



A STUDY ON EMPLOYEES PERCEPTION ON TALENT MANAGEMENT WITH SPECIAL REFERENCE TYRE INDUSTRIES

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Article History

Received: 06 August 2023

Revised: 29 September 2023

Accepted: 09 November 2023

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Abstract

Organizations are thought to understand the value of talent management and how it helps workers. Organizations must contend with employee perception hurdles as well. Employees believe that identifying talent inside their current staff fosters unhealthy competition and promotes internal differentiation. Employee demoralization and decreased motivation to perform are the results of employee segregation. HR directors collaborate closely with senior management as business partners to find, select, develop, and keep people. However, when talent travels, the skills gap creates socioeconomic and cultural issues. The present study is carried out to study employees' perception towards the recent strategies in talent acquisition; to identify employees' perception towards various challenges of talent management; to examine employees' perception towards retention strategies. The study is descriptive in nature and simple random sampling technique was used to collect primary data from 100 respondents. Data is collected from a structured questionnaire. The filled questionnaires were analyzed using SPSS 23 and MS Excel. Percentage analysis with Correlation Analysis, Chi Square and ANOVA was used to test the data for the framed hypotheses.

Keywords: Talent Management, Employee Perception, Challenges, Retention.

1. Introduction

Mahatma Gandhi's Swadeshi movement served as inspiration for Lala Kamalpat Singhanian, who created JK Organization in India during the 19th century. Lela Jugilal Singhanian was a JK Organization has led the way in India's economic and social development. It has always tried to produce high-quality goods and to open up employment possibilities for many of its

citizens India has benefited from it. self-sufficient by setting the standard for the manufacture of a variety of industrial and consumer goods, by implementing cutting-edge technology, and by creating its own expertise. Additionally, it has invested in industrial initiatives in a number of other businesses.

JK Tyre and Industries is a large corporation that stands for innovation, excellence, and diversification. JK Tyre and Industries is dedicated to self-reliance and adheres to a customer-focused culture. As a measure of success, satisfaction is preferred. The corporation has diversified and extended its line of business over time. With the following business divisions, it has grown into a multi-product, multi-location corporate entity.

JK Tyre has purposefully been updating and developing its manufacturing facilities to maintain its competitive edge. Several Original Equipment Manufacturers (OEMs) as well as the replacement market for four-wheelers, state transport units, and the military make up the company's clientele. In addition to India, the company has clients in over 75 other nations on all six continents, and its tyres have premium brand status in a number of affluent markets, including the USA and Australia.

2. Literature Review

According to Dalal, & Akdere (2023) in the manufacturing environment of India, this study looked at the connection between talent management (TM) and employee job-related outcomes. Talent management practices included talent sourcing, development, engagement, and retention. The results for employees' jobs included employee competency, affective commitment, job engagement, and intent to stay. Kaliannan, et al. (2023) in their study opined that due to market competitiveness and a talent shortage, businesses have struggled to keep good employees within the recent decades, which has forced executives to strengthen their human resource plans. Based on the literature, inclusive talent development and career development through training for all employees regardless of individual performance can support management in retaining people. Jimoh, & Kee, (2022) demonstrated that recruiting and fostering talent has a large, beneficial impact on task performance. On the other hand, it was discovered that talent retention had little to no impact on how well tasks were completed. According to this study, job engagement plays a constructive role as a mediator between talent acquisition, growth, and task performance. The association between talent retention and task performance was not moderated by work engagement. Bonneton et al., (2022) in their study expressed a connection between international talent management practices with talent retention in multinational businesses. They also examined how individual careers are impacted by understanding career capital and career success.

3. Objectives of the study

- To study employees' perception towards the recent strategies in talent acquisition.
- To identify employees' perception towards various challenges of talent management.
- To examine employees' perception towards retention strategies.

4. Hypothesis

H₀₁: There is no connection between education and employees' perception towards the talent acquisition strategies.

H₀₂: There is no significant association between experience and employees' perception towards challenges of talent management.

H₀₃: There is no significance modification in employees' perception towards retention strategies.

5. Methodology

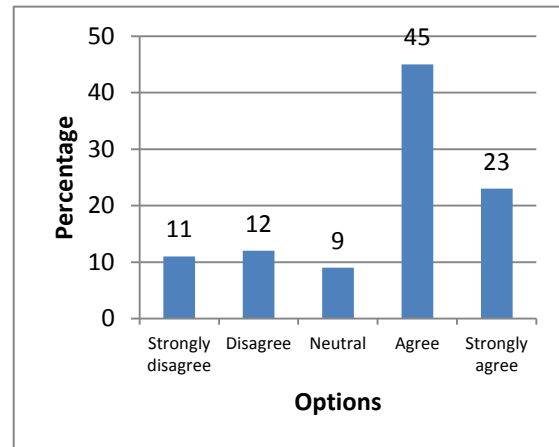
This research is descriptive in nature and simple random sampling technique was used to collect primary data from 100 respondents. Data is collected from a structured questionnaire. The filled questionnaires were analyzed using SPSS 23 and MS Excel. Percentage analysis with Correlation Analysis, Chi Square and ANOVA was used to test the data for the framed

hypotheses.

6. Results and discussion

Objective 1: To identify employees' perception towards the recent strategies in talent acquisition

Sl.No	Options	Percentage
1	Strongly disagree	11
2	Disagree	12
3	Neutral	9
4	Agree	45
5	Strongly agree	23
Total		100



Data suggests that a significant portion of the respondents (68 out of 100) hold positive views, either agreeing or strongly agreeing with the statement or question. While there is a presence of disagreement (23 out of 100) and neutrality (9 out of 100), the overall sentiment leans towards a positive perception. The strong agreement category, in particular, has a notable representation, indicating a noteworthy level of support for the given statement or question among the participants

H₀₁: There is no connection between education and employees' perception towards the talent acquisition strategies.

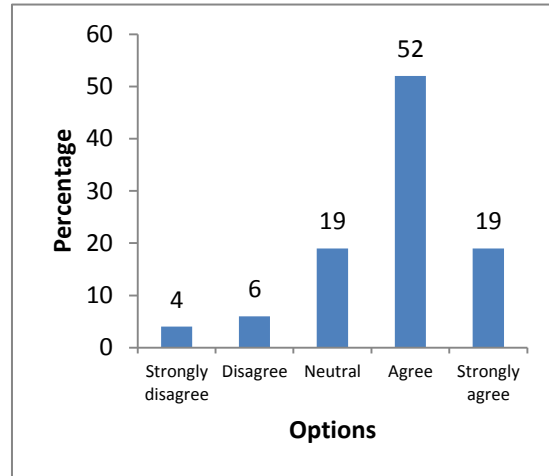
Correlation Output

		Educational Qualification	Employees' Perception
Educational Qualification	Pearson Correlation	1	.098
	Sig. (2-tailed)		.333
	N	100	100
Employees' Perception.	Pearson Correlation	.098	1
	Sig. (2-tailed)	.333	
	N	100	100

The Pearson correlation of 0.098 indicates an insufficient evidence to reject the null hypothesis. Therefore null hypothesis is accepted indicating no connection between education and employees' perception towards the talent acquisition strategies.

Objective 2: To identify employees’ perception towards various challenges of talent management.

Sl.No	Options	Percentage
1	Strongly disagree	5
2	Disagree	6
3	Neutral	13
4	Agree	48
5	Strongly agree	28
	Total	100



From the data, it seems that the majority of respondents (76 out of 100) are inclined towards a positive view, with 48 agreeing and 28 strongly agreeing. The disagreement is less pronounced, with a total of 11 respondents (5 strongly disagree and 6 disagree). A significant portion of respondents (13) remains neutral, suggesting that there is a diversity of opinions, but the overall sentiment is more positive than negative.

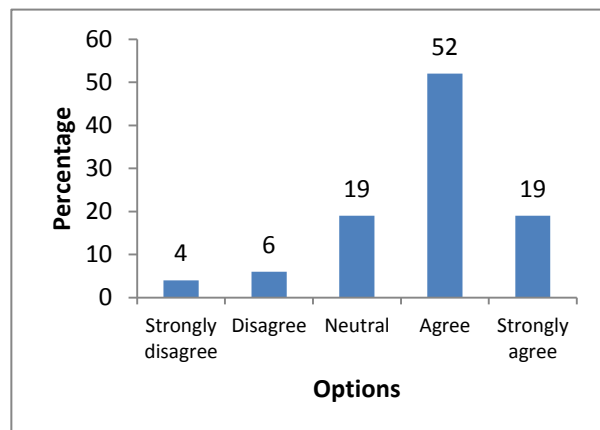
H₀₂: There is no significant association between experience and employees’ perception towards challenges of talent management

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi- Square	18.813 ^a	16	.278
Likelihood Ratio	17.550	16	.351
Linear-by-Linear Association	3.334	1	.068
N of Valid Cases	100		

The above Chi-Square output indicates that the p value is more than 0.05, therefore the null hypothesis is accepted and there is no significant association between experience and employees’ perception towards challenges of talent management

Objective 3: To examine employees’ perception towards retention strategies.

Sl.No	Options	Percentage
1	Strongly disagree	4
2	Disagree	6
3	Neutral	19
4	Agree	52
5	Strongly agree	19
	Total	100



The data implies that a significant majority of respondents show agreement with the statement, either moderately or strongly. A smaller proportion expressed disagreement, and a notable segment remained neutral. Overall, the statement seems to have resonated positively with a substantial majority of the surveyed individuals.

H₀₃: There is no significance modification in employees' perception towards retention strategies.

ANOVA Output

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.455	4	.364	.319	.865
Within Groups	109.555	96	1.141		
Total	111.010	100			

The above table demonstrates the acceptance of null hypothesis (H₀) as P value is more than 0.05. Consequently, there is no significance variation in employees' perception towards retention strategies.

7. Conclusion

The study conducted at JK Tyres and Industries Ltd aimed to understand talent management awareness, challenges, trends, and retention strategies. The company focuses on creating a career path for talented staff and identifying successors. They assess competencies and behavioral variables alongside performance metrics. Training, including job rotation, is a priority for staff development. JK Tyres emphasizes that employees are considered talents, which is motivating. Internal talent sourcing is common, but they consider outsourcing for some roles. Competencies outweigh qualifications. Assessment with clear feedback is used to create solid foundations for individual development. The organization's policies and vision align well with retaining the workforce. Good coordination exists among employees, and top management is adept at matching talent to roles, fostering individual competencies. A supportive and healthy work environment enhances employee performance.

8. References

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