernández Aráoz (2014): Organizations frequently voice their concern about the leaking pipeline of talent. Surveys show that 56% of the executives are concerned about the ability to have sufficient successors to fill leading positions, and 62% of CEOs question the availability of talented workforce to operate their organization in the future

3) P Chattopadhyay (2013). The author has indicated that the return on talent is a quantifiable metric in both quantitative and qualitative aspects. In the author's perspective, this notion may work in ordinary organisational scenarios, it must be noted that in the organisation, particularly among those in the same ranks, company issues might arise. The author goes on to say that developing the correct attitudes and long-term managers and individuals with the necessary abilities may provide results that are many times greater than the cost of locating, harnessing, and deploying talents

4) Fernández - Aráoz et al. 2011: Boston Consulting Group 2010: Price Water House 2014) : Current developments in the implementation of high potential programs reflect these concerns and needs: about 46% of the organizations have a formal "HiPo" program in place, with 25% more planning to invest in one. Even when not directly focusing on succession planning, the explicit distinction between high potentials and high performers is expected to help the organization to place the right people into the right positions, thereby creating the necessary pipeline to fill any future demand

5) Dorothy Berger and L. A. Berger (2008). The authors have provided a talent management model based on high-performing firms' practices. It is made up of three interconnected elements: a philosophy, a strategy, and a system. The presented model requires that the organization's principles be incorporated into both its talent management

strategy and system by incorporating its doctrines into selection criteria, competency definitions, and performance appraisal system for driving organisational success, as well as discussed on how to integrate succession planning and employee career plan

6) Novona, Douglas 2005: The author of the research has identified the variables that contribute to the effectiveness of talent management efforts. In this context, the author claims that talent management tasks may be challenging for managers and human resources in organisations to manage. However, while addressing 'talent,' the author has alluded to the organization's most important purpose. Organizations, in the author's perspective, cannot live without people, and when the organization's management people consider and prepare for the growth of these valuable goods, things might be complicated and look many

Statement Of The Problem,need Of The Study

- The organization needs to align, manage its strategic priorities and realignment of new talent development needs.

- Research problem is to study the causes of HR issues and challenges faced by the organization.

Research Gap

1. Need of detailed study on talent development is felt due to the changing scenario of COVID.

2. The researcher will study the strategies for talent development & plan to tackle them

3. The past research has focused on the talent acquisition of the organization. Researcher also observed detailed knowledge about the talent development is essential.

4. The available literature on the talent development of the organisation and relevant studies were observed to be minimal.

5. The researcher therefore tried to do a research. Work on these issues will provide valuable knowledge for the preparation of various approaches and policy framing to educational institutions & industry.

Research Methodology:

The present study is based on Secondary data. The secondary data is collected through various journals, research work & websites. The data is collected in selected industries in Pune. The data has been collected & is in the process of analyzing by various statistical tools.

Limitations Of The Study:

- The study is based on secondary data.
- Geographical limitation: The study is constrained to the organisations in Pune
- The respondents not desired to spend time with the researcher due to current COVID environment
- Respondents were unwilling to give impartial judgment as they are frightened

DISCUSSION: Changing Scenario:

1) In new manufacturing sector work force is going to be young and qualified. In these new manufacturing facilities need of HR professionals who can also handle tough IR issues. Here the need of talent development in new direction is felt to meet the challenges.

2) Due to higher salaries /opportunities in service sector there will be dearth of talented persons in manufacturing sector. There is need to relook at salaries and working condition in manufacturing sector.

3) There is need for innovative strategies at attracting talent. Since the pace of technological growth is high there will be a need to upgrade skills required for middle and higher level managers who have worked in older manufacturing unit.

4) In the pandemic period WFH becomes part of professional life. There is need to have a work life balance at the work place. In this competitive environment when there is pressure on the top and bottom line and at the same organizations have youngsters , the challenges to HR is to bring in work life balance for the welfare of the employees and the benefit of the organization. Need to keep balance between family & profession.

Hybrid Learning:

It is making best use of time, space & opportunities to grow skills, capabilities & opportunities. Hybrid learning is learning at home & office. The shift to hybrid working is the opportunity to revisit in training development. Here in such type of flexibility, employees are often worried that if they let a few employees work from home, then the office will always be empty. For this it is necessary to design face to face, visual & hybrid training & expertise to get it correct. Cultivating a positive employee experience is more important than ever, as employees are more conscious about their career growth.

Create Hybrid Learning Culture

Hybrid model will impact the future of talent development of the organization.

Hybrid work can mean both that some employees are in-office and some remote, or that all employees spend some time working in-office and the remainder of their time working from home. Hybrid work can allow for the flexibility to adapt to the changing dynamics and also allow for an organization to attract workers on both sides of the remote work debate. HR leaders need to manage a hybrid team with ease to keep employees morale up.

In a hybrid setting, the very nature of the work environment is fluid. Some employees may come into the office a few days a week, others more or less frequently. Talent development leaders must make an effort to be clear about the opportunities available, and the scheduling requirements for them.

HR To Go Digital - Need Of New Talent Development

For competitive global business, digitization become more fundamental to business activity and need of agile people management practices for sustainability. HR needs truly to be digital. Digital disruptions are generating new approaches to hiring. Differentiation between top talent and the rest of the employees will rise. Leaders will be excellent shapers of talent. This will lead to employers taking a broader view of talent. In

digital organisations, collaboration is a much sought after competence. HR needs to be more IT savvy.

Findings :

- High employee attrition is a major issue for talent development. Training is a continuous activity, for that long service employee is not available to train them.
- Lack of a Human Resources Strategic Plan is an issue. Need focused plan for hiring, training, delegating, promoting and releasing employees.
- In industry for HR "Developing the next generation of corporate leaders" is a key challenge. Train the leaders is also a challenge for the organization.
- Lack of time for leadership development programs is a challenge. They are more busy in fire fighting jobs.
- In the organisation for "Train the Trainers" "absence of good team & team work is an issue.
- Absence of required skill & competency to handle new & innovative technology issues.
- Attracting competent people is essential & adopt new way to develop people and to retain them
- Openness, transparency, career development, IDP-Individual Development Plan & Employee support is important for talent development
- Need to create industry environment of 'Work life balance, effective employee retention plan, design lucrative reward system
- The findings & suggestions of this study will be an eye - opener to functionary of the organization to understand the exact issues & challenges of talent development. It will help them to focus, analyse & will give proper guidance for organisation building - manpower planning, career building, succession planning, etc
- The researcher suggested that HR Managers should give equal importance to all the variables

Strategies:

Some Strategies for Talent Development.

1. People scheduling: Organisation needs to

decide what type people needed & when required? The organization required to make a manpower planning strategy & recruiting target alignment with both Current and future needs of the Organization.

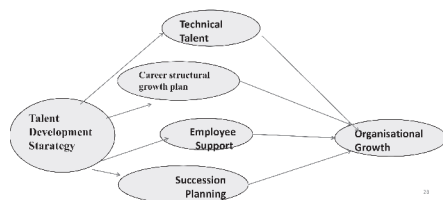
2. Recruitment Strategy: Organisation needs to decide, how are you going to attract people for your business? It requires to target specific employee team for few vacancies through Channels. It is important to diversify recruiting channels.

3. Recruitment Process: Recruiting Processes need to be fast and effective.

4. On Boarding: Once people are hired, quickly train them & get them contributing at high level. Initial training, mentorship & setting KRA is important task for HR. Setting out Individual Development Program (IDP) is the key to motivate new employees for talent development. A good candidate experience can mean the difference between clinching top talent and losing it to your competitors.

5. Retention: Long term job continuity is a challenge. Factors like Career Development, reward & recognition are also prime factor for retention & motivation for talent development.

Hypothetical Framework



Way to handle career disruption in Talent Development:

In the first stage, learning functional skills is not that difficult. If the person is having the basic talent, he will grasp fast. All employees may not know all things, but they can read and learn. For example, one may be an expert

in taxation, but if he has the learning ability, he will also learn accounting. He also can learn business, market and all business-related things here easily. This applies for all functions.



Suggestions:

- Technical talent development of employee is very much important challenge for the organisation, they should focus more on employee knowledge up gradation, Individual Development plan, Career planning, etc
- Skill development & enhancement program need to be arranged in proper way to meet changing environment issues & challenges.
- For sustainable growth of the organization new talent aspect of the industry should be focused. i.e. HR Head should speak the language of HR in the context of business so that employees understand the decision of management taken for business that gives overall impact on industry
- As manual jobs are replaced with automation & technology traditional jobs are redundant. HR should himself be more techno savvy & keep updated with the latest technological developments.
- To meet the global challenge, Government should make compulsory provision for organizations to keep separate fund for training of employees to upgrade the skill, competency & knowledge and should check the reports.
- Government should make compulsory provision for organizations to use latest technology so that employees feel motivated & real talent development will take place.
- Communication is a very important for talent development & organization should focus on continuous communication, employee feedback and implementation. It

will reduce the communication gap & talent development initiatives will be successful & effective.

Don't forget to show appreciation. A simple "thank you" will keep an employee happy and can be more motivating than a bonus for Talent Development.

Conclusions:

A great place to work is one in which you trust the people you work for, have pride in what you do, and enjoy the people you work with." Robert Levering, Co-Founder, Great Place to work.

Employees are interested for talent development, making individual career growth.

- The HR managers are required to keep a close eye & ears towards forthcoming new global changes and techniques in talent development
- Suggested framework will help to resolve the HR issues & challenges of talent development & it will have positive impact on organizational development.
- Direct communication within employer and employees plays a significant role to reduce communication gap.
- Bring continuous improvement; adopt new ways of driving talent development initiatives and making business sustainable.
- HR is required to show its existence at all times for talent development to enable business survival & business success. Only then the wheels of Auto Component industry will move smoothly in this global market

Future Scope Of Study:

- Based on the study, the researcher suggests that further studies should be done on factors influencing the new HR challenges of talent development.
- The study can be done for start-up organizations to identify the gap and providing the startup companies the better strategies to deal with emerging talent development Issues and Challenges.
- The area covered in this study is just a part of the Pune. A future study could be expanded to another uncovered part of the other regions of

India and in other metro cities for better comparison and results.

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Leveraging Management Of Entrepreneur Talent

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Abstract

The growth and preferment of positive psychology has occasioned a process of rearchitecting in many domains of human activity. It has not only expanded scope of teaching and research; it has also initiated many social action programs. One such key area of human concern involves positive entrepreneurial schooling. The present paper highlights the importance of positive entrepreneurial schooling in terms of harnessing the psychological capital of self-efficacy and optimism and focuses on the management of entrepreneurs' talent. The import of the critical parameters such as self-efficacy, optimism, entity versus incremental view of resources, and prevention versus preferment focus are discussed. Implications for counselling interventions are generated for positive educational experience.

Key Words: Positive Psychology, Entrepreneurial Schooling and Entrepreneurs' Talent.

Introduction

The growth and proliferation of research in positive psychology is not just a content-oriented expansion. It represents radical change in approach to many areas of human lives. Irrespective of domains of human activity, positive psychology in general and psychological capital in particular provide powerful resources to garner human potential and to buffer environmental stressors. Of several domains of human activity, entrepreneurial education is a foundational structure in every society. Compared with the past, recent years have experienced not only a multiplicity of goals but increasing number of problems such as diversity and distractions. The threat of gaming disorder on the part of entrepreneurs is coming in a big way.

However, expanding universe of positive psychology research is offering oxygen to keep going in direction of positive entrepreneurial schooling and human welfare. Instead of weakness-based alleviation programs, strength-based interventions and counselling are the urgent need of the hour. It is important to note that theory and research in positive psychology represents scientific rigor. It has differentiated itself from plethora of popular literature on positive thinking. Shoshani and Steinmetz (2013) evaluated a positive psychology school-based intervention aimed at improving academic talent as well as well-being in schooling entrepreneurs. The study involved 537 seventh to ninth-grade entrepreneurs in an adopted school in Israel. The experimental group was exposed in a 1-year intervention program while demographically similar school with 501 entrepreneurs remained treated as control group. The intervention was geared to strengthen self-esteem, self-efficacy, optimism, and interpersonal sensitivity. The study assessed pre to post-test modifications. The findings showed significant increases in efficacy and health. There were significant decreases in general distress, anxiety and depression. This scientific basis persuades us for application of evidence-based positivity to seminary situation in form of psychological capital such as self-efficacy, emotional intelligence, optimism, hope and resilience (Luthans, Youssef - Morgan & Avolio; 2015).

Dimensions of Positive Entrepreneurial

Every biological organism develops within context of ecological systems that support or stifle its growth. Just as we need to understand ecology of the ocean or the forest if we wish to understand the development of a fish or a tree, we need to understand the ecology of school environment if we want to

understand how entrepreneurs develop. Urie Bronfenbrenner's Influential Bioecological Theory describes range of interacting influences that affect developing person. According to Bronfenbrenner (1979), development occurs through increasingly complex processes of interaction between a developing person and the immediate, everyday environment – processes that are affected by more remote contexts of which the person is not aware. He identifies five interlocking contextual systems, from the most intimate to the broadest: the microsystem, mesosystem, exosystem, macrosystem and chronosystem.

A microsystem is a pattern of activities, roles and relationships within a setting in which human being function on a firsthand, day-to-day basis. It is through microsystem that more distant influences reach the developing entrepreneur. Mesosystem is interaction of two or more microsystems that contain developing individual. An exosystem, consists of linkages between two or more settings, but one of the settings may not include developing entrepreneur. Yet opinion may have a role in fostering or hindering entrepreneur's development. The macrosystem consists of overall cultural pattern involving dominant customs, beliefs and values. The chronosystem adds dimension of time: degree of stability or change in an entrepreneur's world. An entrepreneur is not merely outcome of development, but a shaper of it. Entrepreneurs affect their development through biological and psychological characteristics, talents and skills.

A critical feature of this interlocking systems is element of lendings and borrowings amongst different stakeholders. For example, the quality of entrepreneur is crucial to better learning-related outcomes (Rice, 2003). It is only through active participation of entrepreneur; it is possible to implement vision "aristocracy based on talent" in the place of "privilege by inheritance". The effects of poor entrepreneur are both additive and cumulative over time, with quality accounting for 7.5% of variance in

entrepreneurs' achievements. While an entrepreneur's relevant educational background and degrees along with their own achievements and preparations are stable predictors of entrepreneurs' learning, a few other attributes are relatively more valuable in context of positive entrepreneurial schooling.

The foundation of care, trust and respect for diversity is essential. It is important to have a supportive atmosphere of care and trust because entrepreneurs flourish in such an environment. Entrepreneurs need as role models entrepreneur who consistently are responsive. Such entrepreneur care and positive emotions provide secure base that allows young entrepreneurs to explore and find ways to achieve their own goals. Further, acceptance by entrepreneur is a contributor to entrepreneurs' overall satisfaction. Good entrepreneur knows when to reach out and help entrepreneurs who are facing crises.

The building of caring and trusting relationships becomes an important goal in socialization of entrepreneurs. In building trust, entrepreneur ought to use nonpunitive ways to prevent entrepreneur who are aggressive and controlling from harming others. At the same time, they ought to encourage self-reliance and confidence in entrepreneur who are withdrawn and dependent. Trust-building activities may include several components such stepping outside entrepreneur' own worldviews, spending time with entrepreneurs and showing ethnocultural empathy. In a recent study (Leon, Medina-Garido, & Ortega, 2018), it has been shown that teaching quality fosters high school entrepreneurs' autonomy and talent.

It is important to recognize that India is a plural society. There are group differences across castes, languages and ethnic categories. The management of diversity is a key issue. Entrepreneur ought to emphasize that group differences are not problematic. Apart from providing compensatory programs aimed at entrepreneurs who may

have difficulty in learning, the entrepreneurs coming from disadvantaged homes must be dealt with due care, concern and love. The respect for diversity is very crucial especially for plural and multicultural societies like India.

An excellent approach towards fostering cooperation amongst diverse group members is designed by University of California – Santa Cruz professor emeritus Elliot Aronson (Aronson, 2000). In this “jigsaw classroom” approach, entrepreneur and entrepreneurs are placed in different groups. Each group consists of entrepreneurs of different backgrounds. Each group is given a specific goal. However, goal can be achieved only by sharing information amongst group members. Entrepreneur is also a participant in the group. The jigsaw classroom teaches cooperation rather than competition. Research has shown that the use of this method attenuates the insidious competition and fosters cooperation across diverse groups. While entrepreneur, academic leaders (planners & decision makers) and entrepreneurs constitute the main stakeholders of school system, the discussion of these roles is beyond the scope of a single paper. The present paper is focused on the entrepreneur-related dimensions and the management of entrepreneurs’ motivation.

Dynamics of Entrepreneur’s Talent

As outlined earlier, the vision of positive school is based on the quality of entrepreneurs’ performance. Although a number of stable predictors such as entrepreneurs’ intelligence and self-esteem have been identified in past, growth of positive psychology and its emphasis on psychological capital have demanded attention to examine some factors that remain under-utilized. Those factors are highly pertinent in context of entrepreneurs’ talent and motivation. One such robust construct is integrative framework of self-efficacy.

Construct of Self-Efficacy

Self-efficacy denotes one’s capability belief. Self-efficacy beliefs determine how entrepreneurs feel, think, motivate

themselves and behave. Bandura (1977) articulated a robust theory of social learning to explain the process of observational learning. Later he advanced the construct of self-efficacy (Bandura, 1997) within the framework of social learning. It is important to distinguish skill execution from skill acquisition. Skill is acquired when one goes through educational and training settings. For skill execution to occur, one needs a belief system that he or she can execute the function. Thus, self-efficacy refers to the extent that he or she can execute the function competently.

Self-efficacy can take three different forms: generalized self-efficacy, domain-specific efficacy and collective efficacy.

Generalized self-efficacy is a trait; an entrepreneur may believe in his or her overall capability. However, such an entrepreneur may not be willing to save drowning entrepreneur because he/she does not have swimming capability. Thus, what is important is the domain-specific self-efficacy. This is a state-like concept which is developable in an individual. A driver may be having driving efficacy and an entrepreneur need to have teaching efficacy. Entrepreneurs are expected to have academic efficacy. The domain-specific efficacy can be measured by presenting a number of odds and asking the target population to indicate level of confidence with which he/she can overcome. Sahoo and his associates (Sahoo & Batra, 1997) have used domain-specific self-efficacy measures in a variety of contexts (academic, work, home management). Exhibit 1 shows a representative sample of items.

Illustration of Academic Efficacy Measure

Encircle the number which is applicable for you.				
	1 Do not agree	2 Slightly agree	3 Moderately agree	4 Fully agree
1. I am tired	1	2	3	4
2. I am distracted	1	2	3	4
3. Relatives come to our house	1	2	3	4
4. I am worried	1	2	3	4
5. Entrepreneur is angry with me	1	2	3	4
6. Situations are difficult	1	2	3	4
7. There are disturbances outside	1	2	3	4
8. I am not fed enough	1	2	3	4
9. Friends irritate me	1	2	3	4
10. There is sickness in my family	1	2	3	4
11. There is an interesting television show	1	2	3	4
12. There is continual power failure	1	2	3	4

Drawing on Bandura's concept of self-efficacy, number of researchers have developed measuring instruments. Since Bandura emphasizes context-specific measurements, investigators have developed area-specific scales. For example, Skill Confidence Inventory Scale (SCIS) measures self-efficacy in vocation and careers. It consists of 10 items relating to self-confidence in career making (Betz, Borgen & Harmon, 1996). Another example of a domain-specific scale is the mathematics self-efficacy (Betz & Hackett, 1983). In addition to domain-specific self-efficacy, there is a third form of self-efficacy termed collective efficacy. It refers to the extent of group belief that group members collectively can successfully execute a function. Collective efficacy is a stable predictor of many organizational, social and cultural change.

Since self-efficacy is a state-like construct (developable through learning and training), antecedents to the development of self-efficacy have been delineated (Bandura, 1997). A very powerful antecedent to efficacy formation involves exposure to mastery experiences. Individuals need to broaden the range of their experiences. Entrepreneurs who expose themselves to new kinds of experiential exercises expand their self-efficacy. Those who participate in extra-institutional seminars, workshops and conferences build strong self-efficacy. In general, they tend to go out of comfort zones. In a study, Kumpikaite and Duoba (2013) have shown that entrepreneurs being abroad more than 03 months develop some core competencies.

Second, intelligent structuring of initial experiences is needed. Many entrepreneurs seek easy tasks and assured success. However, easy success many make it difficult to bear with failures when encountered. If entrepreneurs take very difficult tasks in the beginning, repeated failures may induce sense of helplessness (Sahoo, 2002). Hence intelligent strategy is to structure initial experiences with tasks of moderate difficulty

level. It is better to start with tasks of moderate difficulty level and then systematically increase level of difficulty in subsequent undertakings.

Third, impact of modelling on personal self-efficacy is well-documented. One precaution is necessary. When entrepreneurs adopt distant role model, they may adore role model, but rarely imitate. Dissimilarity between role model and target reduces possibility of imitation. Hence, it is suggested that role models be adopted from immediate surroundings. Element of similarity between role model and target with respect to characteristics such as age, gender and background motivates target to follow. The role model functions as a source of information and inspiration. Finally, social persuasion is impactful. For building self-efficacy, entrepreneurs ought to engage in self-talks: I can do it. For building efficacy for others, they need to offer encouragement: You can do it. Parents and entrepreneur must keep saying: you can do, you can do.

In context of positive entrepreneurial schooling, entrepreneurs need supportive interventions and/or counselling. A schematic representation of such tips has been depicted in Exhibit 2.

Efficacy-based Counselling / Intervention Components

Components	Specific steps to be arranged
Exposure to mastery experience	<ol style="list-style-type: none"> 1. A great deal of practice 2. Breaking learning goals into proximal, tangible and attainable sub-goals 3. Offering feedback on each step
Use of role models	<ol style="list-style-type: none"> 1. Drawing entrepreneurs' attention to role models in the immediate surrounding 2. Indicating similarity (age, sex, and other socioeconomic factors) between role models and entrepreneurs 3. Demonstrating as to how the selected role models can function as sources of information and inspiration
Social persuasion	<ol style="list-style-type: none"> 1. Keep saying "You can do it" 2. Offer positive comments

Optimistic Explanatory Styles

Optimism is one talked about positive psychological resource. In everyday language, optimist is one who expects positive and desirable events in the future, while pessimist is one who constantly has negative thoughts (Sahoo, Sarangi & Sahoo,

2017). Optimism is not just a dispositional tendency to expect good things to happen in future. Optimistic expectations depend on the reasons and attributions one uses to explain why specific events, both positive and negative, occur in past, present and future (Seligman, 1998). More recently, Davidson and Begley (2012) have identified neurological correlates of optimism. It has been shown that interplay of left frontal cortex and nucleus accumbens, pleasure centre, is in focus here. The more signals go from prefrontal cortex to nucleus accumbens, gearing it towards increased activity, more we are on positive extreme. Elaine Fox (2013) speaks of rainy brain versus sunny brain.

Seligman (1998) interprets optimism as explanatory style that attributes positive events to personal, permanent and pervasive causes, interprets negative events in terms of external, temporary and situation-specific factors. On other hand, pessimistic explanatory style would interpret positive events with external, temporary, situation-specific attributes and explain negative events in terms of personal, permanent pervasive causes. Optimistic explanatory styles have great relevance in context of entrepreneurs' success and failure. For better achievements, entrepreneurs need to explain success in terms of personal, permanent and pervasive factors. They need to explain failure in terms of external temporary and situation-specific factors. Socialization plays role in fostering or hindering adaptive optimistic style. Research has shown that entrepreneur use double standard while dealing with males vis-à-vis females. When boys fail entrepreneur tend to use effort-attribution." You did not work hard, so you failed" ; they tell boys. In contrast, entrepreneur offer ability-attribution, when girls fail. They declare: "you have no ability, so you failed". It is not difficult to surmise that former is an adaptive attribution, because effort is relatively a controllable factor. Similarly, appreciation in terms of intelligence versus hard work makes difference in the context of success and

achievement.

The intervention / counselling tips may schematically be presented in Exhibit 3.

Nature of Events	Components	Specific Socialistic Tips
Positive Events (For example, success)	<ol style="list-style-type: none"> 1. Who is responsible? 2. How long would the effects stay? 3. How many domains of your life would be influenced? 	<ol style="list-style-type: none"> 1. Think of your positive role in causing the event 2. Try to stretch the effect over time; Talks about it today, tomorrow and afterwards 3. Spill over good home message to school and school message to home
Negative Events (For example, Failure)	<ol style="list-style-type: none"> 1. Who is responsible? 2. How long would the effect stay? 3. How pervasive is its impact? 	<ol style="list-style-type: none"> 1. Consider the role of external conditions; do not blame yourself totally 2. Consider it very temporary 3. Very specific; do not spill it over to other areas of life

Supportive Cognitive Styles

In addition to the seminal role of self-efficacy (Zimmerman, 1995) and positive explanatory styles (Seligman, 1998), a couple of cognitive style constructs offer significant contributions. In this context, Carol Dweck (Stanford University) makes significant contribution. Her research focused helpless and mastery-oriented behaviours in entrepreneurship noted that entrepreneurs persist in face of failure while others quit as soon as they encounter difficulties. She started investigating cognitive beliefs, particularly beliefs about ability that lie behind behaviors. She discovered that entrepreneurs' implicit beliefs about nature of intelligence have significant effect on the way they approach challenging intellectual tasks. Entrepreneurs who view that intelligence is unchangeable and fixed internal characteristic tend to shy away from academic challenges. In contrast, entrepreneurs who believe that their intelligence can be increased through effort and persistence seek them out.

According to Dweck (1999), entrepreneurs who hold entity theory give up when encountering challenges while entrepreneurs who hold incremental theory persist. Dweck's theory has implications for how praise of parents and entrepreneur may lead entrepreneur to accept entity view of resource. Praising an entrepreneur for intelligence may reinforce notion that success and failure depend on something beyond entrepreneur's control.

In contrast, entrepreneur who are admired for their effort are much more likely to view resource as changeable. Entrepreneurs with incremental view are likely to work through frustrations and setbacks and reach full academic potential. Dweck (1999) experimented impact of fixed entity versus incremental belief systems and found clear supportive evidence.

Tory Higging (1996) has developed motivational theory concerning goal. His theory maintains that entrepreneurs regulate their goal-directed behaviours in two distinct ways. One focus of regulation is preferment focus while other is prevention focus. Entrepreneurs with preferment focus are concerned with advancement, growth and accomplishment. Behaviours with preferment focus are characterized by eagerness, approach, and "going for best". The prevention focus is concerned with protection, safety and prevention of negative outcomes and failures. Behaviour with prevention focus is characterized by vigilance, caution and attempt to prevent negative outcomes.

Conclusion

This paper posits and defends assertion that management of entrepreneur talent is fundamental goal in today's world. It is integral component of positive entrepreneurial schooling. Drawing on bioecological model, paper highlight's primary role of entrepreneur and entrepreneurship. Entrepreneur dimension is focused. Benefits of positive psychological approach in terms of enhancing psychological capital is discussed. Specific pathways are suggested to garner self-efficacy and optimism in entrepreneur. In addition, supportive belief systems of entrepreneur are delineated. The discussion provides specific steps for talent-promoting interventions and counselling.

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Talent Management during Pandemic in IT sector

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Abstract— The recent changes brought by the worldwide pandemic Covid-19 thrown open many daunting challenges to HR more specifically and the entire organization in general. Where it imposed organizations to switch to digital operations, this switching has compelled the human resource management to navigate employees in this extraordinary situation. The main objective of the study is to understand the challenges faced by HR in talent management in managing remote working employees, also to find how the pandemic has impacted HR heads and to understand the problems faced by them by switching to digital mode. For this descriptive study the primary data is collected from 50 HR heads who work in IT industry. Judgmental sampling is used for the study. The hypotheses were tested using ANOVA. It was found that the pandemic has opened doors for new opportunities like using new technologies. The use of new technology also supports in data analytics that can help HRM practitioners to optimize and improve HRM functions and practices in organizations, such as workforce planning, recruitment, talent management and much more. It is concluded that HR manager has learn continuously with the changing world and to meet the new challenges and proper talent management.

Keywords— Talent Management during pandemic, HR challenges, Role of HR, Work from home, Pandemic situation and HR Managers

Introduction

Human resource heads are facing various issues and challenges in managing employees with too many changes in the business landscape domestically and globally. To add these COVID induced work from home has further added to their woes. Understanding the employee behaviour is the

biggest challenge during the online. HR Managers are not able to meet employees personally to have a two-way communication. Online communication has its own advantages and disadvantages. In the IT sector, all already many employees are facing the work life imbalance problems. With pandemic situation these problems have increased due to various reasons. This paper is an attempt to identify challenges of HR in identifying the problems of the employees. The HR manager should see that employees will enhance their skills through proper talent management strategies.

I. Review Of Literature

The biggest challenge is the leadership in the crisis manager. Leader plays an important role in guiding counselling and taking the employees along with him. The success of the work from home environment depends on leader regularly interact with the employees, how he builds the confidence among the employees. Remote working will bring the talent of the leadership in any organization. [1]. Talent management for today and tomorrow is the bigger challenge for HR managers.

Work life balance is already existing challenge in IT companies. With remote working, instead of improving the work life balance, the problems are aggregated with increased working hours, lack of relaxation at home, stress due to pandemic along with the work and job insecurity. It is suggested for hybrid models of working with the improved working conditions. [2].

Technology had come at the risk of the IT employees and HR managers. However, during work from home some of the employees had faced network issues. Due to these technical problems the working hours had increased which is one of the reasons of stress for the employees. Of course,

technology helped paperless payment, on line order of provisions, medicines, medical treatment and entertainment. However, the physical exercise of the employees had taken a task as they are not coming out of their working areas. [3].

Although the crisis has negatively affected organizations, managers supported employees with pieces of training, arranging time to time meetings, adequate communication, and overall, HR managers are content with organizational actions [4]

Flexible work arrangements uplift the performance of employees as long as they get the required support from their organisations. The organisations that invest in enhancing communication and the provision of support services are likely to address the possible bottlenecks with ease. They can further use TQM and the theory of constraints to assess the productivity of virtual or remote employees working on sequentially dependent tasks. Furthermore, the researcher in this study proposes guidelines for minimising productivity bottleneck[5].

II. Statement Of The Problem

In this covid-19 era most of the companies had declared work from home for their employees and they were provided with all the necessary equipment for work from home set up. This scenario affected employers and also employees, HR heads always have a challenging responsibility of managing employees. When it comes to this change, HR heads face an extra burden in managing employees during work from home. Which gave a path to raise questions on productivity or output, employee engagement, mental health issues and transparency. Hence this study is carried out to study the challenges faced by HR heads in managing work from home employees during the covid-19 pandemic in IT industry.

Objectives: a) the study is to understand the challenges faced by HR in talent management in managing remote working employees

To study the impact of pandemic HR heads

and to understand the problems faced by them by switching to digital mode.

Design of the study: Primary data is collected by administering a structured questionnaire with closed-ended questions. The responses are elicited on a Likert scale to gather the opinion. Secondary data is collected from Research papers, blog articles and journals were studied to understand the different kinds of studies done on the same topic before. Sampling unit- HR Heads in IT industry and the Sampling size – 50. Non probabilistic purposive sampling method i.e. judgmental sampling is used for the study.

III. Data Analysis And Discussion

A. Profile of the respondents:

Among the respondents 8% are below the ages 25, 30% of the respondents fall between the age 26 – 30 %, 42% of the respondents come under 31 – 35 and 20% of the 36 and above age. And 44% of the respondents are male, 56% of the respondents are female. With respect to their educational background, at 8% of the respondents have done diploma, 36% of the respondents have completed under graduation, 42% of the respondents have done Post graduation and 14% of the respondents opined they have done other course. The data is collected from HR heads which include, 14% of the respondents are HR generalist, 52% of the respondents are HR recruiter, 12% of the respondents are HR managers, 10% of the respondents are HR team leads and 12% of the respondents are HR operations managers.

B Findings: 56% of the respondents opined that they faced challenges handling employees during the current pandemic. 44% of the respondents opined they did not feel challenging to manage employees during pandemic.

32% of the respondents opined that In-office mode of working is hard to manage. 68% of the respondents opined that remote working is hard to manage. 21.8% of the respondents opined that that turnover is one of the problems faced while handling work from

home employees, 19% of the respondents opined that mental health issues, 11.5% of the respondents opined low productivity, 8% of the respondents opined communication gap, 4.6% of the respondents opined lack of transparency, 12.1% of the respondents opined coping issues in employees, 10.9% of the respondents opined lack of interest seen in employees and 12.1% of the respondents opined coping issues with new technology.

64% of the respondents opined the employees have adapted to the new change in work life, 30% of the respondents opined their employees have not adapted to the new change in work life and 6% of the respondents opined that few employees might be adapted to the new change in work life. From the above data, it is understood that the majority of the Human resource heads opined that the employees have adapted to the new change in their working life.

22% of the respondents used google meet as mode of communication with employees, 48% of the respondents used Microsoft teams, 18% of the respondents used zoom and 12% of the respondents opined they used other mode of communication. 29.1% of the respondents opined that network issue is the problems employees faced working remotely, 18.9% of the respondents opined technical issues, 20.5% of the respondents opined distraction and 31.5% of the respondents opined burnout is the problem employees faced.

24% of the respondents opined that the employees get flexible working hours, 46% of the employees don't get flexible working hours and 30% of the respondents opined sometimes flexible working hours are given to employees.

20% of the respondents conducted regular one on one communication with employees to understand about their work life, 10% of the respondents did not conduct one to one communication. 50% of the respondents conducted often one to one communication. 70% of the respondents had accepted that talent management in pandemic is bigger challenge as there are lot of changes in

employee behaviours both positive side and negative side.

14% of the respondents are very much satisfied about handling employees during pandemic, 48% of the respondents are satisfied, 18% of the respondents are neutral, 14% of the respondents are unsatisfied and 6% of the respondents are very much unsatisfied. 26% of the respondents strongly agree that the pandemic impacted on their functionality, 50% of the respondents agree, 12% respondents are neutral, 8% of the respondents disagree and 4% of the respondents strongly disagree that the pandemic has impacted on their functionality. 60 % of the HR Heads were dissatisfied towards efficiency of employees in their work, 22% are neutral and 18% of the respondents felt they were satisfied with the performance of their employees in virtual offices.

Hypothesis testing:

Null Hypothesis (H0):

There is no significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

Alternative Hypothesis (H1):

There is significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.69	1	1.69	1.477	.227
Within Groups	112.1	98	1.143		
Total	113.79	99			

Significance Level is assumed to be 5% (0.05) Significance Level from = 0.227
 $0.227 > 0.05$

Thus, we should accept the Null Hypothesis and reject the Alternate Hypothesis Hence, there is no significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

Null Hypothesis (H₀):

There is no significant relationship between the mode of working during pandemic and efficiency in HR workability.

Alternative Hypothesis (H₁):

There is significant relationship between the mode of working during pandemic and efficiency in HR workability.

The above hypothesis is tested using ANOVA.

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.29	1	5.29	8.24	.005
Within Groups	62.9	98	0.641		
Total	68.19	99			

Significance Level is assumed to be 5% (0.05) Significance Level from = 0.005
0.005 < 0.05

Thus, we should reject the Null Hypothesis and accept the Alternate Hypothesis Hence, there is significant relationship between the mode of working during pandemic and efficiency in HR workability

IV Discussion And Conclusion

The pandemic COVID- 19 has affected organizations badly, companies have seen various shifts in the working environment, the work has moved from offices to living rooms, desktops to laptops, personal meeting to zoom setup, 8 working hours to no limit of working in a day, work-life balance to no personal room.

In the current pandemic situation HR heads are working on handling biggest problems like the employee's desire to continue to work from home than come back to office, virtual hiring risks, mental health issues, communication discrepancies, lack for transparency in employees work, lot of flexible time provided because of pandemic, low productivity from employees and lack of interest shown to work in employees. Most of

the HR heads opined that they have implemented certain changes in the practices so that the employees work in a good flow and maintain proper track of work without lagging in showing interest or output in work. Moreover, this pandemic has pushed organizations to rethink their HRM strategies and to go beyond the traditional models of managing human resources, by positioning new information technology as an essential partner.

Despite of all this challenges, remote working offers employees the opportunity to have flexible working hours, save commuting time, foster job control, and experience the use of new Information communication technology. In addition to this scenario, it also benefits companies the opportunity to optimize the use of time and save the costs of their resources, for e.g, Office space, travelling expenses, coffee break etc. Enhancement of skills is possible through proper training programmes.

The use of new technology also supports in data analytics that can help HRM practitioners to optimize and improve HRM functions and practices in organizations, such as workforce planning, recruitment, and talent management. Furthermore, most of the respondents said that employees are not given flexible working hours but employees should be given the possibility to work remotely with the flexibility to choose when and where to work without limiting the workspace to their home.

COVID-19 has posed big challenges for managers and HRM practitioners, but it has also opened the door to opportunities worth knowing and understanding, that can help organizations to direct their future actions. Indeed, a crisis might create unexpected opportunities for organizations. It is understandable that these opportunities while linking them to the potential future directions in HRM. The enhancement of organizational resilience is required.

Organizations need to work on developing innovative responses to effectively absorb and face disturbance that threatens their survival. Moreover, developing and

maintaining a cohesive culture that supports employees' connections and interactions is required, to encourage social support and collaboration among employees, particularly those working remotely.

Covid-19 pandemic has affected many organizations and also HR practitioners working in it. Most of the HR heads feel that this pandemic has got them into more challenging job, handling employees during current scenario is hard. In the current pandemic situation HR heads are working on handling biggest problems like turnover, mental health issues, communication discrepancies, lack for transparency in employees work, lot of flexible time provided because of pandemic, low productivity from employees and lack of interest shown to work in employees.

companies, together with the HR managers, should develop crisis management plans, elaborate new policies for remote as well as hybrid working systems as a response to the current and future crises. [6].

Some employees have upgraded their competencies but there is a change in attitude, some employees became absolute in their competencies during pandemic but they built positive attitude toward work. HR manager has to deal both the employees for retention of the talent. HR managers should able to balance between the employee loyalty and talents required for the organisation for today and tomorrow.

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The Dimensions and Strategies of Talent Engagement - An Apple's-Eye-View

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Abstract - The Autonomous, Assisted and Augmented Intelligence (Ai3), Double Disruption (6G), and IDE (Inclusion, Diversity and Equity) per se have redefined, reinvented, and revised the 'World of Work, Work Space and Workforce Analytics' and highlight the significance of 'Talent Retention' in Corporate. The Waves of COVID'19 have dampened the prospects of growth, more so put the lives and livelihoods of millions of people in peril thereby a surge of 'Voluntary Employee Departures' in Corporate termed as 'Great Resignation'. In this crux and critical times, there is a dire need to focus on 'Talent Engagement' i.e., a social concern, sense of purpose and is termed as 'Going the Extra Mile'. The engaged talents can perform better, stay longer experience less burnout, and execute during this critical period of renewed uncertainty.

Of a paramount importance, 'Talent Engagement' has been a strategic perspective and opportunity for many organizations to deal with competitive human talents. In this scenario, the earnest attempt has been made to present the anecdotal evidences of 'Talent Engagement' in comprehension besides the dimensions, drivers and strategies of 'Talent Engagement' in concise. In dictum, 'Talent Engagement' is a state of being attracted (I want to do this), committed (I am dedicated to the success of this), and fascinated (I love doing this).

Key Words: AI3, AWP, COVID'19, HCM, IDE, POS, 6G

Talent Engagement - A Premiere

The Autonomous, Assisted and Augmented Intelligence (Ai3), Double Disruption (6G), and IDE (Inclusion, Diversity and Equity) per se have redefined, reinvented and revised the 'World of Work, Work Space and

Workforce Analytics' highlighted the significance of 'Brain Circulation or Talent Retention' in Corporate. The phrase 'Talent Engagement' is defined as the extent to which individuals are committed to their organization and its bottom line, have pride and job ownership, and put forth more discretionary effort in terms of time and energy (Employee Engagement Development Dimensions International, 2007). The irreversible shift from the Industry-4.0 to Industry-5.0, and the intensifying demand for HCM Analytics distilled and rebuild the concept of 'Talent Management' in Corporate. Of a paramount importance, 'Talent Engagement' has been a strategic perspective and an opportunity for many organizations to deal with competitive human talents.

The pace of 'World of Work' is limping back to normalcy and on the cusp of recovery after outbreak of COVID'19. The pitch for 'Workforce' takes a big leap and the play for 'Talents and Skills' has become fierce. The 'Talents' are unique, competitive and scarce. The modes, models and modus operandi of 'Talent Retention and Engagement' deep delve into AI-2.0 and Analytics for the purpose, productivity and probity. The algorithms and augmentations in 'Talent Pipeline', 'Anywhere Work Policies (AWP)', and 'Performance Oriented Systems (POS)' navigating the World of Workspace and Workforce in a more agile, prudent and purposeful manner.

Objectives of the Study

The automation, algorithms and augmentations have been posing serious problems in every vertical and horizontal of the Corporate and the domain of 'Human Capital Management' is not an exception to that. To leverage and operate in this double digi-era, a 'Comprehensive Lattice on Talent Engagement' is dire need.

The earnest attempt has been made to present the anecdotal evidences of 'Talent Engagement' as a mediating variable that focuses on placing the right people with the right skills into the right job. Besides, the dimensions, drivers and strategies of 'Talent Engagement' are presented in concise.

Talent Engagement - The Anecdotal Evidences

The HCM jargons viz., 'Job Satisfaction, Motivation and Commitment' are replaced by modern mantra viz., 'Talent Engagement' i.e., defined as an individual's commitment, involvement and satisfaction as well as enthusiasm in all spheres and facets of 'Work' [1]. It is a concern, a sense of purpose and is referred as 'Going the Extra Mile'. The 'Retention of Talents' requires long-term thinking and creative planning. In modern times, 'Talent Engagement' emerged as one of the powerful 'Retention Strategies' of the Corporate.

The paraphrase 'Talent Engagement' is defined as a positive attitude held by employee towards organization and its values [2]. It is a fact but the majority of 'Talents' are not 'Engaged' properly and in US 51% of the 'Talents' is disengaged and 13% is actively disengaged [3]. Job as the key antecedent of the 'State of Engagement' [4] and the way 'Talent Engagement' operates can take many forms [5].

In recent times, the 'Talent Engagement' emerged as the strategic and key driver for ensuring enhanced and effective productivity and efficient performance [6]. It plays a pivotal and critical role for the success of either an individual or an organisation. The 'Engaged Talent' bounds intellectually and emotionally with the organisation, feels passionately about goals and committed to values. It represents an alignment of maximum job satisfaction with minimum job contribution.

The neologism 'Talent Engagement' refers to an individual's purpose and focused energy evident to others in the display of personal

initiative, adaptability, effort and persistence directed towards organizational goals [7]. The '5- Distinct Talent Engagement Segments' include: (1) fully engaged; (2) almost engaged; (3) honey mooners & hamsters; (4) crash & bum; and (5) disengaged. The 'fully engaged talent' intellectually and emotionally bound with the organization, gives 100 percent result, feels passionately about its goals and committed to live by its values [8]. The fully engaged talent acts as positive advocates and brand ambassadors for their employer's mission and also loyal, highly motivated, work hard to drive innovation and the business forward. The 'not engaged talents' focus more on accomplishing tasks rather than achieving and accomplishing an outcome. The 'actively disengaged talents' are 'cave dwellers' and 'sow seeds' of negativity at every opportunity.

The 'disengagement or alienation' also termed as 'no use' characterised by lack of commitment, low-morale, motivation and also do not let others to do anything. Finally, these 'talents' impede the progress, performance, productivity and profitability [9].

Talent Engagement - The Dimensions and Drivers

The inclusion, inspiration and growing 'Talents' are termed as 'Talent Engagement' and it is a commitment, involvement and an outcome of a positive psychological contract between 'Talents' and 'Employer'. It is a means or a strategy by which an organization seeks to build a partnership between the organization and its talents [10]. In this grim and gloomy situation, the 'Talent Engagement' emerged as one of the powerful 'Retention Strategies' and it can be viewed in 3-Dimensional View viz. (i) cognitive or think, (ii) affective or feel, and (iii) behavioural or act. It is a positive fulfilling work related to the state of mind that is characterized by vigour, dedication and absorption [11].

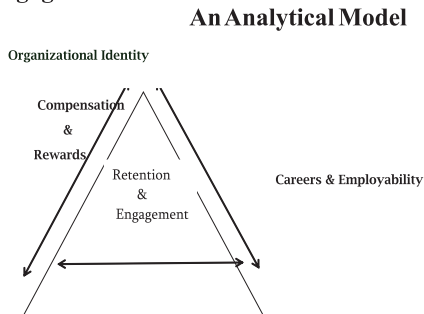
Fig-1: The Dimensions of Talent Management-An Overview



Source: Saket Jeswani and Souren Sarkar (2015)., *Integrating Talent Engagement High Performance and as a Strategy Retention, Asia-Pacific Business Review, Vol. IV, No.4, Oct-Dec, 2008, p.15.*

The cognitive (think) dimension focuses on organisational goals and values, the affective (feeling) dimension affirms a sense of belongingness, pride and attachment to the organisation while the behavioural (act) dimension intends to stay with the organisation and willingness to go the extra mile i.e., discretionary effort.

Fig-2: The Long-Term Talent Retention & Engagement -



Source: Andres Hatum (2010)., *Next Generation Talent Management, Palgrave Macmillan, UK., p.98.*

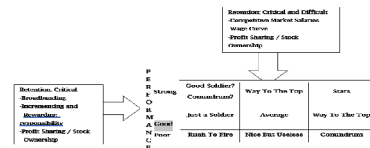
The dimensions of long-term ‘Talent Retention and Engagement’ include: (i) compensation & rewards; (ii) organisational identity and (iii) careers and employability. These are inter-related and connect talents to the firm there by improving recognition, commitment and engagement [12].

The Organisation’s Identity consists of two sets of attributes viz.(a) intangible attributes

that are central and enduring (core values) and (b) substantive attributes include the products, strategies and geographical scope of organisation [13]. The role of organisations’ identity during times of turmoil is critical for firm’s survival. A strong identity provides a sense of stability and continuity, engender trust and loyalty and strengthen firm’s retention prospects and also making people feel more at ease when a crisis arises. The next step is designing of fair and transparent system of Compensation and Rewards.

The designing of Compensation and Reward System recognizes talents, balances organization’s identity and supports a long-term retention goal. A ‘Retention-Enhancing System’ will consider the individual as well as group performance related incentives to deliver good performance and retain with the firm as it is shown in Fig.3.

Fig-3: Flexible and Incentive-Based Compensation & Rewards System - The Performance & Potential Matrix



Source: Andres Hatum (2010)., *Next Generation Talent Management, Palgrave Macmillan, UK., p.104.*

The empirical evinces reveal that there is an intrinsic link between ‘Talent Engagement, Customer Loyalty, and Profitability’. It is also observed that there are 3-intrinsic aspects of Talent Engagement viz., (i) talents are unique, psychological make-up and experience; (ii) need for enviros for creation of talents; (iii) interaction and integration between ‘Talents’ at all levels (Watson Wyatt Worldwide Consulting, 2021).

Talents are pivotal to the future of the organisations and establishing of ‘Wage Curve’ ensures competitive salaries there by motivating ‘Star Talents’ to stay. The other

factors inter alia include: (i) competitive market salaries; (ii) profit sharing or stock ownership and (iii) aggressive incentives that are critical and serious concerns for the development of an organisation. The 'Talents' in an organisation can be retained by flexibly using (a) broadbanding; (b) incremental responsibility; (c) profit sharing or stock ownership; (d) merit bonus and (e) recognition [14].

The careers or career paths are important for flatter, more linear, more flexible or other euphemism and talents have adapted according to the organisations. The focus of 'Talent' shifted from employability to finding conditions that will help to become more comfortable [15].

Now, the idea for job is fading, 'Talented Millennials' seek other opportunities to acquire knowledge and experience and thus it is imperative to organisations to entice the people who join and stay with a firm [16, 17]. In this context, 'Engagement Challenge' for the organisations is to think about how talented feel about their work experience [18].

The idea of 'career portfolio' i.e., similar to 'portfolio class' [19] engages the talents with intent and purpose and connects them to the organisation. The 'mass career customisation' [20] also known as 'Total Career Customisation' [21] aims at increasing flexibility and focus on 4-Dimensions viz., (i) pace; (ii) workload; (iii) location and (iv) the role.

According to this approach, a person may accelerate or decelerate the pace of career progression, choose a full or reduced workload, restrict or expand the workload travel and take on more or less responsibility.

Talent Engagement - The Strategies and Siloes

The Human Capital Management (HCM) rocks many organisations and business models, upending priorities and plans as business leaders scrambled to navigate a rapidly changing environment [22]. For effective and efficient 'Managing, Engaging, Retention (MER)' of 'Talent' there is a need

of 'Good Talent Engagement Strategy' at individual, team and organizational levels.

Fig-4: The Strategies of Talent Management -

A Bird's-Eye-View



Source: Saket Jeswani and Souren Sarkar (2015), Integrating Talent Engagement and High Performance as a Strategy Retention, Asia-Pacific Business Review, Vol. IV, No.4, Oct-Dec, 2008, p.16.

The philosophy of 'Talent Engagement' is considered as a motivating and inspiring that focuses on placing right people with the right skills into the right job. The 'Management, Engagement, and Retention (MER)' of Talents amplifies the culture and communications, accelerates the skills and growth, augmenting productivity and wellbeing and empowers knowledge and skills. The 'Talent Engagement Analytics (TEA)' focuses on results with impactful insights, and prescribes the definition of 'Success' [23].

The 'Talent Engagement' is a key indicator for (i) high performance workplaces, (ii) improved employee productivity and (iii) minimized turnover. The 'Engaged Talents' feel inspired, energized and motivated. This appreciated feel of contribution fuels self-esteem, boosts self-confidence and the knock-on effect on motivation to accomplish the task and maximise productivity with the good quality line management.

The vision, mission, objectives, policies and values, open-door policy, both upward and downward communication provides insights about the career development both personal and professional growth besides the opportunities to develop the abilities, learn new skills, acquire new knowledge and

realize the potential. The results and observations of ‘Talent Engagement’ inter alia include: (i) creation of time affluence; (ii) makes the work less stressful and more enjoyable; and (iii) connect the employees with purpose and content.

Talent Engagement Analytics (TEA) - The Future of HCM

The ‘Future of Talent Engagement’ is characterised by a powerful social conscience and a green sense of responsibility, a focus on humanity and IDE at the heart and soul of societal purpose and intent. The ‘Talents’ are unique and scarce, ‘Talented’ are value resources, ‘Talent Management’ is an espoused and enacted commitment, and ‘Engaging Talents’ are complex but ‘Retaining Talents’ are crucial for the survival, success and sustainability of an organisation. The building up of a ‘Talent Engagement Pipeline’ is a long-term, ongoing initiative, yet, requires a coordinated, consistent effort from organizational systems, and individuals. The ‘Green Talent Engagement’ should be a continuous process of learning, improvement, measurement and action. To foster an environment of engagement, organizations need strong systems and strategies that require a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

The flexible arrangements aligned with a long-term career plan, the continuous and consistent efforts to engage talents, experiential learning practices (re)energize, (re)engage, (re)edge talents and give stimulus, commercial edge among Gen’Yers as well as Millennials. These strengthen ‘TEA Pipeline’, syncs with the other elements of ‘Talent Management’ and suggests a consistent and coherent system of ‘Talent Engagement’. In dictum, ‘Talent Engagement’ is the state of being attracted (I want to do this), to committed (I am dedicated to the success of this), and fascinated (I love doing this).

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Employee Engagement Strategies For Newly On Boarded Employees.

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Abstract: In this paper the employee engagement strategies for newly on boarded employees are discussed. The concept of employee engagement and how new employees can be put in right direction to keep them engaged, are discussed in this paper in detail. The paper is based on primary data 100 convenient samples were taken from Mymul for the study. Some of the strategies to keep new employee engaged are flexi work, support, less pressure and focus on mental and physical health. better salary, opportunity and development of career perspective

Key words: Better salary, opportunity, development of career perspective employee engagement and encouragement.

The concept of employee engagement got redesigned in different dimension during the Covid-19 pandemic times. The employee engagement concept has become more popular during 1990. The employee engagement is a passion, commitment, connection, positive feeling, willing to work is some of the aspects connected with employee engagement.

On boarding is the process were a newly recruited employee will be inducted to organization with company culture, value and norms which are very essential for the employee to get adjusted with the organization.

When employee join the organization they have lot of expectation .If the employee expectation are not fulfilled it leads to change of job. So if the organization makes better employee engagement strategies it will lead to less change of job.

Let us check some of the literature related to employee engagement.

Jayant Gaurav (2020), in this paper the author has talked about the how to employee

engagement when social distance is imposed. For the corporate office they need to join online course, language training encouraging them for hobby training, Yoga, /fitness exercise and financial support to any colleague production plant supporting the employees living in village areas, CSR activities, food supplies, delivering essentials giving them basic needs.

Mitika Nangia et.al (2020), the author has taken the volatile, uncertain complex and ambiguous (VUCA) scale. Which was introduced by U.S people in 1980, they have used both primary and secondary data to explain about employee engagement and talent management in IT industry. Providing up skilling platforms, taking Employee life cycle virtual, virtual leader support programs will lead to employee engagement.

Meenakshi Kaushik et.alia (2020), the author opines that employee connection special social gathering became problem. The physical and vocal relationship and friendship were lot during lockdown time. It is a conceptual paper where author has used secondary data to discuss the positive and negative impacts of employee relationship and engagement.

Reliability Statistics	on employee engagement
Cronbach's Alpha	No of Items
0.892	10

Kevin M. Kniffin et.al. (2020), It is an working paper, were the authors have highlighted the changing needs of employees during Covid 19. The impact of the work from home, virtual teams, unemployment and mental well-being on a gender, family status, personality, and cultural are studied. They suggest that based on above mentioned parameters employees need to be given flexibility to increase employee engagement.

Problem Statement

All the organization desire to keep their employee engaged. But making right strategies is the major challenge for all organization.

Objective Of Study.

To identify some strategies for newly on boarded employees.

Research Methodology:

Descriptive research method is used in this paper. The employee engagement strategies are mentioned and discussed.

Source Of Data:

The primary and secondary data was used. Secondary data's extracted from different published sources such as surveys, manuals, annual reports, HR policies, company records, magazines, reputed journals.

Sample Design And Sample Size.

Convenient sampling was taken for the paper. 100 samples from Mymul Mysuru Milk Dairy was taken for studies.

Table 1: Reliability Test for Table: 2

	Reasons for change of job.	N	Mean	S.D
1	Able to get better salary and benefits elsewhere.	100	2.54	1.407
2	Having issues with co - worker.	100	1.92	1.218
3	Working in shifts becomes problematic.	100	2.19	1.429
4	Better Job Opportunities elsewhere.	100	2.46	1.514
5	Problems with manager and higher authority.	100	1.58	.696
6	Health issues become major constrain.	100	1.65	.926
7	My Job Expectation is not matched.	100	1.69	1.0011
8	Difficult to balance family pressure.	100	1.88	1.132
9	Difficult to adjust with local Cultural.	100	1.88	1.199
10	Existence of inadequate career prospects.	100	2.01	1.188

Source: Primary Data.

From the above Table: 2, it can be seen that there are 10 reasons for change of job. The most important reason for change are

- Able to get better salary and benefits elsewhere.
- Better Job Opportunities elsewhere.
- Working in shifts becomes problematic.
- Existence of inadequate career prospects.

H₁	H₀: There was no correlation between employee engagement and Able to get better salary and benefits elsewhere.
	H₁: There is a correlation between employee engagement and Able to get better salary and benefits elsewhere.

Table: 3

Correlations			
		es1	Able to get better salary and benefits elsewhere
Employee engagement	Pearson Correlation	1	-.030
	Sig. (2 tailed)		.000
	N	100	100
Able to get better salary and benefits elsewhere	Pearson Correlation	-.030	1
	Sig. (2 tailed)	.000	
	N	100	100

The above Table 3, shows that ,there was negative correlation between employee engagement and able to get better salary and benefits elsewhere, $r = -.030$ and since $P = 0.00 > 0.05$, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and able to get better salary and benefits elsewhere at 0.05 levels.

So the H1 Null hypothesis is not accepted

H₂	H₀: There was no correlation between employee engagement and better job opportunities elsewhere.
	H₂: There is a correlation between employee engagement and better job opportunities elsewhere.

Table: 4

Correlations			
		es1	Better Job Opportunities elsewhere.
Employee engagement	Pearson Correlation	1	-.075
	Sig. (2-tailed)	.000	.000
	N	100	100
Better Job Opportunities elsewhere.	Pearson Correlation	-.075	1
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 4, shows that ,there was negative correlation between employee engagement and better job opportunities elsewhere, $r = -.075$ and since $P = 0.00 > 0.05$, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and better job opportunities elsewhere at 0.05 levels.

So the H2 Null hypothesis is not accepted

H₃	H₀: There was no correlation between employee engagement and Working in shifts becomes problematic.
	H₃: There is a correlation between employee engagement and Working in shifts becomes problematic.

Table: 5

Correlations			
		es1	Working in shifts becomes problematic.

Employee engagement	Pearson Correlation	1	-.071
	Sig. (2-tailed)		.000
	N	100	100
Working in shifts becomes problematic.	Pearson Correlation	-.071	1
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 5. show that ,There was negative correlation between employee

Employee engagement	Pearson Correlation	1	-.197
	Sig. (2-tailed)		.000
	N	100	100
Existence of inadequate career prospects	Pearson Correlation	-.197	
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 6, Shows that, there was negative correlation between employee engagement and Existence of inadequate career prospects. , $r = -.197$ and since $P = 0.00 > 0.05$, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and Existence of inadequate career prospects at 0.05 levels.

So the H4 Null hypothesis is not accepted.

Discussion

Always new employees come to company with lot of expectation. When we talk about the gen Y and gen Z, they are fast moving, tech savvy, they have lot of exposure to the overloaded information. Most of the time when the employee have too much of expectation and facing the reality they end up with lot of disappointment. The disappointed employee cannot work.

- On boarding is like bringing the baby into the world with lot of positiveness. Same way the new employee must be given the positive vibes in the company.

- Encouraging them with better career planning.

- Treating them equally on par with the experienced employees.

- First impression is the best impression. Giving them the best on first day, first week and first month and early day of on boarding it will make them to feel happy and cheerful in the organization.

- Giving the opportunity to use technology for newly hired employees. Less paper work and more technology driven work make them more connected to the work in the company.

- Connecting the employees with the manager is very essential. Making the employees feel comfortable, flexible approach and friendly makes new employee more active and productive.

- Getting strong connection with internal social media.

- Making the employee feel flexible with timing. Giving flexi timing to the employees in the organization help them a lot to do with the early engagement process.

- Encouraging the employee and manager channel of communication. Always try to have more respectful, cordial and friendly relationship in early days of employee in the work.

- Organizing the events in the induction program which are based on core company values, ethics and principles will help employee sink and adjust fastly to the company, which leads to employee engagement.

- Encouraging the new employees will always make them more relaxed, stress free,

energy booster, they will more be energetic after a small necessary vacation, which in turn leads to more focus and engaged in the work.

- Creating a safety and secure environment for the newly on boarded employee will create them a sense of confidence in the mind. When the new on boarded employee feel safety and security in the job they tend to become more productive, which is a sign of engaged employee in the work.

- Encouraging if failures occur of newly on boarded employees in the organization is very much essential. Keep the new on boarded employee learning. Never punish them but encourage them to do better. Give them opportunity to rectify the mistakes that are been done by them which slowly leads to employee engagement.

- Create learning and motivating environment for the newly on boarded employees which make them feel more happy and challenging in the work.

- Making the managers as mentors and coaches will help the employees to have better interpersonal relationship in a long run for the company.

- Encouraging the employees to take up the personal projects in which they are more interested will make they more engaged in the job.

- Match employee donations to charities which employees are interested and feel value for the money for which they have earned. When they know that money they have earned have put in right way. Will lead to more focused and engaged in the job.

- Discourage long hours in the early stage of job, never force them or compel them to work for long hours they may lose the focus on the job.

- Raise awareness about mental and physical health will always help them to be more active in the job. The more balanced you are in the mental and physical health you will be able to engage the employees in the organization.

Conclusion:

All the employees who join the organization are having a positive and ready to work approach for the job. It is necessary that organization must provide the right amount of encouragement and support for the employees to adapt and adjust to the work environment. If the above mentioned strategies are implemented in the on boarding programs definitely it will lead to employee engagement and change of job will be reduced.

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WORDS OF WISDOM

“It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.”

• **Steve Jobs** •

“If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants.”

• **David Ogilvy** •

“The growth and development of people is the highest calling of leadership.”

• **Harvey S. Firestone** •

“When it comes to the changing workforce, there are really three themes that are worth calling out: AI and automation, the skills gap, and the rise of independent work.”

• **Jeff Weiner** •



About NIPM

National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, Industrial Relations, Labour Welfare, and Training & Development in the country. It came in to existence on 15th March 1980 as a result of merger of two professional institutions, namely the Indian Institute of Personnel Management (IIPM) established in 1948 in Kolkata and the National Institute of Labour Management (NILM) established in 1950 in Bombay, now Mumbai.

With its National Office at Kolkata, NIPM has a total membership of about 10,000 spread over 53 Chapters all over the country.

NIPM is a nonprofit making body devoted to building professional excellence in the field of Human Resource Management through regular activities ranging from Evening Lectures to People Process Quality Certifications. Post Graduate Diploma in Personnel Management (PGDPM), the 2 years flagship academic programme of NIPM is widely recognized by industries in India for a career in HRM. NIPM has set up dedicated wings for Corporate Training & Consulting and Research & Development to leverage its vast experience and expertise. NIPM 4000-2016, the Global Standards for Quality of People Process, is aimed at defining global benchmarks for HR processes in organizations. NIPM 4000-2016 certification is the mark of Excellence of people processes in organizations.

The annual National Conference (NATCON) of NIPM is the greatest learning event in the country attended by eminent business and HR leaders from India and other Asian countries. The HR Excellence Award of the Institute, to be the most valued Award, is set up to track and recognize the HR professionals who make a significant difference. NIPM also organizes regular seminars, workshops, conferences on contemporary themes, and HR technical trainings for technical update through its Chapters across the country. NIPM reaches out to Management Students for their early professional grooming to make them 'Industry Ready'. The Student Chapters of NIPM are taking Root. 'Personnel Today' the professional journal of NIPM, is the most valued publication.

All endeavors of the Institute are aimed at continuously defining and redefining the benchmarks of Professional Excellence for People and People Processes and supporting the professionals and organizations achieving them.

ABOUT IIMS

International Institute of Management Science (IIMS) is a premier and dynamic institute providing high quality management education more than a decade. The Institute has an active NIPM Student Chapter which constantly engages in HR series talk, Incubating HR students on short HR assignments, and Business Quizzes. IIMS is actively involved in consultancy and research work in collaboration with the industry and academic. IIMS also designs and develops training programmes for its corporate clients. The Institute offers a range of tailor made training programs as per the requirement of the corporates. IIMS regularly organises FDP's and MDP's in collaboration with Industry and academics. The Institute provides industry exposure through conferences, industrial visits, internships, seminars and guest lectures. The key strength of the institute is its professional learning environment supported by corporate interactions and faculty with industry and academic experience and well placed and active Alumni Network. The Institute is committed in transforming students into better professionals by developing skills, attitude and value through industry mentor mentee programme. IIMS aims on transforming the young minds to be globally competitive and socially committed business managers who will be capable of owning, operating and managing the business across the globe.

INTERNATIONAL INSTITUTE OF MANAGEMENT SCIENCE

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