



TALENT MANAGEMENT PRACTICES AT TEJAS NETWORKS LIMITED.

GOWRI.N
MBA II Year
Jyoti Nivas College Autonomous,
Bangalore

ABSTRACT

Talent is an important aspect that gives an edge for an individual to scale up in his respective field or area. In the present scenario and in the changing environment talent management plays a significant role in the achievement of the organizational objectives. The key aspects of talent management are to identify, enhance, motivate and retain the potential employees who cover the major part in the accomplishment of business targets. The importance of talent management can be seen in Globalization, increasing knowledge, recruitment, retention, increased competition, employee development, leadership, performance management and culture. This research aims to analyze the various aspects of talent management which are Performance management, talent acquisition, workforce planning, learning and development, succession planning, competency management, compensation and benefits and finally retention system. It was conducted at Tejas Networks Limited which is an India-based optical and data networking products company, headquartered in Bangalore. The talent management at Tejas Networks is well formulated and implemented strategy which is monitored step by step. It includes not only recruiting but also enhancing and utilizing the candidates who are the future employees of the company. This method has helped the management to get skilled employees who not only work for themselves but also for the success and growth of the organization.

Key words: Talent, Talent management, Organization, potential employees.

INTRODUCTION:

Talent in broad terms refers to the capabilities, skills or the art, a person possess in a particular field. It refers to those people who encompass high potential, scarce knowledge and skill or who can successfully bring about transformation and change in the organization. Such folks are usually hunted in the market and their contributions to the business insert direct value to its competitive or strategic positioning. In the facade of new challenges talent signals the ability to learn and develop in their ground. Talent is about future potential rather than past track record. So talent tends to be measured in terms of having certain attributes such as willingness to take

risk and learn from mistakes, a reasonable level of ambition and competitiveness, the ability to focus on big picture issues and an awareness of their own strengths and limitations. Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization.

Talent is recognized as a core competitive asset in business organization and as the currency of business. Over recent years, companies have widely adopted talent management programs and processes in an effort to attract, select, develop, deploy, engage, and retain talented employees who can help achieve business objectives. However, we sense that the new focus on talent management is potentially a significant paradigm shift for both organizations and human resources. This represents a major shift in how business executives view the value of human resources. In the 1980s and 1990s effective human resource planning was a step in the direction of better utilizing and leveraging talent for business objectives. Companies came to realize that the sustaining element through the ups and downs in business was the critical talent in the organization. Out of that process emerged the idea of actively managing that talent for the organization rather than depending on the ability of the organization to find and hire critical talent just when needed. In addition the organizations discovered that the need for talent was growing faster than expected. The companies realized that successfully buying or building critical talent would create competitive advantage in the Global market place.

Talent Management in an Organization, refers to those special steps an organization adopts to recruit, develop and retain its pool of top talent. The steps adopted should be creative by the organization. Talent Management also denotes a deliberate approach taken up by an organization to attract, develop and retain people with the aptitude and abilities to meet not only the current requirements but also future organizational needs. As business searches for new and better means of achieving competitive advantage, the capacity of every functional area to improve organizational performance is under scrutiny. As a result talent management strives to develop and retain high potential employees, and thus provides organization with managerial talent source and competitive human resource advantage which impacts organization performance.

The logic behind talent management is based on the fact that businesses are run by people. Processes, technology and capital are important but it is people who make the decisions. It's people who create value by using these corporate assets to create products an organization has,

the better it will perform. This is the rationale behind talent management to attract, develop and utilize the best brains to get superior business results. The future of most businesses is reliant on the acquisition, development and retention of talented people to create the leadership capacity and talent required to implement new strategies so as to meet current and future business needs.

LITERATURE REVIEW:

A literature review is a search and evaluation of the available literature in your given subject or chosen topic area.

1. **Anupama Rani, U Joshi-** European Journal of Business and management, (2012) explains that the Significance is given on improving the human resource talent which will be of a great help for the present and future operations of the organization. The author defines talent management as -Talent management may be defined as a core sub-system of an organization's strategic management system, to develop a human resource asset base that is capable to support current and future organizational growth directions and objectives.
2. **Lynne Morton and Chris Ashton(2005)** is interested on how to align talent management strategies to business goals, integrate all related processes and systems and create a “talent mindset” in your organization. Getting the right people in pivotal roles at the right time should be nothing new to HR professionals, but done effectively, talent management can create long-term organizational success.
3. **Stephen Heinen and Colleen O’Neill (2004)** gives importance for managing talent to maximise performance. Sustained competitive advantage comes from talent management practices or in other words how the organisation attracts, develops, motivates, manages and rewards its talent. The most powerful talent- management practices are firm specific and respond to an organization’s unique business and human capital context. Once the right practices are in place in an organization, it operates as a cohesive system and creates a significant financial return that competitors will find it difficult to replicate.
4. **Cheryl Farley, (March 2005)** says that the positive impact on business results through effective talent management. Organization involves in performance management, succession planning or decision analytics, targeted selection or targeted reviews, development planning and support, career development, workforce planning, and recruiting. However before you

can optimise your talent process, you must make a link between people and profits and begin translating business goals into workforce needs.

OBJECTIVES OF THE STUDY

- To understand and evaluate the talent management practices adopted by Tejas Networks.
- To analyze the extent to which these practices are helpful to the employees.
- To study the significance of talent management in the various functions of human resources.
- To study the impact of talent management practices on the organization.

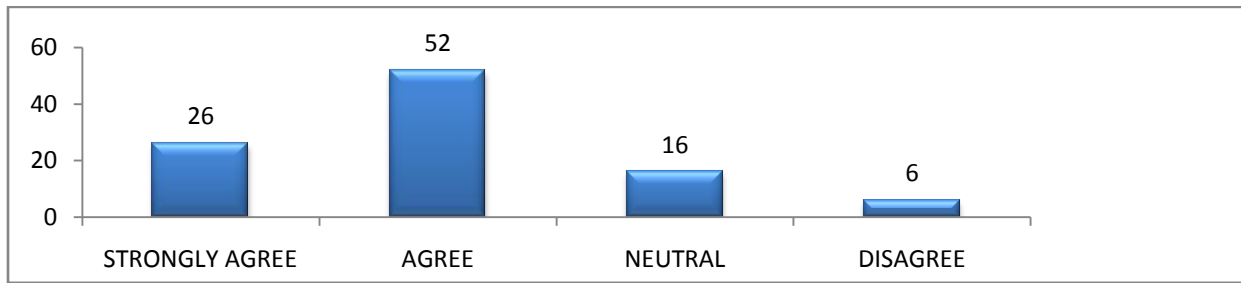
RESEARCH METHODOLOGY

The research study was conducted at Tejas Networks with a sample size of 100. The research study is descriptive in nature as it concentrates on different aspects of Talent Management Practices adopted by Tejas Networks. The Primary data was collected by using a Questionnaire which has two parts- Part A and B. Part A deals with the demographics which include the age, designation, qualification, years of experience and gender of the employees and Part B deals with the different parameters of the study which includes Performance Management, Talent Acquisition, Workforce Planning, Training and Development, Compensation Benefits, Retention system and Competency Mapping. The study is based on Probability Sampling; in specific Simple Random Sampling. The samples have been drawn from various Functions (Departments) - POTP: Packet Optical Transport Protocol, R & D: Research and Development, PV: Product Verification, PE: Product Engineering, HR: Human Resources, SALES and NSG: Network Support Group.

DATA ANALYSIS AND INTERPRETATION

Table and Graph no: 01- One year Performance Appraisal is relevant.

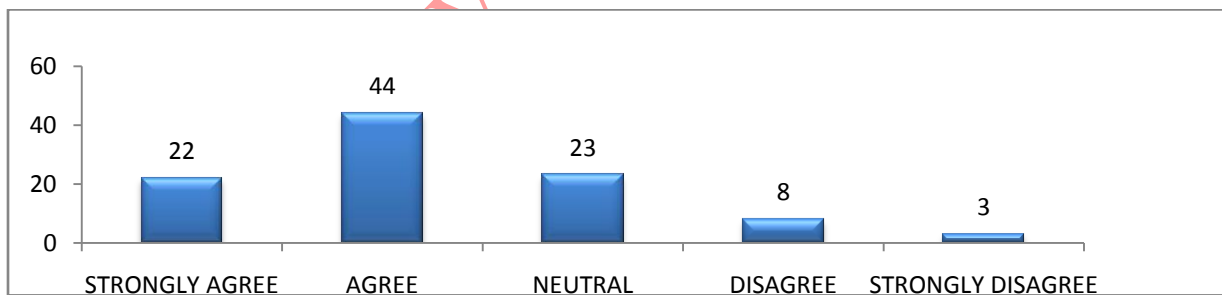
RESPONSE	NO.OF RESPONSE	PERCENTAGE
STRONGLY AGREE	26	26
AGREE	52	52
NEUTRAL	16	16
DISAGREE	06	06
STRONGLY DISAGREE	00	00



As per the data collected, the table and the graph shows that 52% of respondents agree to the statement that one year performance appraisal is relevant in the company whereas none of respondents strongly disagree and are negligible, which is indicative that the performance appraisal is very helpful to the employees and are carried on at a good pace in the organization.

Table and Graph no: 02- Training analysis needs a different approach.

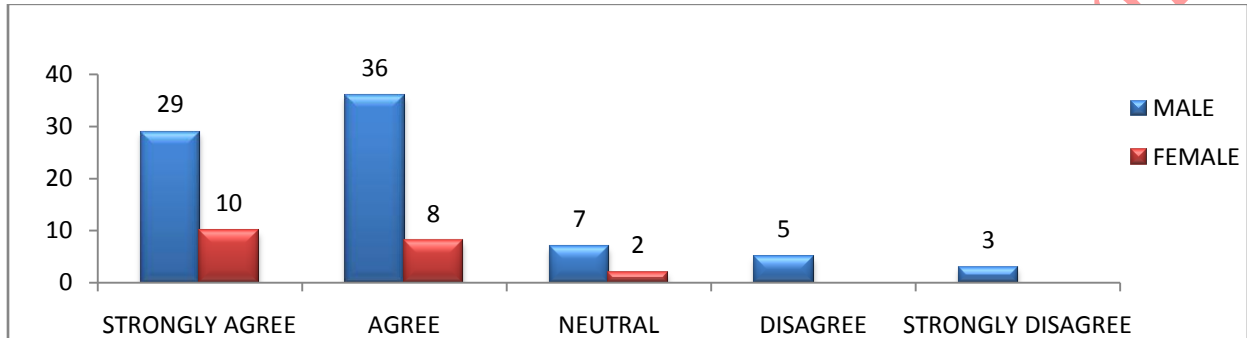
RESPONSE	NO. OF RESPONSE	PERCENTAGE
STRONGLY AGREE	22	22%
AGREE	44	44%
NEUTRAL	23	23%
DISAGREE	08	08%
STRONGLY DISAGREE	03	03%



From the table and graph it is evident that 44% of respondents agree that training analysis needs a different approach and 03% of the respondents strongly disagree to the statement which evocates that the training analysis should be done on different methods to improve and enhance the skills of the employees in the organization.

Table and Graph no: 03- Insurance claims are helpful to the employees.

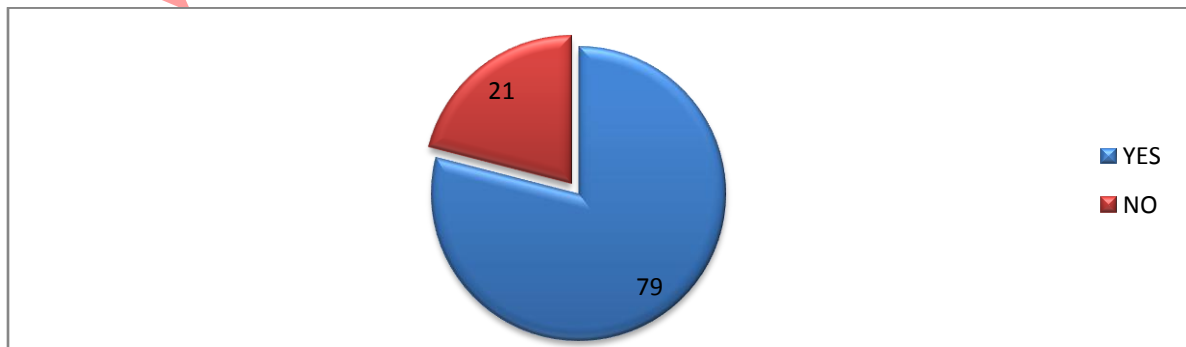
RESPONSE	MALE (NO.OF RESPONSE)	%	FEMALE (NO.OF RESPONSE)	%
STRONGLY AGREE	29	36.25	10	50
AGREE	36	45	08	40
NEUTRAL	07	08.75	02	10
DISAGREE	05	06.25	00	00
STRONGLY DISAGREE	03	03.75	00	00



The above table and graph shows that Female respondents have given higher rating when compared to the Male respondents. Male respondents have given a score of 36 which is a 45% whereas the Female respondents have given a score of 10 which is 50%; hence the Female respondents have an advantage with regards to the helpfulness of insurance claims when compared to Male respondents.

Table and graph no: 04- Social media as a recruitment tool.

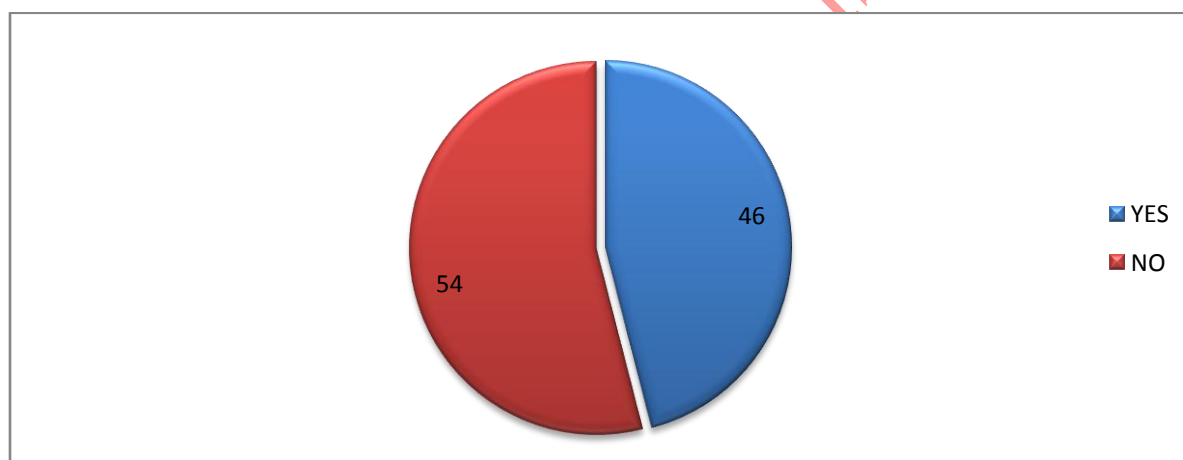
RESPONSE	NO. OF RESPONSE	PERCENTAGE
YES	79	79%
NO	21	21%



The table and pie chart shows that 79 respondents out of 100 say YES, they agree to utilize social media as a recruitment tool which is 79% of the sample size and 21 respondents out of 100 say NO, they disagree to the statement, which is evocative that there is a high usage of social media for recruiting candidates which brings in a lot of potential and smart people to carry out business operations.

Table and graph no: 05 - Effectiveness of Online Certificate Programme in the organization.

RESPONSE	NO. OF RESPONSE	PERCENTAGE
YES	46	46%
NO	54	54%

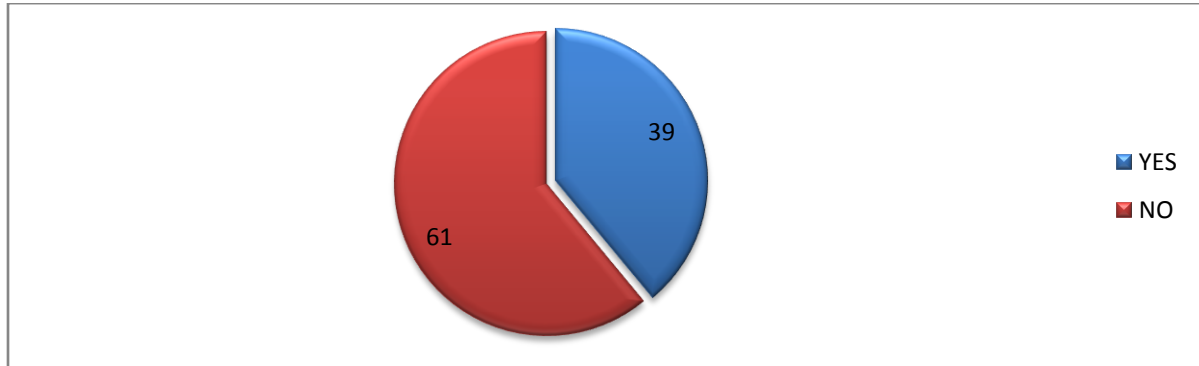


According to the data collected, 46 respondents out of 100 say YES, they agree that there is Effectiveness of Online Certificate Programme in the organization which is the response of 46% of the sample size and 54 respondents out of 100 say NO, they disagree upon the statement which is expressive that not all the employees in the organization are provided to take up the courses which acts as an obstacle to gain and have global knowledge and exposure.

Table and Graph no: 06 – Specific external courses are sponsored to employees.

RESPONSE	NO. OF RESPONSE	PERCENTAGE
YES	39	39%

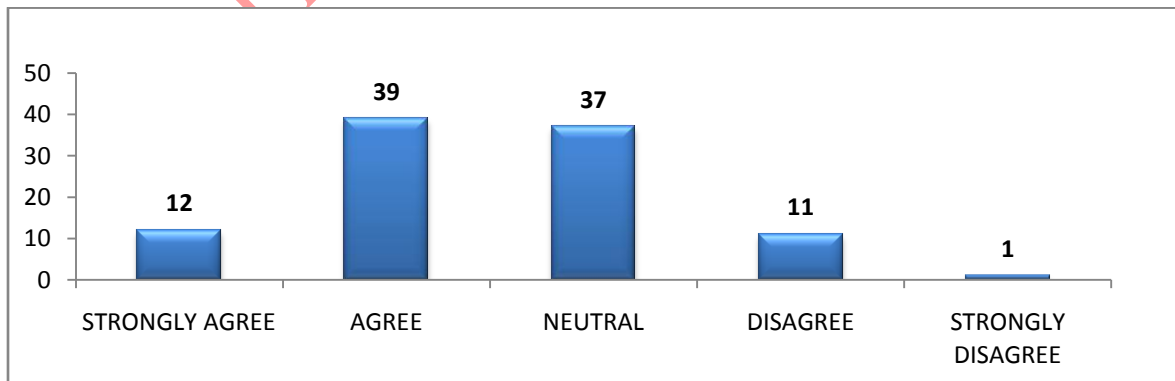
NO	61	61%
----	----	-----



The table and graph shows that 39 respondents out of 100 say YES, they agree upon and state that Employees are sponsored to take up specific courses externally which is 39% of the sample size whereas 61 respondents out of 100 say NO, they don't agree to the statement which is emblematic that only few employees are offered to take up external courses, this in the long run may be seen as an encumbrance for the better performance of employees in the organization.

Table and graph no: 07- Effective workforce planning is implemented in the organization.

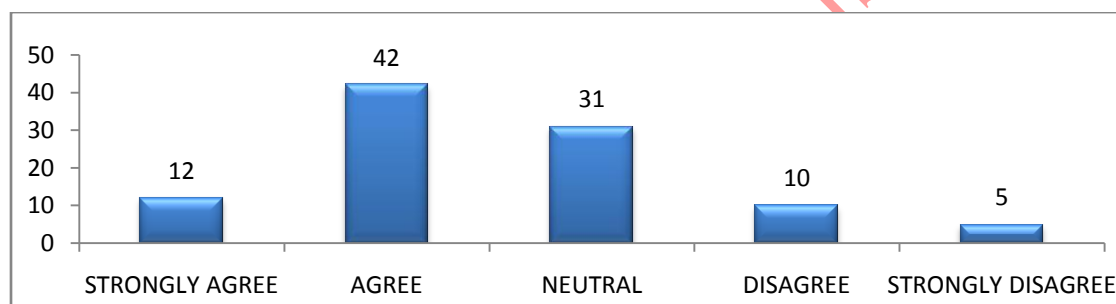
RESPONSE	NO. OF RESPONSE	PERCENTAGE
STRONGLY AGREE	12	12%
AGREE	39	39%
NEUTRAL	37	37%
DISAGREE	11	11%
STRONGLY DISAGREE	01	01%



As per the data collected the respondents have expressed their views upon the effective implementation of Workforce Planning as 39% of the respondents agree, 37% of respondents neither agree nor disagree and 01% of respondents strongly disagree to the statement mentioned, where workforce planning is on a considerable rate in the organization which has to improve to bridge the gap between the current and the future human resource needs.

Table and Graph no: 08 – Frequent succession planning done in the organization.

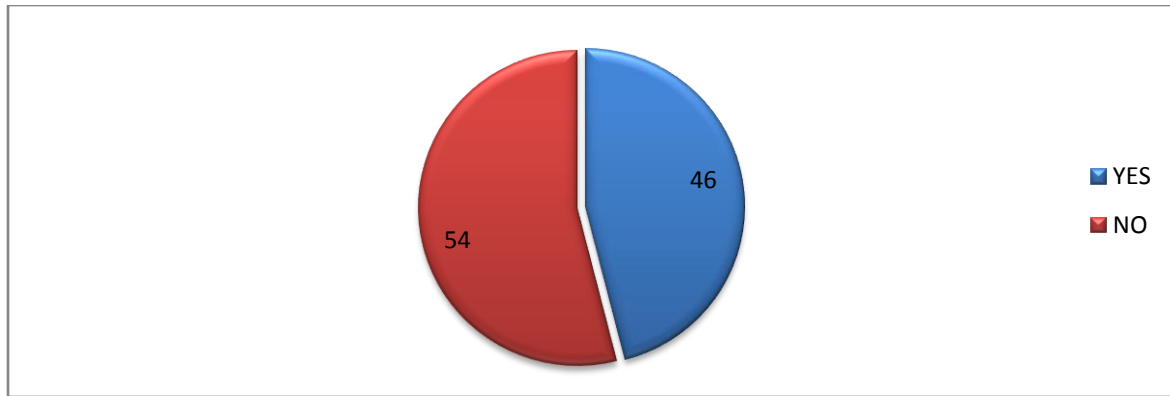
RESPONSE	NO. OF RESPONSE	PERCENTAGE
STRONGLY AGREE	12	12%
AGREE	42	42%
NEUTRAL	31	31%
DISAGREE	10	10%
STRONGLY DISAGREE	05	05%



As per the collection of data, the graph and the Table shows that 42% of respondents agree to the statement that Succession Planning is frequently done in the organization which is less than 50 percent of the sample size and 05% of respondents strongly disagree to the statement mentioned which is indicative that Succession Planning has to be administered on a better pace in the organization to retain talented, capable and potential employees who are the future assets of the company.

Table and Graph no: 09 – On time feedback is taken by the management from the employees in the organization.

RESPONSE	NO. OF RESPONSE	PERCENTAGE
YES	46	46%
NO	54	54%



According to the data collected, 46 respondents out of 100 say YES, they agree that the Feedback on the management is taken on time from employees which is 46% of the sample size and 54 respondents out of 100 say NO and state that the Feedback on the management is not taken from the employees on Time which is indicating that a proper feedback has to be taken from all the major functions (departments) for a better working environment in the organization.

RESEARCH FINDINGS:

1. The Performance appraisal is conducted once in a year or twice in a year which is evaluated by the managers, where majority of people say that the One year performance appraisal is relevant in the organization.
2. There is a low considerable rate of workforce planning implemented in the organization, which has to exist on a good pace to meet the goals of the organization.
3. The Insurance claims present in the organization is upright and are very helpful to Female respondents when compared with Male respondents as female respondents have more facility like the company bears the bill during the delivery time for Normal as well as caesarean which is very helpful for female respondents as it is a very crucial time period for them.
4. Majority of employees have selected that training analysis needs a different approach in the organization, if implemented this helps to identify the different training needs that align with their job role.
5. Specific external courses are sponsored to only few employees in the company and are conducted on a very low rate and thus do not allow employees to gather high knowledge in their relevant field.

6. The management must take the Feedback from the employees, which is done at a very low rate in the company. Feedback plays an important role to know the perspective of employees about the management which provides the appreciation and depreciation of the working style in the organization.
7. The management of the company has greatly involved in recruiting people through social media which is a good path way to recruit millennials who come with a lot of smart skills.
8. The management has to make sure that there is active participation of employees to take up Online Certificate Programme which helps to gain global knowledge in their individual domain.
9. The Succession Planning in the organization has to be more effective, which is one among the most imperative aspects of Talent Management.

RECOMMENDATIONS:

1. The management is involved in 180 degree appraisal it would be better and apt to include 360 degree appraisal which includes the peer appraisal, subordinate appraisal, customer appraisal, self appraisal etc.
2. The management must create an opportunity for the employees to take up Online Certificate courses which has a lot of value and helps the employees accomplish better results in the organization.
3. The management must ensure that timely Feedback is taken from the employees; this helps the management to upgrade their style and also builds a good relationship between the management and employees.
4. The management has to put in place the aspect of Succession Planning into action as it is better to deploy people within the organization rather than getting people outside the organization.
5. There should be an effective workforce planning implemented in the company which bridges the gap between the existing and the future workforce and thus helps in implementing the planned objectives of the organization.
6. The management can take up different approach for training analysis apart from performance appraisal like surveys, Observation, Interviews and customer feedback by following these methods the management would get authentic feedbacks without any biasness and thus helps the employees to improve their skill sets which leads to the success of the organization.

7. The management must take initiative to provide and sponsor specific courses to all the employees who are interested; externally from recognized institutions this provides lot of knowledge to employees in their particular area which in turn is very beneficial to the organization.
8. There is usage of Social media for recruiting employees in the organization with this regard it is advisable for the company to have a background check of the candidates and then move forward with the procedures.

CONCLUSION:

The organization's ability to attract, retain, and produce the most talented employees available in the job market indicates the talent management practices adopted by the organization. Talent management plays an important role for the success of corporate business. All organizations, small and big, local, national and global need to develop and retain talent in order to do business in a fast-changing market place and market space. Developing talent is essential not only to win but also to sustain competitive advantage. Talent management is significant for the people of modern society as they are very smart in their work and actions, a well incorporated talent management will help the millennials to retain in the organization for a long time. The Talent management at Tejas Networks is implemented well by a step by step process they identify, recruit, enhance and utilize the candidates who are the future employees of the company. This method has helped the management to get eminent people who work for themselves as well as for the victory and upcoming events of the organization.

Every organization has its own strengths and weaknesses so does Tejas as well, by implementing the changes mentioned in the recommendations the organization can reach greater heights, grow, sustain and establish as a successful company in the market. "Talent management is more than just a competitive advantage; it is a fundamental requirement for business success."- SILZER and DOWELL. Thus talent management practices are imperative for an organization to build up the competencies of the company, to have an edge over the competitors in the market, to build good relationships within the organization, to meet up to the global standards and finally to gain an overall well incorporated strategies in the arcade. Therefore the strategy of developing talent must be aligned with the corporate strategy as to accomplish the objectives and future endeavors of the organization.

REFERENCES:

1. Developing and managing talent – by Sultan Kermally, how to match talent to the role and convert it to a strength, published by Viva Books Private Limited.
2. Smart Talent management, building knowledge asset for competitive advantage – by Charles M Vance.
3. Strategy- driven Talent management, a leadership imperative – by Rob Silzer and Ben E. dowell.
4. Global Talent Management – by Hugh Scullion and David G. Collings.

Websites:

<https://www.apqc.org/blog/10-talent-management-best-practices>

<https://www.eredia.com/tlnt/10-bold-and-outrageous-hr-and-talent-management-practices/>

<http://journals.sagepub.com/doi/pdf/10.1177/0972150914553527>

<http://www.humanresourcetoday.com/talent-management/?open-article-id=6150422&article-title=5-talent-management-trends-that-are-changing-hr&blog-domain=tlnt.com&blog-title=tlnt--the-business-of-hr>

https://sisu.ut.ee/rdm_course1/data-collection-processing-and-analysis

<http://www.enterprisefeatures.com/6-important-stages-in-the-data-processing-cycle/>

https://dupress.deloitte.com/content/dam/dup-us-en/articles/talent-2020-surveying-the-talent-paradox-from-the-employee-perspective/DUP194_Talent2020_Employee-Perspective1.pdf

<http://blog.capterra.com/what-is-talent-management-and-how-is-it-different-from-hr/>

<http://blog.commlabindia.com/elearning-design/training-need-analysis-part5>

https://en.wikipedia.org/wiki/Talent_management

<https://www2.deloitte.com/us/en/pages/technology-media-and-telecommunications/articles/telecommunications-industry-outlook.html>

<https://www2.deloitte.com/us/en/pages/human-capital/articles/talent-2020.html>

http://www.iraj.in/journal/journal_file/journal_pdf/-147348747067-75.pdf
