

**A STUDY ON TALENT MANAGEMENT FRAMEWORK AT MOTHERSON
AUTOMATIVE TECHNOLOGIES AND ENGINEERING PVT LIMITED, CHENNAI**

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Abstract

This internship was an eye-opener of sorts giving the great opportunity to work in the department of our choice and learning the whole organization's functioning and their day-to-day working style and requirement. This report on the whole has covered the needs of Talent Management in the current times. With special focus on MATE's Talent Management Framework requirement for the HR sector primarily, understanding their functions, requirements, working style and the most important- people management and for improving employee engagement. So a detailed understanding of this automobile sector at MATE, and all the learning's and activities that an intern was required to understand and act upon has been elaborated. Following which the intern has analyzed the problems, identified the need and suggested remedies or actions along with a customized framework for the same. Thus the research report on the whole is all about the intern's experience in the professional working environment, understandings and solutions to issues. It has also focused on improving the productivity of the staff in the organization.

Keywords: Talent Management, Working Environment and MATE

INTRODUCTION

Talent management implies recognizing a person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities.

Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

PERSONNEL MANAGEMENT:

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization. According to Flippo, "Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals."

Nature of Personnel Management

1. Personnel management includes the function of employment, development and compensation- These functions are performed primarily by the personnel management in consultation with other departments.
2. Personnel management is an extension to general management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern.
3. Personnel management exist to advise and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization.
4. Personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. The problems and grievances of people at work can be solved more effectively through rationale personnel policies.
5. It is based on human orientation. It tries to help the workers to develop their potential fully to the concern.
6. It also motivates the employees through its effective incentive plans so that the employees provide fullest co-operation.

7. Personnel management deals with human resources of a concern. In context to human resources, it manages both individual as well as blue- collar workers.

Personnel functions

The term personnel department refers to the function of the organisation that is responsible for the management and motivation of people in the workplace. Increasingly today the term Human Resource Management has come to replace personnel - because personnel management is seen as an old fashioned way of managing people, giving priority to organisational rather than individual development needs. Typically personnel work is concerned with:

1. The recruitment and selection of new employees, e.g. helping to prepare job advertisements and job descriptions for new posts, and helping to organise the interview process.
2. The induction of new employees where they are introduced to the company, and aspects of the job they will be doing as well as essential requirements such as health and safety training.
3. Training and development. Training focuses on the needs of the organisation whereas development is more concerned with identifying and meeting the needs of individual employees.
4. Organising the appraisal process to identify development needs of employees.
5. Representing the organisation as a go between on disciplinary issues e.g. when a worker has continuously been late for work. Dismissing and making workers redundant where necessary.
6. Managing payment systems, although this will probably be the responsibility of a separate payroll section.
7. Taking responsibility for the motivation of employees by outlining motivational work practices.
8. Organising the termination of work and retirement of employees, as well as job redundancies where appropriate.

Nowadays the emphasis is on the Human Resources Department providing a service, which enables many of the activities to be carried out by relevant departments within an organisation but with support and guidance from Human Resources.

G. SCOPE & SIGNIFICANCE OF STUDY

No study is carried out if it's not going to have any due positive effect in the working of the employees or the organisation as a whole. Thus everything is with a view for better results in the future.

- ✓ To build a better model of using competencies of individuals more effectively.
- ✓ To manage the concept of "BEST FIT" more efficiently.
- ✓ To ensure better performance appraisals.
- ✓ Construct a customisable training & development program for each employee.
- ✓ Develop a more productive workforce
- ✓ Retain the assets (employees) of the firm longer.
- ✓ Reduce costs drastically in fresh recruits.

NEED FOR STUDY

Talent Management is about:

- Filling positions with the right (knowledgeable and productive) candidates
- Promoting high potentials in order to increase their organizational impact on productivity
- Developing staff to increase their efficiency in their current role
- Increasing performance and consistently retaining the best employees

These inbuilt factors become more relevant in light of the well-known demographic factors such as aging, globalization of the workforce and generation x syndrome. Knowledge, experience, competencies and skills are the ingredients of human capital that need to be sustained and increased, not only in service organizations but in all industries. Recent studies made transparent that "only 13% of organizations believe they have a very clear understanding of the skills they will require in the next three to five years." Also only 13% of organizations believe that they are very capable of identifying individuals with specific expertise within the organization.

OBJECTIVES OF THE STUDY

- To understand the current working and management strategies used to bring about beneficial results at MATE.
- Chalk out a talent management strategy
- Phase out the plan and come out with an effective dynamic framework for MATE
- Thereby to help MATE to attract, develop and retain the employees for a mutual growth.

RESEARCH METHODOLOGY

H. SAMPLING

SAMPLE SIZE:

The sample method is used for the research is a Judgmental sampling method.

Universe Size is **600**

Sample Size is **100**

SAMPLE FRAME

The entire possible population that could be taken into count from which based on proper categorisations, units are identified and the suggestions for these units can be applied for the remaining frame as well. In this case the frame consists of the employees working in the Chennai Offices of MyMATE with people from various departments mainly, accounts and HR. And the Place of conducting the research is the office premises of My MATE located in MaraimalaiNagar.

TYPE OF SAMPLING:

As given in the sampling design it is probabilistic sampling and done based on the concepts of stratified sampling. In the social sciences, triangulation is often used to indicate that more than two methods are used in a study with a view to double (or triple) checking results. This is also called "cross examination". Thus here in this project we can rightly say that we have used triangulation method as the data has been obtained from more than resource and the method of analysing the same is also done in more than one way.

DATA ANALYSIS & INTERPRETATION

Table 1. QUALITIES LOOKED FOR IN A VENDOR

NO	Factors	No of answered	%
1	Price	6	6%
2	Experience	6	6%
3	Reputation/Brand name	23	23%
4	Employee Awareness	6	6%
5	Referrals	12	12%
6	Quality of Services/Products	47	47%
	Total	100	100%

Inference: Most of the workforce believes the quality of services/products is the priority that decides the vendor, followed by the Reputation/Brand name, Referrals and the other factors having equal preference. Admin related activities are mainly concerned with vendor selections for various services and if this is not done effectively it could hinder the growth of the firm.

TABLE 2. STATUTORY AREAS WHERE ISSUES CROP UP FREQUENTLY

S.No	Particulars	No of answered	%
1	Trade Licenses	23	23%
2	ESI	9	9%
3	Factory License	36	36%
4	Returns filling	14	14%
5	Pollution Control Board	18	18%
	Total	100	100%

Inference: Factory and Trade Licenses eat up the major portion of the statutory compliance related activities and until these licenses are obtained the firm cannot accelerate into the market.

TABLE 3. Quality of House-Keeping Staff

S.No	Particulars	No of answered	%
1	Very Good	40	40%
2	Good	20	20%
3	Neither	30	30%
4	Bad	10	10%
5	Very Bad	0	0%
	Total	100	100%

Inference: From the analysis of data the chart is showing the 40% quality in the House-Keeping staff is very good.

TABLE 4. EFFECTIVE COMMUNICATION WITH THE EMPLOYEES

S.No	Particulars	No of answered	%
1	Very Good	45	45%
2	Good	25	25%
3	Neither	20	20%
4	Bad	10	10%
5	Very Bad	0	0%
	Total	100	100%

Inference: From the analysis of data the chart is showing the 45% of employees were freely able to express their issues.

TABLE 5. SATISFACTION OF THE EMPLOYEES IN THE REDRESSAL LEVEL

S.No	Particulars	No of answered	%
1	Very Good	30	30%
2	Good	20	20%
3	Neither	30	30%
4	Bad	20	20%
5	Very Bad	0	0%
	Total	100	100%

Inference : From the analysis of data the table is showing the 30% of employees were satisfied through redressal.

CHI-SQUARE

The chi-square test is one of the simplest and most widely used non- parametric tests in statistical works. The symbol χ^2 is the Greek letter chi-square.

The quantity chi-square describes the magnitude of the discrepancy between theory and observation. The formula to determine chi-square is as follows.

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

With (n-1) degree of freedom (df) where O_i refers to the observed frequency and E_i refers to the expected frequency while comparing the calculation value of χ^2 with the table value we have to determine the degree of freedom. By degrees of freedom we mean the number of classes to which the values can be assigned arbitrarily.

H_0 = There is no relation between conduct of tool box meeting and Mis activities acts as a supplement to a daily task.

H_1 = There is relation between conduct of tool box meeting and Mis activities acts as a supplement to a daily task. To test the relationship between tool box meeting and Mis activities.

Tool	box	Important	Highly	Highly	Highly	Highly	Highly
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meeting / Mis activities		Important	Important	Important	Important	Important
Important	1	1	2	2	1	7
Highly Important	7	3	2	2	1	15
Neither	3	2	6	5	7	23
Unimportant	2	15	10	10	3	40
Highly Unimportant	2	4	5	2	2	15
TOTAL	15	25	25	21	14	100

Where O= Observed frequency

E= Expected frequency

Expected frequency = row total for the row of that cell X column total for the column cell

Grand total

Expected frequency	Expected frequency (E)	Observed frequency (O)	(O-E)	(O-E) ²	(O-E) ² /E
E(1)=15*7/100	1.05	1	0.05	0.0025	0.002
E(1)=25*7/100	1.75	1	0.75	0.562	0.321
E(2)=25*7/100	1.75	2	0.25	0.062	0.035
E(2)=21*7/100	1.47	2	0.53	0.280	0.190
E(1)=14*7/100	0.98	1	0.02	4.0	4.081
E(7)=15*15/100	2.25	7	4.75	22.562	10.027

E(3)=25*15/100	3.75	3	0.75	0.562	0.149
E(2)=25*15/100	3.75	2	1.75	3.062	0.816
E(2)=21*15/100	3.15	2	1.15	1.322	0.419
E(1)=14*15/100	2.1	1	1.1	1.21	0.576
E(3)=15*23/100	3.45	3	0.45	0.202	0.058
E(2)=25*23/100	5.75	2	3.75	14.062	2.445
E(6)=25*23/100	5.75	6	0.25	0.062	0.010
E(5)=21*23/100	4.83	5	0.17	0.028	5.797
E(7)=14*23/100	3.22	7	3.78	14.288	4.437
E(2)=15*40/100	0.6	2	1.4	1.96	3.266
E(15)=25*40/100	0.10	15	14.9	222.01	2220.1
E(10)=25*40/100	0.10	10	9.9	98.01	980.1
E(10)=21*40/100	8.4	10	1.6	2.56	0.304
E(3)=14*40/100	5.6	3	2.6	6.76	1.207
E(2)=15*15/100	2.25	2	0.25	0.062	0.027
E(4)=25*15/100	3.75	4	0.25	0.062	0.016
E(5)=25*15/100	3.75	5	1.25	1.562	0.416
E(2)=21*15/100	3.15	2	1.15	1.322	0.419
E(2)=14*15/100	2.1	2	0.1	0.01	4.761
		TOTAL			30.0455

Degree of freedom = (R-1) (C-1)

= (5-1) (5-1)

$$= 16$$

Table value for 16 is 26.296

Calculated value < Table value

RESULT:

Since the calculated value is less than the table value therefore we accept the null hypothesis is same.

FINDINGS

- i. Current employee engagement is at a minimum
- ii. Competencies that the organization expects and the level it is currently at needs to be raised.
- iii. It's a more conservative, orthodox work environment and the various heads are struggling to match the ideas of the modern world.
- iv. Due to current slowdowns training budget is affected
- v. Communication is not clearly reached down till the last in line employee.
- vi. From the gaps identified and the understanding is that the HR's are the ones who really need to buck up in-order to motivate and inspire oneself and achieve better results thereby reducing the gap.
- vii. However on the larger front there is constant room for improvement for all the divisions of HR.

I. SUGGESTIONS

First build across an Employee Engagement Framework with more activities that focus on involving the employees. Bring about a Fun and Work environment. This will definitely pay way for more productivity. No matter what the financial stand is, a certain training program has to be carried on regularly on an annual basis. This could be used as a platform to educate oneself of the current happenings in the industry. Higher officials must spend more time with their subordinates to understand them as well as give them the required help and comfort for working efficiently in MATE.

J. CONCLUSION

Mother son Automotive Technology & Engineering Ltd. has provided the platform for a great learning experience and has shown how the professional way of working is always essential. It has brought about that maturity level to think out of the box and keep pushing oneself for a higher benchmark setting.

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