

“Role of Training in Effective Talent Management: A study report conducted at Manufacturing Industry Bhiwadi (Rajasthan)”

Chander Parkash*, Dr Ajay Kumar Sharma**

*Research Scholar, Management, JJTU, Jhunjhunu (Rajasthan-India).

** Assistant Professor, Management Studies, The Technological Institute of Textile & Sciences, Bhiwani-(Haryana-India)

Abstract: Talent management is an act of recognizing inherent abilities and skills of Human Resources, matching with the Job Description and making optimum use of them under a strategic human resource planning to improve business output and profitability in order to accomplish the desired goal. Training is a systematic process of enhancing the knowledge and skills of human resources of any organization with an established goal of the organization. In the current scenario of human resources management the talent management is a very significant task as well as a great challenge too before the HR Professionals. Although, this has been felt since beginning of industrialization to place the right man at right place yet more emphasis has been given in these days on the changed term i.e. Talent management due to intense competition and technological advancement and the training is an integral part of the process of talent management. The systematic, strategic and perpetual training programs are the necessary steps of talent recognition and talent management.

This research paper contains the outcome research study conducted on the employees of manufacturing industry located in Bhiwadi Industrial Area of Rajasthan (Haryana)

The objectives of the study will be (i) Talent can be explored by Training (ii) Regular training and guidance is provided by the organizations for exploring and increasing employees' talent (iii) Organisations are having the talent management policy and regular awareness through training.

Key Words: Talent, Management, Human Resources, Training, Skills etc.

I. INTRODUCTION

Talent Management:

“Talent Management” is an act of managing people by utilizing their apparent abilities as well exploring their inherent qualities and make maximum use of them in order to obtain optimum output from capacity of working over the work or task allotted to them. The word Talent Management comprises of two words namely Talent and Management. The literary meanings of these words are “Talent” means Brilliance or the natural aptitude or skills and the meaning of word “Management” is the process of dealing with or controlling the activities performed by the people in order to accomplish an established objective by working together in an organized

manner at a common platform. In the field of management the term talent is synonym of highly skilled human resources who have excellent knowledge, skills and experience of doing something in various industries and management means to have optimum use of them in order to obtain maximum output. The meaning of the term “Talent Management” is an art of utilizing the knowledge, skills and experience of human resources at their workplace by placing them on the task according to their suitability, ability and interest for extracting the maximum output from each talent. In other words meaning of talent management is same as the meaning of a traditional term i.e. “placement of right man at right place”. However, the process carried out under the term talent management in the field of human resource management is not new, but this is the new name of same process which used to be traditional known as the term “right man at right place”. In the present scenario of intense competition a sophisticated term is involve highly strategic methods of applying innovative and effective techniques in managing human resources. The talent management comprises of three major techniques:-

1. Talent acquisition
2. Talent Development
3. Talent Retention

In the Human Resources Management the “Recruitment” is an essential and primary function of the Human Resources Department and nowadays the term Talent acquisition” has been used as synonyms of the traditional term “Recruitment”. As usual it has been in practice after recruitment each and every new joining employee has to undergo training irrespective of his/ her education and experience because the newly joining person is new in the organization and he/ she has no idea about who's who and standard operating procedures (SOP) of the organization to which one is joining. In order to perform his/ her duty one has to be acquainted with everything of the organization and to become acquainted one needs to undergo training, so the training is an integral part of proper management of human resources. Same thing is being done today under new terminology that the in place of “Recruitment” term “Talent acquisition” and in place of “Training” the term “Talent Development” is being used. In any way either it may be called as training or

talent development, it is an inevitable and integral function of Human Resource Department in order to perform the task of effective talent management.

Meaning of Training:

It is a systematic process of employees' development of an organization which is organized and executed with an objective to enhance the aptitude, skills, knowledge and abilities of the human resources of an organization in order to prepare them to perform their assigned functions efficiently, effectively and qualitatively. By imparting training an employee/ employees learns manipulation of techniques of dealing with different type of problems arising differently in different circumstances and at different places. Through training the employees learns problem solving abilities as well as positive formation of their attitude towards their work and profession.

Training is a process of learning a sequence of a pre-planned, target oriented, systemized and programmed behavior which is an application of knowledge.

Education: Meaning of education is to literacy and the process of educating is the primary stages of a person to prepare or enable his/ her understand and accept any training and development programme. This is understanding and invention of the knowledge.

Development is a closely related process which covers little more area than the training. The development is not only covering the enhancement those skills which improves the job performance of a person but also include the development and overall growth the personality of an individual.

Strategic Training/ Strategy for Training:

As explained above the process of strategic management in the similar way the employees' training is strategized by following all the above mentioned steps in order to obtain the most effective results of the training. The strategic training is that which has been imparted to the employees of an organization after a deep study and analysis of all concerned facts.

Perpetual imparting of training for effective talent management:

It is the inevitable need of effective talent management of the employees of an organization that the regular and periodical training programmes must be organized and through these training programmes employees' inherent talents should be explored and find out their strength and weaknesses. Strengths of the employees must be used for accomplishment of organizational goals and weaknesses must be eradicated through further continuous training and development programmes. In this way an effective talent management could be possible to implement through regular and periodical training of employees.

II. SCOPE OF THE STUDY

The findings of the study carried out for this research work will be very much helpful for the industries of Public and Private Sectors in India as well as global level by highlighting the significance and benefits of Strategic Training.

The study is helpful in knowing the people that the perpetual training brings the overall development in the personality of employees of the organization which contributes significantly in the Organisational Development and image building of the organizations in the market.

The study will also helpful to the government in policy formulation for human capital development through Strategic Training and Talent Management.

The study will also bring opportunities for further research and will be helpful to new researchers to empower their qualitative research in future.

III. OBJECTIVES OF THE STUDY

- Talent can be explored by Training
- Regular training and guidance is provided by the organizations for exploring and increasing employees' talent
- Organizations are having the talent management policy and regular awareness through training.

IV. RESEARCH METHODOLOGY

Data Collection Method: - Primary and Secondary sources have been used for collection of data for the study carried out.

Primary Data: - The details of collection of primary data are mentioned as under:-

Questionnaire Method: Questionnaires have been obtained duly filled up by the employees of the companies of manufacturing industry located Bhiwadi Industrial Area of Rajasthan in India. The data has been obtained through email and direct approach and the respondents have been divided in following categories:-

- I. **On the basis of Age:** data has been collected separately from the people under different age groups such as (1) 18- 30 years (2) 31 – 40 years (3) 41 – 50 years (4) 51 years and above.
- II. **On the basis of Work Experience/ Length of Service:** The data has also been collected from employees by dividing them into categories according to their length of services/ work experience such as (1) 0-5 years (2) 6 – 10 years (3) 11 – 15 years (4) 16 – 20 years (5) More than 20 years

III. *On the basis of their Qualifications* i.e. (1) Under Graduate, (2) Graduate, (3) Post Graduate (4)

Secondary Data: - The secondary data has been collected from print records such as news papers, magazines, books, published and unpublished work of researcher, internet etc.

Research Design: Design is a broad plan specifying the methods and techniques for collecting and analyzing the required information. In the present study a descriptive, explanatory and explorative design has been prepared.

Sampling Method: The researcher/ scholar has adopted sampling method for collection of information according to his conveniences and the sample size of respondents for collection of data has been kept 300 and for analysis minimum 250 respondents, involving all level of employees irrespective of their age, qualification, experience, department and designations. However, further the data has been segregated into the categories of respondents made on the basis of information received through sampling method. The categories of respondents have already been mentioned above.

Analysis of data: the data has been analyzed by applying the research tools such as Statistical Package for Social Sciences (SPSS).

V. REVIEW LITERATURE

Mike Ettling (2014) It is the time to focus on the issues which are really necessary needs of the hour. These outcomes are exponentially valuable in attracting and retaining top talent across entire companies, and it's something that the savviest cloud-enabled HR organizations already know.

Michelle Fitzgerald (2014) Professionals involved in the talent management today are dynamic that requires a skilful crafting of talent strategy if the organization is going to maximize the potential of its workforce.

Dr. Sujaya Banerjee (2012) to survive in the environment of uncertainty it is imperative for organizations to reinvent, adapt, and keep themselves ready for facing the difficult truths of the market. Learning under a strategy which has been chalked out according to future needs of the business has become very significant for HR professionals to see their plates in the coming years.

Sailesh Singh (2015) in India L & D has thus far been treated as a support function or has been strong only at the senior levels. As a result, employees with just a few years experience have remained a weak link in the organization.

All India Management Association (1999) training is important for development of manpower of any organization by enhancing their knowledge and skills and keep them ready to perform according to the changing trends in the field of their occupation.

VI. DATA ANALYSIS

Talent can be explored by imparting training

Details of factors and options	Marginal Percentage	
AVERAGE PERCENTAGE OF TOTAL RESPONDENTS RESPONDED TO THE OPTIONS IN RESPECT OF THE STATEMENT GIVCEN ABOVE.	Strongly Agree	23.00%
	Agree	45.90%
	Neither Agree nor Disagree	24.30%
	Disagree	4.10%
	Strongly Disagree	2.70%
PERCENTAGE OF RESPONDENTS SHOWING AGE WISE DATA OF RESPONSES SHOWING DEMOGRAPHIC IMPACT ON THE RESPONSES OF THE RESPONDENTS	18-30 years	14.90%
	31-40 years	23.60%
	41-50 years	41.90%
	51 - above years	19.60%
PERCENTAGE OF RESPONDENTS SHOWING EXPERIENCE/ LENGTH OF SERVICE WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	0-5 years	12.80%
	6-10 years	6.10%
	11-15 years	23.00%
	16-20 years	26.40%
	20- above years	30.40%
PERCENTAGE OF RESPONDENTS SHOWING QUALIFICATION WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	Under Graduate	12.20%
	Graduate	43.20%
	Post Graduate	44.60%

Regular training and guidance is provided by the organizations for exploring and increasing employees' talent

Details of factors and options		Marginal Percentage
AVERAGE PERCENTAGE OF TOTAL RESPONDENTS RESPONDED TO THE OPTIONS IN RESPECT OF THE STATEMENT GIVCEN ABOVE.	Strongly Agree	68.90%
	Agree	27.00%
	Neither Agree nor Disagree	2.70%
	Disagree	0.70%
	Strongly Disagree	0.70%
PERCENTAGE OF RESPONDENTS SHOWING AGE WISE DATA OF RESPONSES SHOWING DEMOGRAPHIC IMPACT ON THE RESPONSES OF THE RESPONDENTS	18-30 years	14.90%
	31-40 years	23.60%
	41-50 years	41.90%
	51 - above years	19.60%
PERCENTAGE OF RESPONDENTS SHOWING EXPERIENCE/ LENGTH OF SERVICE WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	0-5 years	12.80%
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PERCENTAGE OF RESPONDENTS SHOWING QUALIFICATION WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	Under Graduate	12.20%
	Graduate	43.20%
	Post Graduate	44.60%

Organizations are having the talent management policy and regular awareness through training

Details of factors and options		Marginal Percentage
AVERAGE PERCENTAGE OF TOTAL RESPONDENTS RESPONDED TO THE OPTIONS IN RESPECT OF THE STATEMENT GIVCEN ABOVE.	Strongly Agree	58.90%
	Agree	37.00%
	Neither Agree nor Disagree	2.70%
	Disagree	0.70%
	Strongly Disagree	0.70%
PERCENTAGE OF RESPONDENTS SHOWING AGE WISE DATA OF RESPONSES SHOWING DEMOGRAPHIC IMPACT ON THE RESPONSES OF THE RESPONDENTS	18-30 years	19.90%
	31-40 years	28.60%
	41-50 years	41.90%
	51 - above years	19.60%
PERCENTAGE OF RESPONDENTS SHOWING EXPERIENCE/ LENGTH OF SERVICE WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	0-5 years	12.80%
	6-10 years	6.10%
	11-15 years	23.00%
	16-20 years	26.40%
	20- above years	30.40%
PERCENTAGE OF RESPONDENTS SHOWING QUALIFICATION WISE DATA OF RESPONSES SHOWING IMPACT ON THE RESPONSES OF THE RESPONDENTS	Under Graduate	12.20%
	Graduate	43.20%
	Post Graduate	44.60%

VII. FINDINGS

1. It has been found that maximum respondents have responded in favour of the given statement and there is no impact on the opinions of respondents due to difference of age, experience and education, which proves that the given statement is accepted by a large majority of the people working at all levels irrespective of their age, experience and education.
2. 23 per cent respondents have strongly agreed and 45 per cent respondents have agreed from the manufacturing industries located in Bhiwadi Industrial Area of Rajasthan that "Talent can be explored by imparting training".
3. 68 per cent respondents have strongly agreed and 27 per cent agreed that "Regular training and guidance is provided by the organizations for exploring and increasing employees' talent"
4. 59 per cent respondents have strongly agreed and 37 per cent agreed that "Organizations are having the talent management policy and regular awareness through training"

VIII. CONCLUSIONS

The conclusion of the study is that the talent management is inevitable activity for the better utilization of human resources in order to obtain optimum output and enhance the profitability as well as organizational growth as a whole and training is an integral part of talent

management process without which talent recognition and its management incomplete.

IX. SUGGESTIONS AND RECOMMENDATIONS

Further, it is suggested that the talent management should be taught to every employee working at supervisory and managerial level and this should be implemented strongly everywhere. Special Training and Development programmes should be conducted to enhance the knowledge of those employees who do not have the adequate awareness about the talent management.

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