A study of hidden talent search as a solution to skills crisis and its impact on organizational performance with special reference to select large and medium size manufacturing and service industrial units in Pune region during the period 2010 - 2014

A Thesis submitted to

Tilak Maharashtra Vidyapeeth, Pune.

For the Degree of Vidyavachaspati (Ph.D.) (Doctor of Philosophy) in Management

Under the Board of Management Studies

By

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Under the Guidance of

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January 2018

Tilak Maharashtra Vidyapeeth, Pune

<u>Undertaking</u>

I Avadhut Sharad Kulkarni am the Ph. D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled A Study of Hidden Talent Search as a Solution to Skills Crisis and its Impact on Organizational Performance with Special Reference to Select Large and Medium Size Manufacturing and Service Industrial Units in Pune Region During the Period 2010 – 2014 under the supervision of Dr Rajan N Dhamdhere, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

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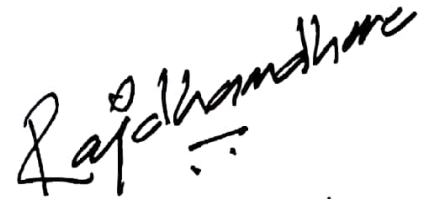
CERTIFICATE OF THE SUPERVISOR

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- embodies the work of candidate himself / ~~herself~~
- has duly been completed
- fulfills the requirement of the ordinance related to Ph. D. degree of the TMV
- up to the standard in respect of both content and language for being referred to the examiner.

Signature of the Supervisor

<u>ACKNOWLEDGEMENT</u>

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Glossary of Terms:

Chapter 1	
MSME	Micro, Small and Medium Enterprise
UK	United Kingdom
HRD	Human Resources Development
HRM	Human Resources Management
CEDEC	Community Economic Development and Employability Corporation
UG	Undergraduate
PG	Postgraduate
HR	Human Resources
USA	United States of America
I	India
AIMA	All India Management Association
NSDC	National Skill Development Corporation
IT	Information Technology
ITeS	Information Technology Enabled Services
Chapter 2	
Ph D	Doctorate of Philosophy
EEOC	Equal Employment Opportunity Commission
HC	Human Capital
GLAT	Google Lab Aptitude Test
CEO	Chief Executive Officer
U S	United States
MNC	Multi National Company
CFO	Chief Financial Officer
COO	Chief Operating Officer
CTO	Chief Technology Officer
HPCL	Hindustan Petroleum Corporation Limited
ICICI	Industrial Credit and Investment Corporation of India

EVP	Employee Value Proposition
ITI	Industrial Training Institute
ITC	Industrial Training Centers
PPP	Public Private Partnership
IMC	Institute Management Committee
MES	Modular Employability Scheme
NCSD	National Council for Skill Development
TCS	Tata Consultancy Services
ADB	Asian Development Bank
O P	Organizational Performance
B C	Business Crisis
S C	Skill Crisis
NHRDN	National Human Resource Development Network
FMCG	Fast Moving Consumer Goods
HSBC	Hongkong and Shanghai Banking Corporation
CIO	Chief Information Officer
TQM	Total Quality Management
MCCIA	Mahratta Chamber of Commerce Industries and Agriculture
NIPM	National Institute of Personnel Management
NASSCOM	The National Association of Software and Services Companies
ABET	Accreditation Board of Engineering and Technology
NBA	National Board of Accreditation
FICCI	Federation of Indian Chambers of Commerce and Industry
OEM	Original Equipment Manufacturer
KPMG	Klynveld Peat Marwick Goerdeler
ROI	Return on Investment
AMCAT	Aspiring Minds Computer Adaptive Test
IBM	International Business Machines
NZ	New Zealand
PA	Personal Assistant

CII	Confederation of Indian Industries
SME	Small and Medium Enterprises
LGA	Local Government Association
BCG	Boston Consulting Group
IGNOU	Indira Gandhi National Open University
M Phil	Master of Philosophy
PCMC	Pimpri Chinchwad Muncipal Corporation
Chapter 3	
TCS	Tata Consultancy Services
MAHAGENCO	Maharashtra State Power Generation Company
SSI	Small Scale Industry
CMD	Chairman and Managing Director
MIDC	Maharashtra Industrial Development Corporation
RBI	Reserve Bank of India
Chapter 4	
M D	Managing Director
V P	Vice President
A V P	Assistant / Associate Vice President
ERP	Enterprise Resource Planning
LMS	Learning Management System
IIM	Indian Institute of Management
Chapter 5	
NGO	Non Governmental Organization

Chapter 1

Introduction

1.1 HISTORY AND BACKGROUND OF THE TOPIC:

In the current era of globalization & competition, it is very important but difficult for organizations to gain and maintain the global status. The employees play a major role in increasing the competency level of the organization. The talent of the employees is the significant part which needs to be highlighted. However there are many organizations having different sizes like small scale, MSME (Micro Small and Medium Enterprise), and medium scale & large scale where there is hidden talent which is not properly identified. This study talks about the searching of hidden talent at different levels within the organization. Only search is not sufficient, its proper and effective utilization, retention and development are equally important. This study discusses its importance for the betterment of employees and also the organization. The study is focused to identify the relationship between the hidden talent and the growth of employees and organizations.

The history of human resources started with the evolution of large factories in 18th century. The rapid development with new approach, like change in technology, change in manufacturing process, providing services, etc., towards work changed the world dramatically. Due to the factories act in United Kingdom[1] (The Great Britain, UK), in 1833, the industrial welfare concept emerged and there were various amendments took place in the act over a period of time, because there were no guidelines for factory owners / employers. In 20th century, the industrial welfare department changed its nomenclature to personnel department which was having strictly an administrative role[2].

The significant change was introduced after Second World War because military developed many training programmes for soldiers. This was the period where the concept of trade union came into force[3]. After 1960, the technology and globalization changed the rules of the game. Now, the personnel department is still in existence with the role of administrative functions only and the concept of human resource management is emerged which is having wider scope and objectives than personnel department.

Nearing the 21st century, due to work force mobility and collaborations, corporate organizations started viewing employees as their assets. This has happened due to globalization and tough competition. The new term HRD (Human Resources Development) has become the key-word in all global organizations. The function of HRD involves talent acquisition, retention management, development, change management, etc[4].

This type of talent management has given some good practices and benefits to all global organizations.

Change is a constant thing which drives all the industries. These changes are termed as mergers, acquisitions, strategic alliances, downsizing, leadership changes and retirement of key knowledge holders. HRM department is forced to identify, nurture and retain key knowledge holders and other employees who do have valuable skills but generally are overlooked.

This process is known as "Identifying hidden talent" within the organizations.

The concept of Hidden Talent is explained below:

Definition of Hidden Talent:

1. If someone is unknown about talent / strength he / she possess and is made aware of the same by someone else, it is known as Hidden Talent search.

2. Possession of talents / skills that is not known to others is Hidden Talent.

3. An ability or skill which is kept undisclosed knowingly or unknowingly.

4. "If something is hidden, most people do not know about it or understand it" by Macmillan Dictionary[5]

"Hidden Talent" is a British Television Series released on 24th April 2012 by Richard Bacon and features members of the public demonstrating specific skills. Each week ordinary members of the public take tests in certain fields or skills to identify any previously unidentified talent, and those that test highest in each area are trained by experts to maximize their potential in that skill. 900 people applied and were tested for the show[6].

Now, "Excellence is the new mantra" for all global corporations / industries, which forces them to progress more and more of course with the help of human capital / hidden talent.

1.2 CURRENT STATE OF AFFAIRS:

From year 2007 to year 2013, there have been a lot of articles, white papers, research papers, study reports published and survey reports which are evident for a search and quest for "Hidden Talent within the organizations". To name a few, the core talks as follows[7]:

1. Entrepreneurship and intrapreneurship

2. Uncovering the hidden talent

3. Core competencies

4. Loosing knowledge as a widespread change

5. Identifying key knowledge holders and other valuable employees

6. Linking knowledge with human resource strategy

7. Managing the talent crisis in global manufacturing

8. Optimizing investment in talent management through 3 steps

9. Learning and talent management in new perspective with current situation

10. Talent and organizational performance – solving the skill crisis

11. Crisis decision making analysis and use of talent management

12. Implication of crisis decision making on business performance

13. Crisis management and talent management correlation

Along with this, there is a social angle of 'unemployment of people and related issues' in different countries like UK and Canada is explained below:

There was a problem which was addressed by an agency known as CEDEC (Community Economic Development and Employability Corporation) in Quebec region of Canada[8], which says that by year 2036, the 50 % population of Quebec will be above age 45. From year 2009, there was a rising problem of unemployment of people above 45 years age and lot of contradictory points came out as a result of study between employment practices and employability of the hidden talent pool (the matured workers above age 45).

On the other side, the local government association in UK did undertake a survey and published a report in January 2013 for hidden talents: Re-engaging the young people of age group 16 to 24, the local offer[9].

This study reveals that importance of long term youth unemployment is very high in UK who are between the above age group of 16 to 24. The number of unemployed youth is over a million from year 2007 and the figure is already increased drastically from year 2008. They are neither engaged in work nor in learning environments (education).

The study encourages the local governments to become partners with educational institutes / organizations to solve this social problem in UK by arranging customized solutions.

Lots of multinational companies operate globally. Nowadays, India has emerged as a new market for lots of multinational companies. These companies want to establish themselves in India and especially in Pune region. Now, Pune is on the world map and all types of industries are present in Pune region. Hence, Pune has become a globally recognized destination for corporate world.

The researcher has been functioning as a 'training and placement officer' from past 14 years at one of the UG and PG engineering institutes in Pune. Every year nearly 125 + different industries visit the institute for recruitment of fresh engineers.

The consistent demand of fresh engineers along with different attrition rates for various companies as well as various problems faced by HR representatives of different industries in reference with recruitment, talent management, and retention of employees is still a great challenge before these organizations.

A white paper, published in Outlook, 2011 edition by Accenture regarding "Talent and organisational performance – solving the skill crisis" throws light on following important points as given[10]:

a. There is a skill gap faced by various organizations in USA and it affects organizational performance and hence it is difficult for them to remain in business competition.

b. It has suggested six strategic ways to address the skill gap, improve organizational performance and enhance talent management practices.

One of those six strategic ways is "Mine your own organization for hidden talent".

In recent past, the researcher had an opportunity to interact with the Technical Director of Accenture (I) in connection with recruitment, talent management and retention in current industrial scenario in India.

On one side recruiting industries make efforts to select / recruit talented fresh graduates through campus placement and they ensure to see that these freshers join and work with them. On the other side, companies do have working people with them and also some senior employees get recruited as per demand of the organization. However, after certain period, industries lose their employees from all categories like junior level, middle level and senior level. So despite giving them training and offering handsome packages they cannot retain them. This paradoxical situation prompted the researcher to thoroughly study the problem.

In view of the points mentioned herein before and also the hands on experience of the researcher in the field of recruitment , training and placement of fresh engineering graduates, management graduates as well as experienced personnel in the corporate world , especially in Pune & Mumbai region prompted to undertake and in-depth study relating to Hidden Talent.

Now, it is clear that the hidden talent within the organization needs to be addressed. The present study highlights on the search of hidden talent and its effective utilization

and its context with the betterment of industries in Pune region with special reference to large and medium sized manufacturing and service industries and also to study various effects on the performance of the organization and the individual employee.

1.3 RELEVANCE OF THE RESEARCH STUDY:

India Talent Survey Report[11] 2012: Perspectives on young talent in India, July 2012 given by Deloitte in association with AIMA (All India Management Association) throws light on relevance of the topic chosen for the study.

The research team's opinion and conclusion of the survey and statistics presented as an outcome of the study is as follows:

The India talent survey 2012 was conducted to understand / examine "Employee expectations" with respect to industry, geographic, generations and gender also.

Four major questions and categories were involved:

1. Employee attitudes and employer's capitalization for changing mindset of employees.

2. Employee perspectives across generation and gender on key talent issues.

3. Employees' perception about HR and talent programmes along with HR capabilities in global scenario.

4. Perception of your employees about organization and what difference it makes to make your organization world class in global scenario.

1.3.1 **Major findings and other findings**:

I. Total 57 % employees look forward to continue with the same company.

II. There are three main methods which support the employees to stop from leaving the organization are "Endorsement / job progression" (57 %), "Extra reimbursement" (53 %), and the "Global opening" (46 %).

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III. Though financial reimbursement may not mainly motivate employees to continue or to leave, it is one of the basic preservation techniques.

IV. Non-provision of rewards and / or job options are the main causes influencing generation X and millennial human resources to transit – double attention on these aspects encompasses the top concerns of India's Tiger Cubs.

V. Interestingly, "Flexible work arrangements" is identified as a need consistently across generations and gender as an important retention strategy and an incentive to delay retirement.

VI. Millennial "Tiger Cubs" differentiate themselves by recognizing a "Fun working environment" as a prime thought for general staff knowledge and brand.

VII. With increasing age, the necessities change to simple tasks, extra remuneration and capability to join family, commitments towards society and job and options to change fields.

VIII. For HR, there is a considerable opportunity and talent programmes to progress the usefulness for the industries in achieving requirements of the staff.

1.3.2 **Conclusion of survey report**:

Lots of details are shared by this report to understand employees' expectations / perceptions and views with different attributes, which are really a point of concern for every HR professional across the industries.

Preferences for seeking new employment among different generations of workers in India
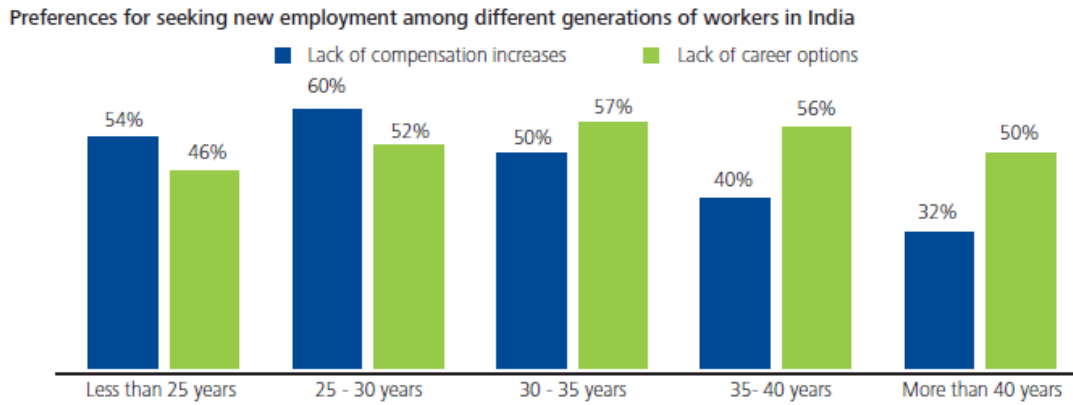
Figurre 1.1 Preferences for seeking new employment among different generations of workers in India
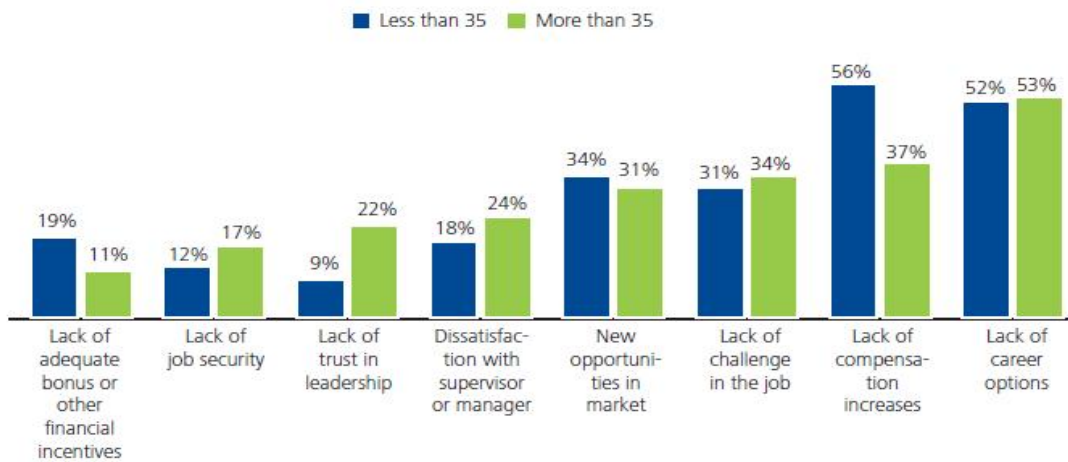
Figure 1.2 Reasons noted across generations for changing a job
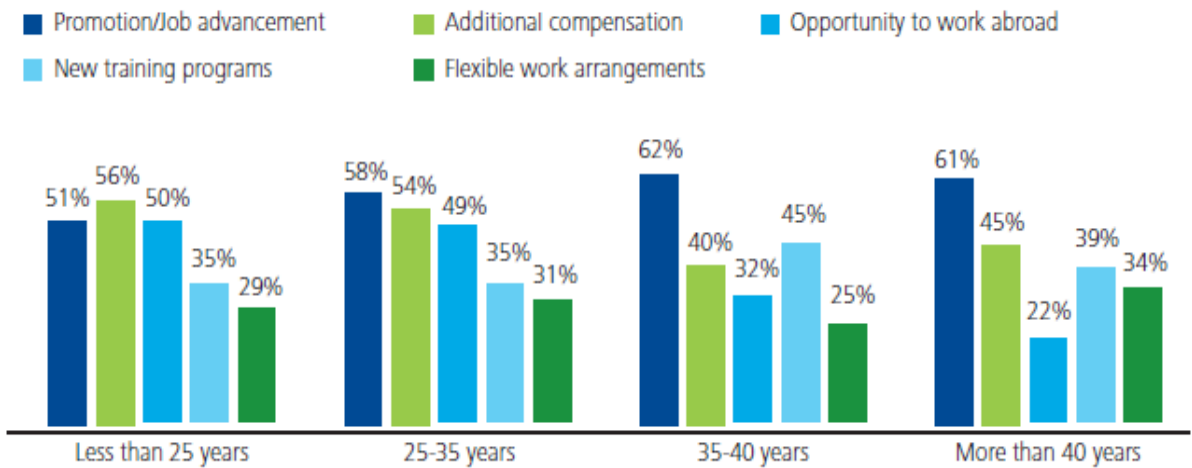
Figure 1.3 Views of different 'generations' on effective retention strategies
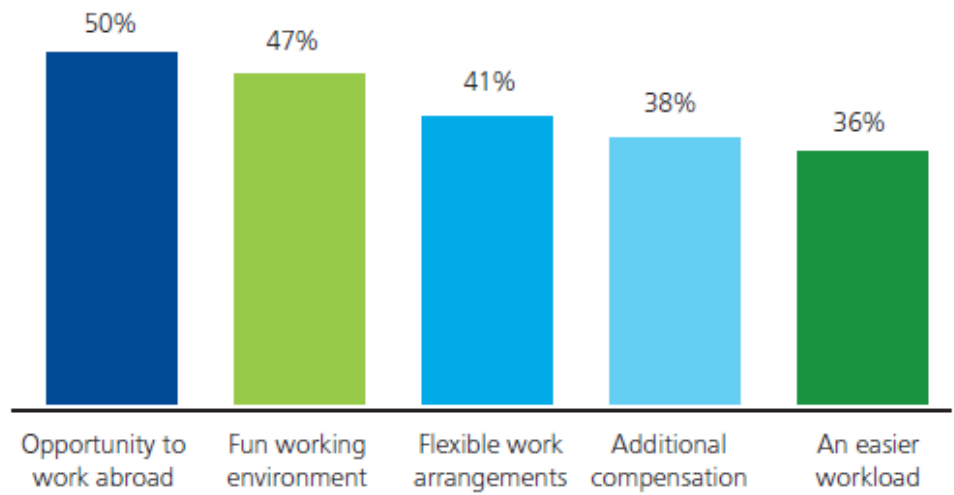
Figure 1.4 Reasons cited by millennial "Tiger Cubs" for staying with their current employer
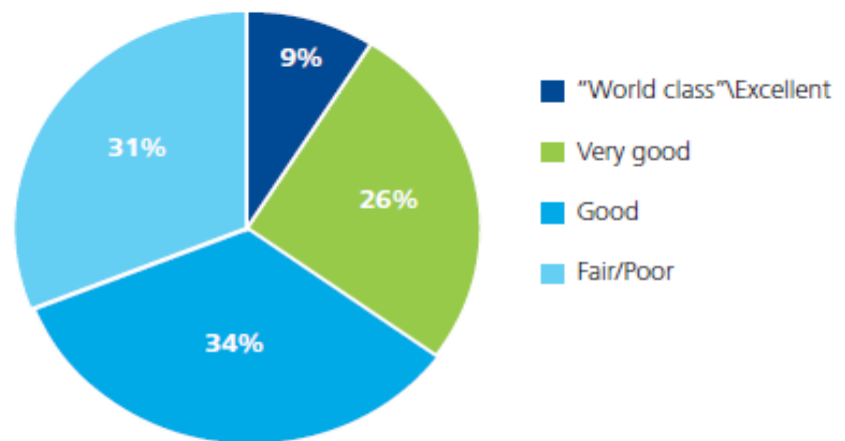
Figure 1.5 How do Indian employees assess the effectiveness of their company's HR and talent activities
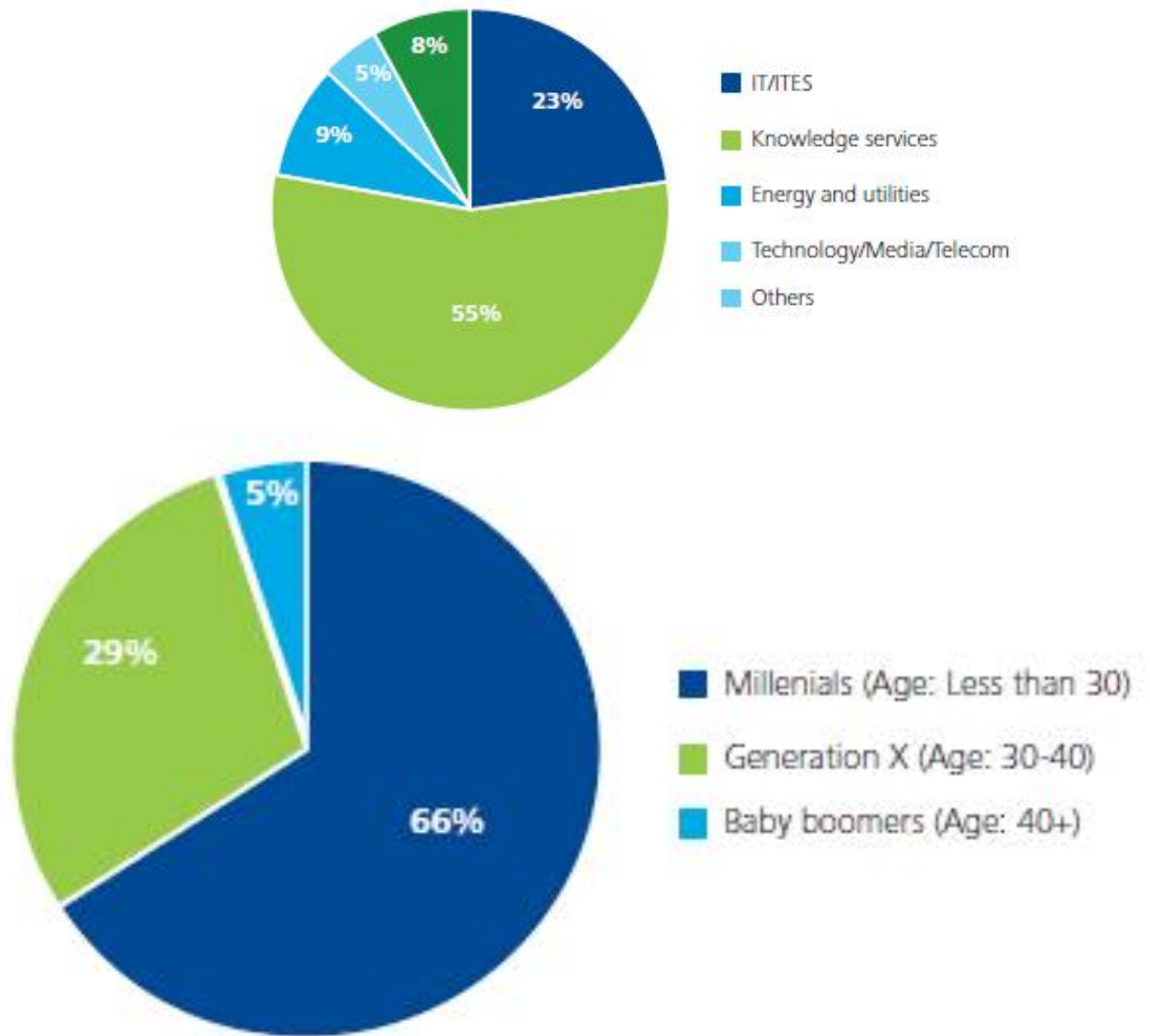
Figure 1.6 Demographics industry

1.4 SKILL SETS:

To perform any kind of work related to junior management and above level in manufacturing and service industries, employees require variety of skills.

The term skills / skill sets is not representing a particular domain or type of work involved. When generalized, this term does not remain bounded for a particular trade. It summarizes the overall abilities required in current era.

These are classified as follows:

1. Soft skills: Core employability skills and communication skills

2. Professional skills: Domain specific technical skills (hard skills)

3. Low order thinking skills: Remembering and understanding

4. High order thinking skills: Analysis, creativity and solving the problem

Employer gives more importance to soft skills than hard skills (which is also required) and expects all employees to have high order thinking skills[12].

In general by all employers following skills are predominantly looked for[13]

1. Performing with high creativity and analytical skills

2. Better contribution as a member in complex team environment

3. Ability of using various ways of communication to mix-up with multi-cultural members

4. Best performer

5. Adaptive learner for upcoming technologies

6. Stable with employment

This is not an exhaustive list as there are different skill sets necessary or required according to size, type, activities, area, location, market conditions, economical and social conditions, etc.

1.5 SKILL CRISIS:

1. As per a report in March 2010 by World Economic Forum, India will face huge skill gaps in few job categories due to low employability by 2030. The report has also cautioned about "Scary Global Skill Crisis"[14].

2. Government of India has already set up NSDC (National Skill Development Corporation) in 2009 to address the issue of skill gap and low employability[15].

3. By year 2013, NSDC met about 16.5 % of their skilling target. That is 1.4 Million people were trained to bridge the skill gap of demand and supply and still 8.5 Million are still balance for training[16].

4. Skill gaps observed in Pune region is very descriptive for various sectors with different jobs and related skills and available in a full-fledged report[17]. The sectors mentioned in the report are

i. Auto and auto component

ii. Banking, financial service and insurance

iii. Building, construction industry and real estate services

iv. Chemical and pharmaceuticals

v. Education and skill development

vi. Food processing

vii. IT and ITeS

viii. Healthcare

ix. Logistics, warehousing and packaging

x. Media and entertainment

xi. Organized retail

xii. Textile

xiii. Tourism, travel, hospitality and trade

xiv. Unorganized sector

1.6 BUSINESS CRISIS:

It is defined as the problems faced by any business at various intervals due to various reasons. Some of the reasons are due to "Skill crisis, financial crisis, talent management issues in various aspects, etc."

1.7 IMPACT:

The definition of impact is "A marked effect or influence of a process by a parameter over another parameter".

1.8 ORGANIZATIONAL PERFORMANCE INDICATORS:

1. Increase in sales / turnover

2. Increase in gross profit and net profit: Profitability

3. Decrease in attrition rate of employees at all levels

4. Increase in in-flow of / joining of new talented employees because of referral schemes

5. Increase in R & D: Increase in import substituted products

6. Increase in number of product lines / products

7. Increase in number of branches / franchises

8. Increase in exports

9. Increase in brand value and market share

10. Increase in customer base, increase in repeat customers with repeat orders

11. Increase in moral of employees

12. Low / no wastage

13. Progress of organization in various aspects other than above mentioned

This is a representative list and may add some indicators depending upon different situations, reasons, etc.

1.9 FORMAL PROCESS FOR HIDDEN TALENT SEARCH WITHIN THE ORGANIZATION:

It is nothing but mining / searching the available talent within the organization and searching the talent which was unidentified during process of recruitment and selection at previous stages of talent management activities.

In manufacturing and service industries, there are various departments working in synergy for growth of the industry. There are always evidences of "Process of Hidden Talent Search". Few of them are mentioned as example:

- An employee working with one department (production) found to be best orator / communicator and convincer during internal process got transferred to another department (marketing) to take benefit of his ability (hidden talent) for organizational performance growth.

- A fresh graduate joined to industry was found to be adaptive and quick learner in talent management process (search of hidden talent), he reached to Top management level in short span of time.

1.10 CONCLUSION – RESEARCH GAP:

It is found through all reports and surveys that there is a skill gap observed across various sectors and sizes of industries in Pune region, India and globally as well. There, needs an improvement in human resource practices and policies for improvement in organizational performance by overcoming skill crisis / talent problems.

It has been understood through various sources from industry representatives that there is more attrition rate at entrants or junior level of employees in comparison with that of experienced people at middle level and senior level. So, it is felt necessary and important that hidden talent search should give thrust on "Junior level entrants".

Under utilization of talent generates high level of attrition, high level of skill crisis and low performance of organization.

On the other hand, proper utilization of talent through hidden talent search generates high morale, high satisfaction, higher motivation and higher performance amongst employees and resultantly the growth of the organization.

The aforesaid discussion clearly depicts that, skills crisis and business crisis do affect the organizational performance for which hidden talent search and its proper utilization is the right solution.

<div align="center">**Chapter 2**</div>

<div align="center">**Literature Review**</div>

2.1 INTRODUCTION:

To formulate the problem statement thorough analysis of available literature was necessary. The researcher studied various materials for the same. The study material was available in different forms like books, articles, research papers, etc..

Following sources were used for making literature review:

1. Books

2. Research journals

3. Research magazines

4. Survey reports

5. Study reports

6. PhD thesis

7. White papers

8. Articles and websites

In this review 11 books, 5 research papers from different journals, 5 articles from different magazines, 1 white paper, 4 papers from conferences, 12 survey reports, 4 study reports, 1 Ph D Thesis and 5 internet articles were referred.

2.2 BOOKS:

2.2.1. In the book **'Hidden Talent – How Leading Companies Hire, Retain and Benefit from People with Disabilities', Hall, Praegr West Port, Connecticut, London, 2007, Mark L. Lelgnick** has expressed views about leading companies'

hiring, retaining procedures for people with disabilities[18]. Disability may be physical or mental. According to National Organization on disability report, the disability increases with age as mentioned below:

Ages < 22   disability rates 1.7 %

22-44   disability rates 6.4 %

45–54   disability rates 11.5 %

55-64   disability rates 21.9 %

65-79   disability rates 27.8 %

> 80   disability rates 53.5 %

As observed in general, many employers are reluctant to hire people with disabilities. In this book, the survey of the companies that have discovered the hidden talent of people with disabilities is given. The practices for hiring, retention & benefit from having people with disabilities in the workforce are also explained in detail.

Disability:

The Equal Employment Opportunity Commission (EEOC) defines disability as *both physical and mental impairments that substantially limit a major life activity of the person*.

The definition of disability used by the American Community Survey is based on three questions.

1. Any of the long-lasting conditions

2. Any difficulty in doing regular life activities

3. Any difficulty in physical – mental coordinating activities

Disable people want to work and they have human capital which is useful for employers. Three approaches are considered for people with disabilities: ignore, comply or value.

Goals for the book:

- To understand the range of policies, practices, and procedures used to hire and retain people with disabilities.

- To synthesize and integrate the information in order to develop some guidelines for practice that other companies can use.

Main contents of the book:

It deals with the problem and the opportunity: People with disabilities need jobs and employers need workers. It is explained that people with disabilities represent untapped labor pool which can meet the demand. Employers ignore the resource of people with disabilities because of unawareness of their potential contributions.

The cases of some companies who recruit such people are also discussed here. e.g., Hewlett – Packard has such employees. They have understood the needs of disable people while using the products. So they have involved these people in designing process so that the products will be friendly to all.

Another example is of Sun Trust Bank, where one branch manager is blind. But the service he offers to other disable people is very useful for marketing the branch in such community.

Microsoft also absorbs disable people even for summer intern. And to have effective communication, all the trainers study the American Sign Language.

Marriott foundation has accepted and continued the culture of employing disable people in all the activities.

It is very clear that employers will gain benefit from hiring disable people so the companies should make the policies to hire disable people and retain them.

2.2.2. The book **'The Talent Edge – A Behavioural Approach to Hiring, Developing, and Keeping Top Performers' by David S. Cohen, Wiley India Pvt. Ltd., Reprint 2007** [19], talks about a behavioural approach for talent management. Hiring, developing and retaining the talent (people with top performance) is always a major task for any human resource's professional and the task begins from hiring the people. Here behavioural interviewing is playing more successful and efficient role than other forms of interviewing. Here, the quotes of Lord Byron is used – "The best prophet of the future is the past". So, the main important aspect of behavioural interviewing is examining the past to predict the future.

In the current scenario of global competition, cost for hiring people, time spent for hiring people and outcome of the recruitment for top performers, behavioral interviewing increases the chances of hiring right people for right job by 2 to 5 times. In short behavioral information about the candidate is gathered, irrespective of any relevance to the current position offered. This information is concerned with specific events in an applicant's past that were somehow, critical moments, indicative of key decisions and actions. e.g., person's extreme moments, biggest challenges, hardest problems, most frustrating customer, most successful project, etc. with 'rich' information.

Every organization has a set of values which is nothing but strong belief with emotionally charged, highly resistance to change and long standing. This explains organizational instincts, philosophy, and source of its culture, strategy and work style.

Once, the values are decided as per the type of organization, and then organizational vision, mission and culture along with goals and objectives are easily set. Organizational culture is a pattern of basic assumptions invented, discovered / developed by the group through its own learning to cope with different situations. Organizational vision is never fully attained. It motivates and excites employees and explains why you exist as a company.

Behavioral interviewing is useful for hiring right people but behavioral profiling within the organization helps to identify and retain top performance. Importance of developing behavioral competencies and concept of fit suited to the specific needs and circumstances of organization is very important aspect for a very human resource professional. It is having a great impact on the clarity and fairness by the way employees are rewarded and recognized within the organization. When competencies are the defining measure of success, assessment of an individual employee's performance is no longer linked to personal bias.

Developing behavioral profiles within the organization is a systematic process to be followed for top performance for individual role and organization as a whole.

The process is as follows:

1. Identify, examine and describe "Top Performance". It means how work is accomplished by top performance in accordance with organization's values and strategic needs.

2. The critical incidents to be checked, to understand the nature of top performance through examining the work and identifying the competencies in critical incidents occurred during professional actions.

3. Creation of focus group – a group of top performers is identified through behavioral interviews for critical incidents. Focus group is a mixture of variety of key stakeholders within the organization, even internal and external customers.

4. Facilitators – facilitators are having organizational knowledge, well trained, skillfully guide for a debate within focus group on "What constitutes top performance".

The discussion / open debate, questions asked within the focus group by facilitator gives result for behavioral competencies which can be used as a benchmark for a role within the organization.

The result is recorded in terms of writing the behavioral profile for different profiles within the organization and the same is used as a guide while hiring people. There are questions framed for behavioral interviews with specific competencies, e.g., courage, responsibility, trust, etc.

This process of behavioral interviewing through behavioral profiling is nothing but strengthening the people management policy for keeping the organization as top performer.

2.2.3. In the book **'Talent - Making People Your Competitive Advantage by Edward E. Lawler III, Jossey – Bass, First Ed, 2008',** the demand for talent is highlighted [20]. In today's Global, competitive business environment, recruitment of high quality people along with improvement in work environment and company culture is highlighted through a survey done of senior executives globally.

From so many decades the top management and senior executives in the organization always used to talk about "Giving importance to the talent (people) available in the organization". But it was not evident at all.

A new word is introduced by author as HC-centric. It is nothing but making organization Human Capital Centric which is going to help organizations to sustain globally.

Author emphasized features of HC-centric organizations as follows:

1. Business strategy is determined by talent considerations and it in turn drives human capital management practices.

2. Every aspect of the organization is obsessed with talent and talent management.

3. Performance management is one of the most important activities.

4. The information system gives the same amount of attention and rigor to measures of talent costs, performance, and condition as it does to measures of equipment, materials, buildings, supplies, and financial assets.

5. The HR department is the most important staff group.

6. The corporate board has both the expertise and the information it needs to understand and advise on talent issues.

7. Leadership is shared, and managers are highly skilled in talent management.

Managing talent for following organizations has been discussed by the author:

1. Goldman Sachs

2. Google: GLAT (Google Lab Aptitude Test) is introduced by Google

3. Wal-Mart's efforts

4. Career customization in Deloitte and Touche

To make organization HC-centric, a change is unavoidable due to the large gap between current state of organization and requirement as to be making it to HC-centric.

There are four types of change needed and suggested by author for making the organization from structure centric to HC-centric.

1. Low cost operator to high involvement organization

2. Low cost operator to global competitor

3. Bureaucratic to global competitor

4. Bureaucratic to high involvement

Author says that the future belongs to the HC-centric organizations.

2.2.4. **Peter Cappelli** has given view on Talent management in the book **'Talent on Demand – Managing Talent in an Age of Uncertainty, Harvard Business Press, 2008'** [21]. The current state of Talent Management for organization and employees is totally mismatched. The two basic ways of talent management are traditionally as follows:

1. Developing internal talent: Approach from 1950

2. Recruiting from available market: Approach from 1980

Both the approaches failed recently due to various reasons like globalization, internet, technology upgrades, etc.

All the organizations always said that people practices or people are the main assets for our growth. But they only said, never practiced due to their own thinking and culture.

Lot of survey reports raised the curtain from year 2000 to expose this problem of mismatch in talent management and it has given a rise for a new way to think about new management.

New framework for talent management is suggested by author by his own study based thought processes with four principles:

1. Make and buy to manage demand – side risk: It says that a balance between two options of traditional talent management needs to be maintained, it also says that it is not only internal development, but addition by recruitment.

2. Reduce the uncertainty on talent demands: It suggests that organizations need to predict / forecast the short term plan for talent management by understanding lot of parameters related to business. One of the important way to do is succession planning. It is also suggested to have a short term plan than a long term plan. Generally short term plans based on predictions supported by perfect analysis of the situation give better result.

3. Earn a return on investment in developing employees by considering the principle 1 and 2 with short term plan, develop the employees.

    It is explained as follows:

    a. The internal development of talent will have a short term full-fledged plan.

    b. The newly recruited talent can be developed in batches with break-up and short term training and joining the organization.

    c. Asking the employees to share the cost of their own development.

    d. Spot, identify and act fast on a, b and c in such a way that people will understand that they are having advanced opportunity than other organization.

4. Balance employee interest by using an internal market: This suggests understanding / studying that what are the interests of employees to purpose a particular role / job as well as the various openings available within the organizations by satisfying the employees as well as achieving the goals of organization.

This negotiation is definitely challenging and rewarding too for any organization.

This principle throws a light on total re-search and development of the organization, since it is suggesting some models and approaches.

2.2.5. As per **John C. Maxwell**, "Talent is God's Gift" which is explained in the book **'Talent is Never Enough: Discover the Choices That Will Take You Beyond Your Talent, , Pearson Power, 2008'** [22]. As well as "It is often overrated and frequently misunderstood". He also emphasizes on lot of examples of "Highly talented and highly unsuccessful people" in life which are public figures also. He also mentions following examples:

- More than 50 % of all CEOs of Fortune 500 companies had C or C-averages in college.

- 65 % of all U. S. senators came from the bottom half of their school classes.

- 75 % of U. S. presidents were in the lower-half club in school.

- More than 50 % of millionaire entrepreneurs never finished college !

It is also mentioned in the report from 'Money' magazine 2006, that employees are having difficulty finding the right people to fill jobs despite high unemployment in Europe and USA as per the survey report by Manpower.

The gist of entire content of the book emphasizes on only one thing: "Talent is not the only thing" for success, result, etc. There are few more things by which an individual as well as organizations in a whole can get benefit from 'Talent', if they try to maximize it by several 13 ways as mentioned below:

Belief lifts talent, passion energizes talent, initiative activates talent, focus directs talent, preparation positions talent, practice sharpens talent, perseverance sustains talent, courage tests talent, teach ability expands talent, character protects talent, relationships influence talent, responsibility strengthens talent, teamwork multiplies talent.

2.2.6. About the talent related to leadership, the book **'Leadership Talent in Asia – How the Best Employers Deliver Extra Ordinary Performance by Mick Bennett, Andrew Bell, Hewitt, Wiley India Pvt. Ltd., Reprint 2009'** [23] gives explanation with case studies. Leadership of any organization makes an impact on the organization through 'how they create clarity of purpose' and it is always evident. The example of Infosys is illustrated here. In 1992, when the economic reforms took place and invited foreign investment in India, lot soft MNCs including IBM began to start. Infosys had a great challenge, where Mr. Narayan Moorthi accepted it and created an employee value proposition which was not only to retain the employees, but also to evolve people practices like source, align, develop and reward for need of business.

There is one more concept of branding, which is coined here:

1. External branding & 2. Internal branding

Certain points are highlighted as follows:

- Employees make the organization's brand alive for customers.

- It talks about spending existing investment more effectively instead of spending more money on new progrmmes.

- At selection, the best employers work harder than the rest.

- Hire for attitude and train for skills: If certain skills are lacking, training can be given for the same. But if the attitude is lacking, it is difficult to develop the attitude and the values.

- The fundamentals to the best employers' success are strong brands, attention to hiring and orientation.

Aggressive talent management by the best employers in Asia is a good example for others. All the best employers start / concentrate more at the stage of recruitment because; they know that focus on talent has multiplier effects.

1. The main goal in front of CEO of best employer organization is attract and retain the "Best Talent".

2. The next priority is given to a stronger emphasis on learning and development for cultural, behavioral, attitude and values.

3. It is well understood by all these best organizations that training on skills (technical + non-technical) is necessary but not sufficient to build a great workforce.

4. Any organization, if cannot keep its key talent like various leaders e.g., CEO, CFO, COO, CTO, etc. then there should not be internal growth and promotion of the organization.

5. By discipline and rigor, any company can prove its own assessments towards the focus of organization and towards the development of employees (people at large).

❖ Shaping a high performance culture within the organization is a task of the leadership. It is nothing but the actions of the employees of the organizations, talk about "Your Company Culture". The strategy for company culture is always evident through actions of employees. Culture is nothing but the way people behave.

It is always influence and determined by leadership behavior, systems within the organization, and processes within the organization.

High performance culture within the organization cannot be ignored in any way, since it cannot happen as it is. It needs efforts to create and maintain. This is having major impact.

Best employers in India:

As per this survey by Hewitt for people practices, for more than 500 companies in India. In first year of studies there were lot of MNCs but there was increase in participation from Indian Blue Chips, Public Sectors, etc.

Findings: Key distinguishing features:

Pride in company, faith in leadership, living their values, openness, technology for difference, flexibility, approach towards life, thoughtful works, equality, work opportunities and rewards, employee oriented work environment, cool things like appreciation/s is okay but deeper treatment for lot of things is appreciated always.

Key themes of best employers:

- View talent management as an important investment

- Focus on building a high performance work environment

- Articulate the elements of the organization's culture

- Use rewards as a differentiating tool

- Drive leadership behavior throughout the organization

Out of India's 29 best employers, few are mentioned below:

Agilent, Asian Paints, Bharat Heavy Electricals, Colgate Palmolive, Hindustan Lever Ltd., HPCL, ICICI, etc.

2.2.7. The book **'Reality Bytes – The Role of HR in Today's World: A Contemporary Ready Reckoner by Aparna Sharma, Foreword by Dr. T. V. Rao, Vishwakarma Publications, 2015'** [24] was published and launched in March 2015 and the title of the book talks a lot about its relevance to the study undertaken by the researcher. Author not only talks about talent management, but also entire gamut of HR Along with total description of the theoretical topics, she has given caselets at the end of every chapter which are nothing but thought prudent exercises for the readers.

As a practicing HR professional, having more than 20 years' experience in HR, the author has discussed the problems in the form of caselets. She has explained / covered not only theory of HR but also current challenges in HR like Employee Value Proposition (EVP), exit interviews, strategic HRM, etc. are mentioned in very transparent manner. Because of this, any person who wants to study HRM practices and current reality will get sufficient inputs as an individual.

Author has explained in detail the importance, updates, theory, practice, current challenges, etc. of following important issues:

1. Exit of employee from organization

2. Strategic HRM

3. Current challenges in front of HR professionals

Thus, author suggests / submits inputs or each and every topic / issue / angle / challenge for HRM. These bullet points are helpful for every person who is either studying or practicing HRM.

2.2.8. Issues, concerns and prospects related to education and training are discussed in the book **'Skills Development for Inclusive and Sustainable Growth in Developing Asia – Pacific; Technical and Vocational Education and Training: Issues, Concerns and Prospects, Volume 19, 2013, Springer'** [25]

i. **Chapter 4 –Education, Employability, Employment and Entrepreneurship: Meeting the Challenge of the 4 Es – Manish Sabharwal**

Author of this chapter, Mr. Manish Sabharwal, represents TeamLease Services Pvt. Ltd., Bangalore, India. He has mentioned few points in this chapter. Those are as follows:

A. Poor functioning of 3 Es and challenge of 4th E

Education, Employability, Employment, Entrepreneurship

B. Labour market transition

Farm to non-farm, Rural to urban, Unorganized to organized, Subsistence self, employment to descent wedge employment, School to work (freshers)

Team lease services studied the entire scenario in India with reference to points mentioned above and the data is explained in variety. But the important point is 58 %

of India's youth suffers in skill deprivation and unemployability. Unemployment is a very smaller problem.

So, it is proposed to have reforms as follows:

1. Employment reform – problems and matching: supply and demand

2. Employability reform – improving supply for employability and problems

3. Education reform – creating a pipeline of educated and skilled workers and problems

4. Entrepreneurship reform – entrepreneurial culture in education and shortcomings – special focus on education system in India

The possible solutions for all above mentioned 4 reforms are clearly mentioned and it is concluded by the author that the best time for such reforms is "Today".

The entire discussion is supported by case studies, statistical data, frame work observed through study, various outcomes of study, etc.

ii.   Chapter 10 – Public Private Partnership to Meet the Skills Challenges in India – Dilip Chenoy

For any country, the economic growth and social development are driven by skills and knowledge. With higher and better skill levels, countries can adjust to the challenges and opportunities of the world of work. As the population increases, it may result in major labour shortage across the world.

Being second largest population in the world, India has the youngest population, which can provide the domestic and world economies' requirements in the next decade.

To empower the youth, skill development various efforts have been taken by government, establishment of Industrial Training Institutes (ITIs) is one of them. Earlier, they were run by central government, from 1960, transferred to state government. Private sector's Industrial Training Centres (ITCs) were started. Both these efforts helped to supply skilled labour to industries.

In 2005-2006, up-gradation of ITIs was planned through domestic resources, World Bank assistance and through Public – Private – Partnership (PPP) mode. In 2007 – 08, association of one industry with each ITI was done and Institute Management Committee (IMC) was constituted.

To provide employable skills, Modular Employability Scheme (MES) was prepared in 2007. In view of skill provider by 2022, Indian Prime Minister, Hon. Manmohan Singh, summarized his vision in 2008 and National Council for Skill Development (NCSD) was established. National Skill Development Corporation (NSDC) was set as a no – profit – no – loss company through PPP. In 2009, skill development policy was announced which clarified the roles that different stakeholders would need to play.

To make available a drive to skilling mission, Mr. S. Ramadorai, Vice Chairman of Tata Consultancy Services (TCS), was appointed as Skills Advisor to Prime Minister of India in 2011.

Till June 2012, NSDC board had assured funds to 65 projects, partners had trained over 2,10,000 people across India and ensured jobs for over 1,60,000 boys and girls through 3,788 physical and mobile training centres in 365 districts nationwide. It ensures an alteration in skills with new social entrepreneurs' class.

iii.   **Chapter 20 – Skills for Inclusive and Sustainable Growth in Developing Asia and the Pacific – Shanti Jagannathan**

Due to globalization, technology up-gradations, along with growth of Asian economies and corporations, there will be high growth rate with change in trade, business and labour market. Strengthening education and skills will be the key factor for development.

Jobs and skills are the biggest challenges for all developing countries, India is one of them. India has a target of creating a pool of skilled workers of 500 million by 2022. Improved skills increase prospects of better quality jobs which help small and medium scale industries for growth.

Here, skill mismatch is addressed as not only up-skilling, but right skilling.

In this chapter, the survey reports of past and present were mentioned for various attributes like

1. Percentage of employers found out: mismatch in skill

2. Growing incidence of graduate unemployment in Asia

3. Aligning skill training policies with economic and industrial policies

4. Leveraging skill training for competitiveness

5. Example of India: PPP in skills by NSDC

It is also discussed in detail, how to strengthen, skill training and workforce development. Asian Development Bank (ADB) has proposed framework for strengthening policies and practices in skill development.

2.2.9 **V G Patel** has explained different stages of crisis in the book **'The seven business Crises – How to Beat Them, Tata McGraw – Hill Publishing   Company Limited, 1995'** [26].

Before starting any business, it is a mandatory requirement to study everything in detail, to sustain in business in near future. This market study is to be done in all senses. The overall experience plays a vital role in this market study. Otherwise, educated people can understand all these things through the literature available e.g., by studying the book "The Seven Business Crises – How to Beat Them", by V G Patel. This book explains the seven business crises during various stages of any organization at particular time interval with the help of Indian and International case studies of business. This is not a perfect prediction / interpretation of all types of businesses. So it is not accurate measure / interpretation, but in a broad overview, gives a cautious learning for predictive hindrances. This is interpreted by author as follows:

Seven crises:

- Starting crisis

  First three years
- Cash crisis

- Delegation crisis

  Three to seven years
- Leadership crisis

- Finance crisis

  Seven to ten years
- Prosperity crisis

- Management succession crisis   Ten years onwards

2.2.10 This is just a guideline explained by **Peter Fitzroy and James Hulbert** based on analysis of various case studies in **'Strategic Management – Creating Value in Turbulent Times – Wiley Student Edition, 2005'** [27] . There are lot of other inputs to understand the relation between O.P., B.C. and S.C. This can be explained in points as follows:

1. Type of management of organization

2. Systems, methods, policies, procedures followed by management of every organization (thought process of management)

3. External changes / factors

   3.1. Technology up-gradation

   3.2. Government rules and regulations, political changes

   3.3. Economic and social changes

Based on above mentioned important points, every organization should devise a strategy to check organizational performance in a scientific manner. The authors / references gave the insight to understand "How to devise a strategy for O.P."

   a. Identifying key drivers of O.P. (Organizational Performance)

   b. Focus on customers and their requirements

   c. Focus on brand of the organization

   d. Various internal measures

      i. Innovation and learning within the organization

      ii. Financial measures

      iii. Measuring current performance

      iv. Valuing future performance

   e. Understanding corporate performance measures:

      i. Market, external stakeholders

      ii. Innovation and change management

Finance is a very important aspect to understand correlation between organizational performances, through its summary. It takes time and cannot be predicted but it stamps every organization whether they are winner / looser.

The people in every organization are very important and crucial factor for this profit and loss through their participation in organizational performance in various ways.

This is a very tough task to prove since all above mentioned theory is reflecting in individual's behavior from time to time, which is having impact on O.P. and business crisis faced by the individual organization.

2.2.11 **Dr. P. Thirumalvalavan, Kirupa Priyadarsini M, Sunitha K** had done thorough study through questionnaire , and tested validity through pilot survey and explained in book **'The Impact of Perception of Human Resource Management Practices,'** [28].

By keeping two objectives in mind this study has been conducted for Public Sector Manufacturing companies in and around Coimbatore. The relationship between HRM practices and perceived organizational performance had been found out. Eight dimensions for HRM practices were selected as recruitment and selection, training and development, performance appraisal, job definition aspect, information sharing and employee participation, career planning, compensation practices and industrial relations. The relation of these eight with perceived organizational performance and perceived market performance had been checked which clearly gave the picture of organizational performance.

As per the result of this study, it was concluded that people in a company are the key drivers for superior performance. Out of the eight dimensions, three are major for organizational performance in manufacturing companies and its positive relations / associations was proved.

These are:

1. Information sharing and employee participation

2. Compensation management

3. Career planning

This entire study was limited to one of the types of industry sectors located in and around Coimbatore only.

2.3 RESEARCH JOURNALS:

2.3.1. As the title **'A Study of Hidden Talent Management of Employees in IT Sector with Reference to Pune City; International Journal of Business and Management Tomorrow, ISSN: 2249-9962, Vol. 2, No. 7, July 2012, Rajesh Kumar Agrawal, Dr. Daniel J Penkar, '** suggests, this research study has focused on hidden talent management of employees in IT sector of Pune city [29].

Rajeshkumar Agrawal took lot of efforts to correlate the concept of hidden talent, genders, training, and result of the organization in total.

Researcher did this survey through a proper questionnaire for selected sample size by 110 respondents and represented in chart form.

The conclusions are also mentioned which are of mixed reactions.

2.3.2. Results of a survey were discussed in **'Talent Attrition and Retention: Strategic Challenges for Indian Industries in the Next Decade by Lichia Yiu, Raymond Saner in Elite Research Journal of Accounting and Business Management Vol. 2(1), January 2014'** [30].

This survey was conducted in October – November 2007 b sponsorship from CII. Initial results were reported on 4th December 2007 in Delhi and subsequently cited

during a webinar by NHRDN (National Human Resource Development Network) of India on 26th April 2011.

Objectives of the survey were to understand employee job turnover, key organization factors for employee turnover and HR practices used with employee turnover.

The entire survey was conducted online. Total of 151 senior level / middle and top management authorities responded from various sectors like manufacturing, engineering, IT, service sub-sectors, etc.

Major causes of employee turnover are salary, career advancement, manager-staff relationship. Authors have discussed a little bit about younger generation of employees.

Paying high salary to retain employees may not be the full and final solution for any organization since it may not help any company in global competition. Companies can emphasize more for competence development and career planning of employees. This is going to be useful for retention.

2.3.3. As the title suggests, **Saleena Khan, Bhawna Chahar** have focused on the future of HRM in India in a paper **'Future of HR Management in Indian Scenario: Issues and Challenges in Asian Journal of Management Research, ISSN 2229 – 3795, 2011'** [31]. They have taken references of ancient Indian, Foreign scenario and current updates.

They have also studied few Indian companies to understand the details. These Indian companies are large scale MNCs. The predictions for future HRM in Indian scenario are expressed in 10 important points as described below and its relevance is also explained in detail:

Increase in education levels, technological developments, changing composition of workforce, increasing government role, occupational health and safety, organizational development, new work ethic, development planning, better appraisal and reward systems, new personnel policies

Authors put into limelight, the old mix of HRM and new realities studied through this research.

2.3.4. **'Talent Management Scenario in the Banking Industry by Dr. Siddarth Singh Bist, Ms. Nidhi Srivastava, Paripex in Indian Journal of Research, Volume: 2, Issue: 4, April 2013, ISSN – 2250-1991'** [32] is the smallest research paper observed by the researcher. But it gives clear-cut perspective and conclusions for banking industries located in Ahmedabad region.

Since, it is a part of study for researcher to understand banking / finance sector under service organizations in and around Pune, this research should be taken into consideration.

This research study gives comparative statements in tabular form for various points emerged as HRM practices. These are presented in the form of findings and conclusions in detail for private sector banks and public sector banks.

Private sector banks are performing better in so many ways in comparison with public sector banks, but due to support of Government with various schemes for employees, it is in competition.

2.3.5. In the paper **'Strategic Talent Management: A Review and Research Agenda by David G Collings, Kamal Mellahi in Human Resource Management Review 19 (2009), 304 – 313, Elsevier'** [33], both the authors did refer lot of material, which is evident in reference section of the paper.

The available material from 1964, till date of publication of paper was used.

While doing so, authors came to conclusion that the 'subject' as mentioned above needs few inputs to all the researchers in future for their further research. These are as follows:

1. Help to clarify conceptual boundaries of talent management

2. Providing a theoretical framework for research

3. Aid to HR managers to face issues

Authors suggested focusing on main important / pivotal positions of the organization, which impact on organizational performance and business too. Here, it was suggested to review / recheck the internal talent within the organization (Hidden Talent Search). "Here, the importance is not given to search of internal talent, but importance is given to search of internal talent (Hidden Talent) which matches with the pivotal positions". The paper says that organization should follow the below mentioned processes:

1. Find out pivotal positions for your organization

2. Identify, search, develop talent pool – internal, external

3. Creating a separate distinguished HR design

There is no standardized specific solution suggested but a thought process which provokes every HR professional for designing specific strategy for benefit to the organization by keeping following points into consideration:

1. Types of industry and size

2. Psychology / behavioral study

3. Motivation of individual

4. Attitude of individual

2.4 RESEARCH MAGAZINES:

2.4.1. The relation of Talent in organization is explained in **'Growing Talent as if Your Business Dependent on it by Jeffery M Cohn, Rakesh Khurana and Laura Reeves in Harvard Business Review on Talent Management, Harvard Business Press, Reprint 2008 – RO510C '** [34]. This was originally published in October 2005; reprint R0510C by HBR Press in 2008.

In all organizations, the main portfolio of "Talent" is always left for CEO and HR Department of the organizations.

Searching a talent within the organization like succession planning, leadership development etc. is nothing but the managing and developing the talent within the organization is responsibility of all the key position holders within the organization, because the entire business for the organization as well as survival of the organization is only dependent on these factors.

Authors did search and found through a process that few companies not only addressed the few points mentioned as above, but did take few more steps to get success in business. The companies are mentioned as follows:

a. Tyson foods – family controlled company, Springdale, Arkansas

b. Starbucks Coffee

c. S. C. Johnson and son, Consumer Product Company

d. Mellon Financial, based in Pittsburgh, 136 old financial institution

As per the case studies and survey findings mentioned by authors, for all four different organizations based in USA and few of them working Globally also, the

reactions, processes, outcome and understanding in the perspective of "Hidden Talent Search" is found out as follows:

1. Every company did follow a process and a strategy according to its own philosophy for business.

2. A leadership development checklist, a crash course, an exercise cum observation period of 90 days is followed; involvement of senior representatives in preparing blue print, etc. were separate initiatives by all above mentioned organizations.

3. Every organization was successful as mentioned in this publication.

This is nothing but, the efforts taken by all these organizations to identify, nurture and retain the talent within the organizations to save the business. This is the learning from this publication.

2.4.2. View about people in organization is expressed in **'Make Your Company A Talent Factory by Douglas A. Ready and Jay A. Conger in Harvard Business Review on Talent Management, Harvard Business Press, Reprint 2008 – RO706D'** [35]. Originally published in June 2007, reprint R0706D

All leaders from all organizations always say that, people are the company's most important assets. Somehow this say and actual ground realities may differ due to various business urgencies.

In this publication, authors have explained that at present the urgency and the concentration should be on making your company as a talent factory. To explain this concept, they have put forth the examples of following companies:

1. Procter and Gamble FMCG

2. HSBC Financial Group

Authors have explained two more concepts / theories as follows:

1. The functionality wheel

2. The Vitality Wheel – four important functions of business

Both the wheels do have various attributes and performance index related with each attribute.

Authors designed a questionnaire and collected the data related with above mentioned design for both the organizations.

Though the design and result are received for both diverse organizations following results can be mentioned:

1. Both the companies are working in different geographical domains with diversity in nature.

2. The practices and policies for hiring, retaining, searching and developing the talent are different for both the organizations.

3. Both the organizations understood a common concept "Find, Nurture, Develop Talent" for your organization as a whole.

2.4.3. Opinion about top talent is given in **'How to Keep Your Top Talent by Jean Martin, Conrad Schmidt in Harvard Business Review, 2010 Addressing the Skills Shortage in Financial Services by Better Assessing Internal Talent, Sean Conrad, March 2012'** [36].

Practically every company these days has some form of program designed to nurture its rising stars. With good reason—these high-achieving individuals can have an enormous impact on business results.

Programs aimed at this class of talent are usually organized around some sort of annual nomination process and offer targeted leadership-development opportunities such as business rotations and special stretch assignments. But despite the prevalence of these programs, most haven't delivered much in the way of results. Our recent research on leadership transitions demonstrates that nearly 40% of internal job moves made by people identified by their companies as "high potentials" end in failure.

Moreover, disengagement within this cohort of employees has been remarkably high since the start of the recession: In a September 2009 survey by the Corporate Executive Board, one in three emerging stars reported feeling disengaged from his or her company. Even more striking, 12% of all the high potentials in the companies we studied said they were actively searching for a new job—suggesting that as the economy rebounds and the labor market warms up, organizations may see their most promising employees take flight in large numbers.

2.4.4. The word C-suite is used for the key posts in the organization like CEO, CIO, CFO, etc. The article **'The New Path to the C-Suite by Boris Groysberg, L. Kevin Kelly, and Bryan MacDonald in Harvard Business Review, 2011'** [37] talks more about the new traits required for leadership in particular domain. This research was aimed to identify the critical traits of senior executives: past, present and future.

One important finding is once people reach the C-suite, technical and functional expertise matters less than leadership skills and strong grasp on business fundamentals.

A data was collected with the help of search firms, discussed changing business needs in light of new technologies, conducted interviews with executives who were serving and served in these positions as mentioned below:

The Chief Information Officer (CIO), the Chief Marketing and Sales Officer, the Chief Financial Officer (CFO), etc.

Now all companies are expecting a whole new breed of top executives to lead their business in multiple domains with happy team-work in new job requirements for every C post are identified and noted down in this paper.

2.4.5. Various models of human resources development have been discussed in the research article **'A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India by T V Rao, Raju Rao, Taru Yadav in Vikalpa, Vol. 26, No. 1, January-March 2007'** [38]. In India, the human resource development as a function got evolved from 1975. After the evolvement, what are its practices, how is it structured and implemented are the points which are discussed in this article.

The data were collected from 12 out of 50 organizations. These organizations differ from each other with respect to number of employees, product type, regular functioning, environmental / location wise.

Various areas like employees' satisfaction, performance management systems, feedback and counseling, Total Quality Management (TQM), training and development were examined for analysis. As a result, it has been seen that the implementation of HRD practices is still poor today because of

1. Lack of understanding and appreciation

2. Lack of competent HRD staff

3. Lack of professional preparation

4. Inadequate understanding of HRD conceptualization

The proper result oriented implementation in India may be possible only after crossing the above mentioned barriers.

2.5 WHITE PAPER:

This white paper **'Revitalizing Growth with Hidden Talent, Babson Executive Education, 2007 by Susan Foley'** [39] is generated through a book "Entrepreneurs Inside: Accelerating Business Growth with Corporate Entrepreneurs", published in 2007. Author for the book & White Paper is same, Susan Foley.

There are two terms as follows:

1. Entrepreneurship

2. Intrapreneurship

Both these terms are very vital for the growth of any organization. We know, entrepreneur is a person having lots of innovative ideas and he / she exploits the same; where intrapreneurs are the individuals / set of people working within an organization who are involved formally or informally in a process of investing new business initiatives, products, services, business processes for driving the business growth.

It is a sole responsibility of CEO of any organization to become entrepreneur & develop intrapreneurs within the organization and enhance the business growth of the organization.

A CEO of any organization faces lots of hindrances / obstacles while performing this major process. Few obstacles have been mentioned in this white paper which are:

a. A lack of commitment from senior executives

b. A lack of benchmarks or performance metrics

c. A dearth of entrepreneurial role models

d. Misdirected reward & evaluation systems

e. Resistance to change

To overcome the obstacles while performing as an entrepreneur, a CEO of any organization should possess some competencies along with key behaviors. The competencies of entrepreneur leader of an organization (CEO of the organization) are ranked graphically from high to low by author. The competencies are as given below:

- Ability to deal with unexpected challenges

- Thrives in an environment of change

- Takes initiative to follow through & honor commitments

- High tolerance for stress

- Displays willingness to take risks

- Holds self & others accountable

- Establish effective working relationships

- Strong self-awareness

While performing the role of an entrepreneur, CEO may face number of challenges, unwanted situations & replication of tough decisions. CEO should sustain & stand firm.

A guideline with 3 important elements explaining into details is given in this white paper for a mindset of CEO & organizations as given below:

a. Create the infrastructure

b. Practice & showcase what you preach

c. Measure your progress

Corporate/s should watch passively the hidden talent pool of corporate entrepreneurs & implement a framework to identify, recruit & retain new breed of corporate entrepreneurs by setting a new agenda for innovation & growth with understanding competitive scenario of global economy.

2.6 SEMINARS AND CONFERENCES – RESEARCH PAPER, RESEARCH ARTICLE, PROCEEDING:

2.6.1. **Dr. S. V. Bhave, VP, HRD – Bharat Forge Ltd., Pune** has written the article **'People Development – The Bharat Forge Way in 'Sampada' – Journal by MCCIA, September 2011'** [40].

Here, Dr. Bhave has explained HR mission and the objectives for Bharat Forge clearly. HR department has 3 innovative approaches for people development at Bharat Forge, Ltd.

1. Apprentice shop

2. Talent pipeline programme

3. Collaboration with technical institutes – seven schemes to develop people at different stages and levels.

It is also mentioned that there are accolades for Bharat Forge by 2 HR Excellence awards offered by

1. NIPM – National Award for Best HR Practices in 2009 &

2. Golden Peacock HR Excellence Award in 2011

2.6.2. The article in research working paper **'Employability and Skill Set of Newly Graduated Engineers in India by Andreas Blom, Heroshi Saeki - The World Bank, South Asia Region Education Team, April 2011, Policy, Research**

Working Paper (WPS 5640)' [41], has given views about skill sets of new graduates. The increased demand for engineers by various sectors of industries was considered and higher education system in India responded for the same by increase in engineering admissions by 800 % within 10 years from 1998 to 2008. During year 2005, NASSCOM along with Mckinsey reported that out of available engineering graduates only 25 % are employable. Accreditation board of engineering and technology ABET (Accreditation Board for Engineering and Technology) is working in US where NBA (National Board of Accreditation) is important in India for the same purpose quality of education in engineering. Both the ABET and NBA do have a common membership of Washington Accord which recognizes engineering degree across 12 member countries.

Keeping NBA learning outcomes in view, with the help of FICCI (Federation of Indian Chambers of Commerce and Industry), to understand skill set required in newly graduated engineer, world bank conducted a survey where they prepared questionnaire and sent to industry representatives. These industry representatives are from different sectors and from different regions allover India.

The survey was done during September 2009 to November 2009. It was found that only 64 % of employers were somewhat satisfied with newly hired fresh engineering graduates. All the required skill sets were identified & categorized into three factor skills as:

1. Core employability skills

2. Professional skills

3. Communication skills

A similar survey was already conducted in US in 2004. So survey in India and survey in US were compared for ranking of important skills in India and US by industry professionals.

As per Bloom's revised taxonomy high order thinking skills and low order thinking skills were checked for outcome of this survey in India. It was found that the skill gap is severe in high order thinking skills like creating, evaluating, analyzing. In India, the importance is still given to low order thinking skills like remember understand and apply. This is a traditional way of education on skills in India.

Dissatisfaction levels between Indian and US employers is also plotted in graphical level.

Engineering students need to update their skill set for improving employability.

2.6.3. The paper **'Perspectives on Skill Development in Maharashtra Matching aspirations to opportunities, Delloite knowledge paper for SkillCon India, March 2013'** [42] has thrown light on skill gap and bridging the gap aspirations for various industrial sectors in Maharashtra, like

1. Automotive sector and OEM

2. Textile sector

3. Telecom and telecommunication sector

4. Electronics and IT hardware industry

5. IT and ITeS industry

6. Agro processing sector

The skill gap for each and every type of industry sector is explained into detail in tabular form. It is also mentioned about the requirement of faculty development programme.

The paper also has explained little comparison for such study state wise within India and few learning and take-away in comparison with other countries across the globe.

2.6.4. The survey report **'The Interface Year Book 2014, Global Talent Track, Power Ahead'** [43] was published in 2014.

This comprised of opinion and thought process of various leaders who represented various industries and engineering education at graduate level. Few HR consulting organizations, training provider organizations were also included.

Lots of research and survey reports were taken into consideration. This includes not only India, but at Global levels too.

Current trends in employment, economy and demand, growth potential, growing leadership gap, employee perceptions, talent scarcity, etc. were surveyed and plotted. Experts' opinion about bridging the industry academia gap, innovation in technical education to meet emerging technical needs, technology in education, talent priorities along with employment trends in manufacturing sector and trends of training for improving employability were discussed at large.

2.7 SURVEY REPORTS – GENERAL AND SUBJECT SPECIFIC (LOCAL, NATIONAL AND INTERNATIONAL):

2.7.1. A research Global manufacturing study **'Managing the Talent Crisis in Global Manufacturing – Strategies to Attract and Engage Generation Y by Deloitte, ISBN 1-934025-02-X, 2007'** [44] related to the topic mentioned above was published in year 2007.

The manufacturing industries always have global ambitions & the talent present in industry never matches with these ambitions. This forces the industries to search for new talent & manage the same.

The manufacturing industries are working at global level. Since, they have to market their concept at global level; they have various challenges like coordinating globally dispersed workforce with various skills & expectations.

The talent gap may hinder the progress of manufacturing industry. So industries should be aware of lack of employability, improving the negative image of manufacturing industry, changing pattern of engineering graduates, job related continuing education, etc.

This report has focused on the topic "Challenges & Opportunity of Talent Management" in emerging markets like China, South East Asia, India, Latin America, Eastern Europe in connection with generation Y. Generation Y is defined as people born between 1982 & 1993. As per the estimation, by year 2025, 40 % to 60 % of workers across the world's most populous nations including developed & emerging markets is going to come from generation Y and more younger generations. The greater challenge is to convince generation Y to accept and to have a career in manufacturing jobs.

As per the survey report, change in working population (ages 20 to 64) from year 2005 to year 2025, it is proved that global manufacturing domain in all types of industries will have a scarcity of attracting & retaining the talent.

The challenge & opportunities of talent management in emerging markets related to the above mentioned is studied carefully & the same is connected to needs of generation Y. New strategies & shortcomings of current approaches are taken into

consideration in connection with generation Y & a Develop – Deploy – Connect model for manufacturing industry is proposed through Deloitte research study.

The Development – Deploy – Connect model is to be considered for generation of capability, commitment & alignment, the basic requirement of performance improvement. Effective implementation of this model can take care of the retention.

To address the social issue for global manufacturing sector, Deloitte took very good steps & the results for the same can be seen from next survey report in near future.

2.7.2. The survey about talent **'Spotting Talent, Catalyst Organization Development Consultancy, 2009'** [45], was done in 2009. The biggest challenge in front of all organizations is nothing but finding, nurturing and keeping right people with right skills. Some people do have "Something Extra: which results in overall success of the organization. Unfortunately, such people are in "Short Supply".

Now, the global talent crisis poses lot of questions related with spotting talent, searching for hidden talent, searching for something extra, etc.

From various studies, surveys, it is found that talent is nothing but combination of ability, attribute, behavior, track record, engagement, aspiration.

The key differentiations of successful people are purpose, self mastery, mindset, action, change, and continuous learning.

To assess the individual against the points mentioned above (6+6), all managers need training.

There are total 3 practical tried and tested tools to identify talent and known as talent tools. These are as follows:

1. Career management matrix – Potential identification and comparison of talent against standards of each level. (Leadership level and technical level – 1 to 5).

2. Performance and potential matrix

3. Talent forum – For tool 1 & 2, this tool is very much used. The forum encourages constructive discussions and debate between peers at similar level and hence, assessment of individual along with planning for their career development.

By this way, the uncovering of hidden talent, which might have overlooked within the layers and structures and unexposed to decision makers can be achieved.

2.7.3. This advisory report **'People and Change: Hidden Talents – Optimizing Investments in Talent Management by KPMG, RRD-161020, Advisory Report, September 2009'** [46] was based on survey of HR & talent directors in May 2009. The approach of KPMG towards talent management is based on three important points:

1. Understanding & optimizing efforts & money spent on talent by understanding the best ROI (return on investment)

2. Identify & target critical roles in an organization where efforts & money spent will be realized.

3. To translate the meaning & objective to these critical roles in an organization into high value career paths for individuals to ensure the strategic goals of the organization.

As per the survey done in May 2009 & the data analyzed about the objectives of KPMG.co.uk, this is applicable to all types of industries, employees in UK.

2.7.4. The India talent survey 2012 **'India Talent Survey Report 2012 – Perspectives on Young Talent in India by Jeffschwartz, Pooja Bajpai - Deloitt, AIMA, July 2012'** [47] was conducted to understand / examine "Employee expectations" with respect to industry, geographic, generations and gender also. Four major questions and categories were involved:

1. Employee attitudes and employer's capitalization for changing mindset of employees.

2. Employee perspectives across generation and gender on key talent issues.

3. Employees' perception about HR and talent programmes along with HR capabilities in global scenario.

4. Perception of your employees about organization and what difference it makes to make your organization world class in global scenario.

Key Findings:

1. Among the total employees surveyed in India, 57 % expect to remain with their current employers in the coming year.

2. The top retention strategies of the Indian work forces are "Promotion / job advancement" (57 %), "Additional compensation" (53 %), and the "Opportunity to work abroad" (46 %).

3. A cash incentive may not be the primary motivation for employees staying or going, but our survey suggests it remains one of the fundamental retention techniques for HR leaders.

4. Lack of compensation and lack of career options are the top reasons that influence generation X and millennial employees to make a switch – this dual

focus on meaningful careers and compensation summarizes the top concerns of India's Tiger Cubs.

5. Interestingly, "Flexible work arrangements" is identified as a need consistently across generations and gender as an important retention strategy and an incentive to delay retirement.

6. Millennial "Tiger Cubs" distinguish themselves from other generations by identifying a "Fun working environment" as a key consideration for the overall employee experience and brand.

Some other findings:

1. Aging individual's requirements are: easier workload, additional compensation, ability to integrate family, community and work commitments and opportunity to change fields.

2. There is a significant opportunity for HR and talent programmes to improve their effectiveness, since the companies are at least meeting expectations of their employees.

Conclusion:

Lots of details are shared by this report to understand employees expectations / perceptions and views with different attributes, which are really a point of concern for every HR professional across the industries.

2.7.5. A Canada based agency CEDEC (Community Economic Development and Employability Corporation) did a survey **'Employment Practices and Employability of the Hidden Talent Pool: The Mature Workers, Survey Report by Charles Shahar in October 2012'** [48] in Qubec region and the target / objective was to study employability and employment practices of people above age 45 years.

They were termed in this report as "Matured Workers". Interestingly, a contradictory situation was observed through this report. This study was published in October 2012. As per sensex projections in Canada, half of the population of Qubec is going to be above the age of 45 by year 2036.

Through this survey a detailed study of employers, employees and employment practices related with matured workers was done.

On one side, it was accepted by everybody that matured workers possess qualification / required skill set / experience. So, they should get employment very easily. On the contrary, it was found that a big lot of matured workers is not employed. They found it difficult to get employment due to various reasons:

1. Expectations of matured workers are different than employees' expectations.

2. Computer literacy in matured worker is less.

3. Salary and job security expectations amongst mature workers are very high.

4. Learning new things and working for long hours is having a resistance from matured workers.

CEDEC recommended few solutions to overcome this problem as follows:

1. Awareness campaigns at different levels and in different ways to meet the objectives

2. Different training and development programmes

3. Different policies by addressing need of matured workers and encouraging employers to hire mature workers

To address the forthcoming / future social problem of unemployment of matured workers (above age 45 years) in Qubec (Canada) Government agencies, NGO,

employers, educational institutes, working professionals and matured workers are motivated by various programmes, campaigns, policies.

In near future, the problem will be well addressed by results shown.

2.7.6. The title itself suggests that only a "Paradigm Shift" – a major shift in thinking and assumption can help to tackle the global talent shortfall. This consulting company did a survey **'Paradigm Shift – Building a New Talent Management Model to Boost Growth by Beth Brooke, Dina A. Pyron, Peter Matthews, Bill Leisy, Ernst and Young, 2012'** [49] and presented a report where they have mentioned the key challenges in front of companies as an outcome.

1. Corporate workforces are becoming more global, but talent management is not keeping pace.

2. Companies struggle to invest strategically in talent management.

3. Measuring the effectiveness of talent management remains a challenge.

4. The skills and competencies required by future business leaders are changing.

5. Companies lack robust succession plans to identify the next generation of leaders.

Here, the company mentioned a typical problem of talent management sector wise as follows:

1. Oil and gas – search of the right skills

2. Automotive – search of balance

3. Consumer product – search of agility

4. Asset management – search of global reach

5. Mining and metals – search of new solutions

Key strategies for maximizing ROI:

1. Think long term

2. Measure the right outcomes

3. Adopt a disciplined approach

With the help of these three strategies, organizations can find solution for their current problem.

2.7.7. Aspiring Minds is one of the world's leading assessment companies that helps organizations, governments and institutions measure and identify talent, who identifies the need of the companies about human resource requirements and contacting academia to search for the workforce. It works for the human resource graduate and above. The agency did survey **'National Employability Report 'Graduates', Annual Report 2013 by Aspiring Minds'** [50] to find the employability and based on the reports they have developed a special assessment module as AMCAT (Aspiring Minds Computer Adaptive Test) under which there are various tests designed to select the graduates.

Aspiring Minds undertook survey in India for consecutive three years as follows:

1. National Employability Report – Engineering Graduates 2011

2. National Employability Report – MBA Graduates 2012

3. National Employability Report – Graduates 2013

In the report of 2013, Aspiring Minds also learn through past experience and demand – supply situation and focused the survey as follows:

1. Focus on graduates in India

2. Focus all over India: North, South, East, West

3. Focus on students studying in tier II and tier III cities: Urban and Rural India

4. Focus on employability of males and females

5. Focus on outcome of education system – needs to recheck

6. In allover India, 47 % of graduates are not employable in any sector of the knowledge economy

2.7.8. A London based agency in UK, Local Government Association, published a survey report titled **'Hidden Talents II: Re-engaging Young People, the Local Offer, Local Government Association, L 12-783, in January 2013 by David Simmonds, Peter Box CBE'** [51] in January 2013.

The main aim of this survey was to understand the reasons behind too high unemployment of youth in Britain for long term. To understand this problem deeply and find out solutions for the same was main intention behind this survey.

From year 2008, the long term youth disengagement was found out. The numbers are alarmingly high. So, this agency appealed to empower local authorities of Government of UK to have a National programme / services to solve the problem by targeting young people between the age group of 16 and 24. By this way, the social problem of unemployment of youth in UK can be addressed successfully.

There are problems under long term youth disengagements like:

1. Long term youth unemployment by duration from 2008 – 2012

2. Young people claiming job-seeker allowance from 2007 – 2012 (it is increasing from 2008)

3. Proportion of 16 to 18 years old, who are not in education, employment or training (by year 2011)

Different local models (with local government agencies along with partners) emerged out of these efforts. The details are named as:

1. Wakefield – early identification and targeted joint working

2. Derbyshire – reducing unknowns

3. Salford – early identification and effective data sharing

4. Nottingham City Council – supporting schools to reengage young people

5. Worcestershire – combining programmes with local services

6. Wolverhampton – multi – agency working around school

7. Hertfordshire – holistic approach for hardest to reach

8. Brighton and Hove – focus on employability

9. East riding – combining national and local provision

10. Lewisham – integrating local services around most disengaged

11. Gateshead – innovative council and provider partnership

12. York – supporting people with SEND towards employment

13. Hartlepool – bespoke employability programmes

14. Staffordshire – targeted preparation for employment

15. Basildon – trade school partnership and young engineers club

Different local agencies with partners came up for different reasons to solve the main problem. This is as follows:

1. Transition from work to education – 3 different models / deals

2. Education for 16 to 24 years old – 6 proposals

3. Apprentiships – 5 proposals

4. Careers information, advice and guidance – 3 programmes

5. Support in the labor market – 3 proposals

6. Job centre plus – 5 funding programmes

7. Work programmes – 3 programmes

8. Wage subsidies – 3 initiatives

United Kingdom's local government agencies along with their different partners did work hard to design and implement to solve the problem. Various positive, potential outcomes for young people of UK with National prosperity are expected by year 2015.

2.7.9. A study report **'Building the Right High Potential Pool – How Organizations Define, Assess, and Calibrate Their Critical Talent by Lorraine Stomski, Jill Attkisson - Aon Hewitt, January 2013'** [52] was published by Aon Hewitt, in January 2013.

In year 2001, Hewitt Associates started world's most comprehensive longitudinal study for leadership and leadership practices. More than 2000 organizations have participated in this study from last 10 years, year after year. Now, the name of the organization is changed to Hewitt Associates.

Through recent study in year 2013, it is stated that "Shortage of skill talent" is a global and a real problem / threat in front of organizations. The statistics highlights are as follows:

1. Shortage of skill talent was 30 % in year 2009, now it has reached to 34 % currently.

2. The crisis is currently affecting all employers demographically as follows:

Japan – 81 %, Brazil – 71 %, Australia – 50 %, USA – 49 %, India – 48 %

Here, to solve the shortage of skill talent problem, lots of words are used for discussions – e.g., critical talent, top talent, high potential, A, B and C players, high performers, average players, etc.

The definition of high potential and the definition of high performers is different, since high potential performers are always high performers; but the reverse is not true.

The high potential is classified into 3 major categories based on core competencies as:

1. Fundamental dimensions – cognitive and personality

2. Growth dimension – learning and motivation

3. Career dimension – leadership, performance, knowledge, cultural fit

There are various definitions stated by global top organizations about "High potential" and labeled as follows:

High potentials, great performer with significant upside, great performer, promotable

AON Hewitt has defined "Potential" of an individual and it is categorized in 4 parts:

Individual's performance, character, capability, motivation

It is furthermore categorized as per the demonstration by individual:

High potential, medium potential, at potential

High potential individuals should be placed in the spectrum by checking the secondary component as "Readiness". The influential factors for readiness are career stage, location and diversity.

Ready now – less than 1 year, Ready soon – 1 to 3 years, ready future - >3 years

Assessing high talent pool is must and the competitive organizations already started working on it to uncover "Hidden talent". AON Hewitt did suggest a guideline based on research and years of expertise during observation for best practices. There are 5 central components:

Legal and professional guideline, multiple methods, flexible, cost effective, promotes ongoing development.

Here, the various examples regarding global organizations mentioned about "How top companies calibrate top talent". The names of organizations are as follows:

Pepsico, Aditya Birla Group, IBM, Target Corporation, NZ Refining, Whirlpool Corporation, American Express, L'Oreal, North America Top Companies

A 5 step process is clearly explained here from identification of talent to sustain and grow further:

1. Identify high potential talent in an objective, future – focused manner.

2. Calibrate this talent on a regular basis, using multiple inputs.

3. Create action plans and career maps for these top performers.

4. Recalibrate talent and move individuals on / off the high potential list accordingly. and

5. Hold leadership meaningfully accountable for each of these steps.

2.7.10. In scenario of 2013 globally, the survey **'The Great Talent Shortage Awakening: Actions to Take for A Sustainable Workforce by Manpower Group, 2013'** [53] found out that the "Only Certainty" is "Uncertainty with lots of attributes". It is proved and found "35 %" of employees on an average report having difficulty filling jobs due to lack of available talent.

There is a growing concern about the talents shortage's impact on business. Here, the global rate is compared with Japan and Brazil.

The top 3 reasons shared by employers:

Technical competencies (hard skills), lack of available applicants, lack of experience

Comparative talent shortage percentage of India and China:
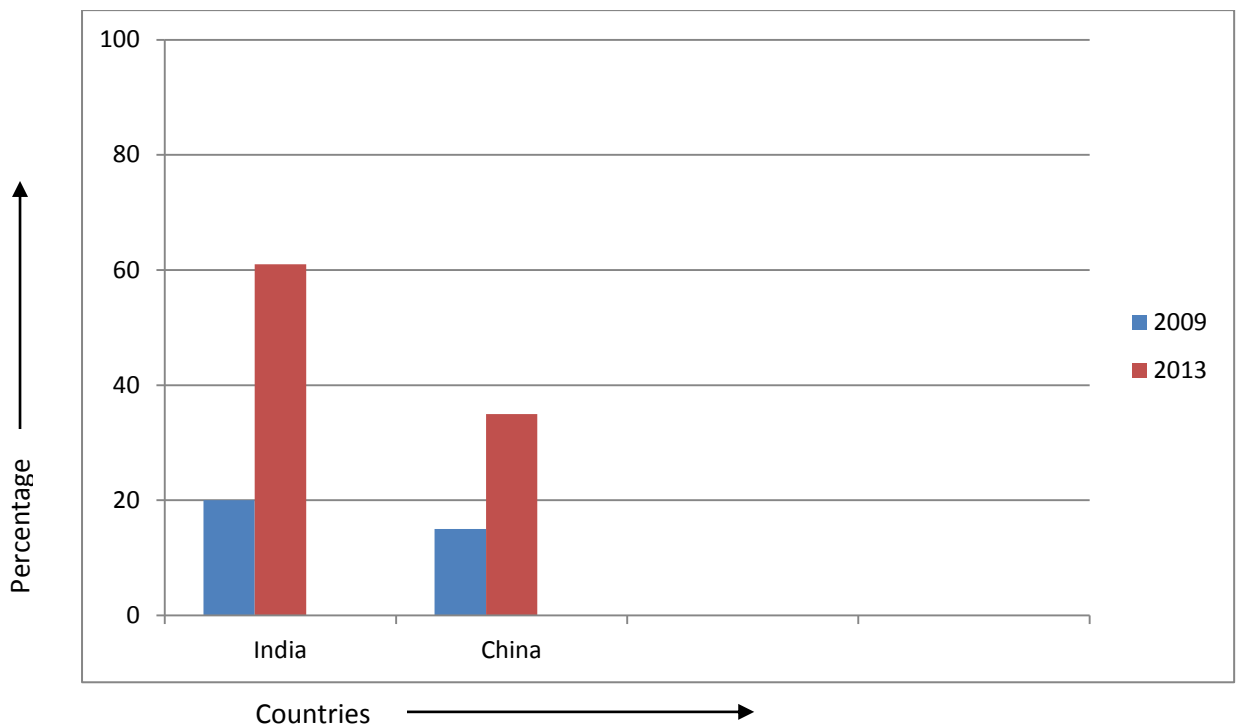
Graph 2.1 Comparative talent shortage percentages of India and China

As per the survey 2013, global 10 important jobs (employers having difficulty for acquisition / filling)

Skilled trade workers, engineers, sales representatives, technicians, accounting and finance staff, management / executives, IT staff, drivers, secretaries, PAs, administrative assistants and office support staff, laborers.

Globally, 13 % of employers are redoubling their efforts to recruit from untapped talent pools.

Only 4 % are actively looking to recruit from young workers and only 2 % are from adding women from workforce.

Here, the solution for the problem is suggested in different innovative ways, where focus is on HR and the framework for talent development, new source of talent, agile strategy from the outside and various strategies including collaboration with educational institutions.

2.7.11. **'The India Skills Report by People Strong, Wheebox, CII'** [54] was published by People Strong in 2014.

People Strong is multi-process HR outsourcing and Technology Company. Wheebox is online talent assessment company. CII, founded 113 years back, is India's premier business association with direct membership of 7,500 organizations, which includes private, public sector, SME and MNCs and indirect membership of 83,000 companies from various associations.

All these 3 brands came together to survey, study and understood following important aspects of Indian job market:

1. Impact of rising demographics of employment

2. The great Indian talent conundrum

3. Requirement of different skill set in 2022

4. Shaping students for a sound corporate future – supply chain talent

5. Tapping the talent landscape: with the help of online assessment by Wheebox – WEST (Wheebox employability skill test)

Some findings were also recorded through this study which are:

1. Various trends related to corporate job survey

2. Views of employers

3. Views from academicians

4. Views from jobseekers: freshers (students)

5. Bridging the demand supply gap: various ways

The researcher observed few points from this survey cum study report. These are as given below:

1. One Lac students from 27 States and 7 Union Territories went through the process

2. 100 + corporate organizations were involved in this process

3. Southern and Northern India was involved at highest level

4. Western India like Gujrat, Goa, Maharashtra, Madhya – Pradesh participated after Northern and Southern India

5. Employability rate of students from Southern and Norther India is better than Western India

6. It is very contradictory picture that corporate / companies want to get themselves established in Maharashtra more as compared to other parts of India; but on supply side Maharashtra is weak, which is evident from this report.

7. The branches of education and difficult job roles are also explained graphically in various forms to give exact picture of demand and supply chain (education and industry)

2.7.12. In the report, **'Totaling the Hidden Talent – Youth unemployment and underemployment in England and Wales by Laura Gardiner, March 2014, A**

Report Commissioned from the Centre for Economic and Social Inclusion by the Local Government Association' [55], done in 2013, the Local Government Association (LGA) has defined Hidden Talent in 5 categories and it is related to unemployment and underemployment, which is a social problem in London and Wales.

As per the report, it is predicted that a third of all young people would be out of work by 2018, if there would not be control by local areas over skills and training. LGA has analyzed that of the 2.5 Million young people struggling to find enough work, around five –sixth people will be kept unemployed or underemployed.

The report also says that the true scale of youth employment is being hidden. The overall picture of the hidden talent in areas around London and Wales is predicted.

2.8 COMPANY SPECIFIC AND SUBJECT / AREA WISE SPECIAL SURVEY AND STUDY REPORTS:

2.8.1. Boston Consulting Group published a study report **'Hidden Talent: Opportunities for action - Boston Consulting Group, article, July 2007 by Anders Fahlander, Angela Schwartz' [56]**, in July 2007.

Due to current Technological, Industrial & Global changes, all industries are going into a constant transition period. All corporate are facing this situation seriously. The transition for corporations is happening through events as mergers, downsizing, leadership changes, and retirement within the organization. This results into the key knowledge leaving the organizations.

Corporate should take various steps to identify key knowledge holders, other valuable employees within the organization. This important task is termed as identifying the hidden talent within the organization.

To identify hidden talent, there are several ways / programmes & it may differ from organization to organization.

Companies / organizations / corporate should device programmes to link the knowledge aspect of organization with current human resource strategy. This is the next step after identification of hidden talent.

A term is coined here as key knowledge holder. Here, key knowledge holders may be group or team or individuals & they are labeled as

Problem solvers, mentors, bridges

A sample survey is explained of one US based industrial goods company. About 10 % of key – knowledge holders are termed as critical knowledge holders & they should be retained & necessary care should be taken.

The authors for this report are based in BCG office of San-Francisco & Atlanta. So, this report may be majorly related with employees & employers in US. The report was published in year 2007.

In conclusion, authors say that, baby boomers will retire. Concentrate on career choices, key knowledge holders, other valuable employees & the knowledge generated, learned, built by retired people, generation X & Y, working within the organization.

2.8.2. Accenture published an article **'Solving the skills crisis, Outlook – The Journal of High-Performance Business (Accenture), Number 3, Article'** [57], in 2011.

All four authors represent Accenture, which is consulting, service, delivery organization in service sector, which was ranked at no. 50 globally in year 2010.

To start with the explanation of the problem a case study of USA based medical device maker industry is explained. The problem is "Inadequate knowledge and skills of employees and organization as a whole, about the product they were manufacturing".

The main important thing was highlighted as current industry do not use the term "Unskilled labor, which is disappeared from vocabulary".

Accenture did a research and conversation with executives from various industries for addressing the current problem and finding out solutions.

The conclusion is as follows:

There are total six strategies suggested which should be taken into consideration for all types of organizations to address the problem of skill gap and remain in competition. These are as follows:

1. Think competencies and fit, not just skills

2. Use new recruiting and hiring techniques to attract the skills you need

3. Borrow talent in creative ways

4. Mine your own organization for hidden talent

5. Tap into learning innovations to more quickly develop the skills of your own people

6. Redesign skills by redesigning the work

2.8.3. The study **'Modern HR in the Cloud – Building Critical Talent Pipelines – Creating a Plan for Staffing Critical Job Roles by Oracle Corporation'** [58] was presented by oracle in 2013. While doing this study, the company has used various

research / survey / reports published from year 2008 to 2012. This is in reference with companies from US and UK. The highlights of this study are as follows:

1. The impact of roles performed by that talent is not same for an organization.

2. Every role is assigned with either must be performed or perform well.

3. Building critical talent within the organization.

The study suggested 12 steps methodology for building critical talent pipeline as:

Determine current and future needs, assess the talent inventory, determine the Mix for filling gaps, define the pool of internal candidates, assess and develop the pool.

Track development progress, track promotion and turnover rates, define the pool of existing external candidates, define and execute campaigns to engage candidates, assess and refine current sourcing strategies, implement and monitor sourcing strategies, track the overall size and quality of internal and external pools

To implement the methodology, organization should use specific data, analytics and robust technology platforms to address the issue.

Here, the data presented by oracle in tabular form with following three titles:

Strategic changes to HR in an economic crisis, Access to the data only for US (whether yes or no ?), Attraction and retention difficulties – variance: North and South America V/s Brazil, Canada and global Asia, Europe

2.8.4. **4th CII Global Summit on Skills Development, 29-30 November 2010, Trident, Nariman Point, Mumbai, Confederation of Indian Industry since 1895 (CII)** [59].

As per vision by then Prime Minister of India in 2010, the task of creating 500 Million certified and skilled technically trained manpower by year 2022 was in focus for this Global Summit by Confederation of Indian Industry (CII) .

The problem of education / training and un-employability was discussed in detail. This forth Summit, progression of earlier 3 Summits, was the platform for "Words to Action", where Global Partnership for Skill Development for the cause was discussed for 2 days.

In a discussion paper, "Skill Gap in the Indian Economy – A Basic Overview", author Dr. M. Rajesh, Regional Director, IGNOU Regional Centre, Mumbai, had explained in detail.

He did notice 2 major areas of skill deficit in Indian Economy:

1. Engineering skills

2. Soft skills

He had suggested following points for bridging the skill deficit:

1. Public – Private Partnership

2. Government efforts – 3 ways

3. Industry – Academia joint efforts – 4 examples

Author was firm about his study and solutions suggested to meet the vision by Hon. Prime Minster by 2022. He added that the goal could be met by 2020 only.

2.9 M. PHIL AND PH. D. THESIS OF INDIAN AS WELL AS FOREIGN UNIVERSITIES:

A Study of Hidden Talent Management in same Status Employees with Special Reference to Industries in Pimpri-Chinchwad (2000 to 2010) [60], Thesis submitted in 2013 by Rajesh Agarwal

Researcher is very much clear about "Hidden Talent Concept" for employees and their relation for individual's perspective and support to organization. He has personally interviewed workers or assistant level employees in various organizations. His area for survey was manufacturing industries in Pimpri Chinchwad region only. The span for analysis he considered was of 10 years. He was successful for fulfilling his objectives for his study purpose.

He has suggested to carry out further research on people of all cadres above worker or assistant grade like supervisors, engineers, managers, etc.

2.10 INTERNET ARTICLES AND WEBSITES:

2.10.1. The article **'The Talent Within: Finding Your Hidden Gems' [61]** on internet is nothing but the experience of author **Kevin Wheeler**. He is very much concerned about finding the hidden talent within organization. He has suggested three steps as follows:

Simply ask, provide internal development, and force them to appear

As per Kevin Wheeler, it does have challenge, risk and benefits involved.

2.10.2. This concept is explained in an internet based article **'Unleash the Hidden Talents of Your Employees, 2009' [62]** by **Ethan Chazin** with a fictitious customer service representative Jessica Rivera. The focus of this entire discussion is on Human Capitol Development audit.

Author suggested few points which give increase in personal skills and organization performance as a whole.

2.10.3. The article **'Winning the Talent War in Local Markets by Staying Global, Matthew Pettigrew, 2012'** [63] was drawn from conversation and interviews with leaders of global firms and research done by company.

Many global companies are struggling to understand the challenges. To understand the challenge and respond companies should act at both local and global level. This activity should be implemented in such a way that whatever talent strategy you are defining, it gives importance to the people and the skills, capacity needed at every level and each location. It also says that always give importance to want and values of your employees. Here, the example of TATA is given.

Examples of lot of Indian leaders for global organizations are already mentioned. Few companies are as follows:

TATA, Master Card World Wide, Pepsico, Unilever, Johnson and Johnson, etc.

Building relations between employer brand and employees family is also an important point for companies. Developing internal talent is must when you cannot attract the talent from outside.

"Finding more leaders in local markets and improving ability and interest of X-patriots from all over the world to work locally"; this task is quite challenging for all the global companies.

2.10.4. An article **'Find the Hidden Talent in your Organization, by Patrick Gray'** [64], was published in April 2013.

The author understood this through a case study of his own experience. On this basis, he said that hidden talent exists in all levels of most organizations.

2.10.5. In the article **'Discovering Hidden Talent within Your Organization by Paul Hebert'** [65], the author has talked on a model of a labour market. The

combination and proposal for high talent, best pay package, commitment, incentives, market for mediocre workers and inefficiently low output levels, while simultaneously raising the wages for high talents has been given in the article.

2.11 OBSERVATIONS AND SUMMARY:

In view of the above literature review made, following important observations can be noted:

1. Once upon a time, HR's role was considered as administrative only. Now, because of changing workforce demographics, HR needs to equip oneself to solve the problems at all fronts, because people run the business.

2. The process of behavioural interviewing through behavioural profiling strengthens the people management policy by keeping the organization as top performer.

3. Employees in India across various age groups do perceive the things. Employers need to understand the mindsets of employees in India, the region, honing the understanding across generations and genders on key talent issues. It helps employees for attracting and retaining key talent.

4. Not only engineering students but all graduate level students also need to update their skill set for improving employability.

5. Skill mismatch is to be addressed not only up-skilling but right skilling.

6. There are various impact factors for individual's talent. And ultimately employee's impact on organizational performance is to be targeted.

7. Individual employee does have hidden talent. Companies may or may not address the same due to their demands. Searching of hidden talent within organization may help employees.

8. Skill crisis and reasons, hidden talent, need of talented employees and its fulfilment at age levels, recruitment, joining, HR policies through Human Resource Development, attrition, retention, etc. need to be studied in detail and the impact on organizational performance is to be understood.

2.12 NEED AND SIGNIFICANCE OF STUDY:

Hence, need to study the specific problem of hidden talent search and its effect on skill crisis and organization performance in select industries in and around Pune region felt necessary by the researcher.

Based on literature review, as well as interaction with Industry experts, few points emerged as vital guiding facts which included that, only a survey which was already undertaken by one PhD scholar who focused on hidden talent search at workers only in Industries in PCMC (Pimpari Chinchwad Muncipal Corporation).

2.13 CONCLUSION

Hence, for this research, it was thought necessary to cover the talent search at junior management to top level management in the organizations where the problem of attrition is very grave. Thus the focus of this survey was purposefully selected covering target respondents of industries in large and medium scale in Pune region.

Chapter 3

Research Methodology

3.1 INTRODUCTION:

When the researcher decided to conduct the research in certain area, i.e., manufacturing industry and service industry, in and around Pune region, he found that there is always requirement of all categories of employees like fresh graduates, experienced employees, various positions in management e.g., junior level, medium level, senior level, etc. . But it is not fulfilled at desired level from either side. Researcher has been working as Training and Placement Officer since a decade, who is responsible for recruitment in industry at entry level for engineering graduates and post graduates.

While working on the portfolio, he also understood that it is never restricted to engineering, but entry level in manufacturing and service industries as a whole. This has given a wider spectrum to the researcher to think about industry and recruitment. Hence, the title was formulated as:

"A study of Hidden Talent Search as a solution to 'Skills Crisis' and its impact on 'Organizational Performance' with special reference to select Large and Medium size Manufacturing and Service Industrial Units in Pune Region during the period 2010 – 2014."

Research cannot be completed without a standard process and system. To conduct research activity, one has to work on secondary data. The secondary data, which is easily available in the form of research papers, results, articles, survey reports, etc.; which is the

evidence of activities took place in past. The secondary data gave the appropriate direction for the actual work for research.

After studying the secondary data, the basic scope for primary data collection was finalized. Then it was decided to collect primary data from the targeted respondents through various means such as interviews – face to face or telephonic, questionnaire response through email, etc. The steps to be followed after collection of primary data were decided. Also the time frame for the collection of primary data was finalized.

3.2 RESEARCH IN BUSINESS AND RESEARCH PROCESS:

Industries allow conducting research formally or informally for their growth. They always study the parameters; apply the results for their growth for day to day activities. They never wait for the research to happen, since it is ongoing, continuous activity for their existence. They never wait for things to happen; they propagate research for their own interests.

Secondary data of this research is the outcome of their research.

Organizations always state problem statement for their business and they expect correct solution in optimum time with optimum calculations as per the business.

This is evident and it helps industry to solve mutual goals and objectives, in a wider spectrum, which in turn helps both and suggest some kind of solution at large.

3.2.1 Business crisis faced by organizations:

Each and every company / organization who runs business faces 'Business Crisis' during various stages / phases of progression of business at intervals of time. These crises cannot be termed as a typical problem occurring regularly. It is a complex situation with variety

of problems, which needs a proper and detailed analysis of the situation. It gives various root causes and multiple solutions at various stages. Some of them can be categorized as starting phase of the business, fund / money availability, leadership problem, internal training and development, delegation of authority and succession problem, etc.

3.2.2 Formal process of searching hidden talent:

In many of the organizations, to have the sustainable growth of the organization, talented, skilled, efficient employees are always seen as their assets. To fulfill this, organizations do make efforts to recruit and retain them through talent management process. The available pool of talent is known to HR Professional. The HR Professional of every organization needs to scan and understand the "Pulse of the human talent within the organization". During this, the entire process of understanding the details of existing talent within the organization, HR professional is supposed to do X-Ray scanning of the human talent available. This detailed X-Ray scanning of the human talent and recording of the same in details is known as "Searching of the hidden talent".

This always helps to every HR professional of any organization to sort out multiple problems faced by him / her.

It is nothing but mining / searching the available talent within the organization and searching the talent which was unidentified during process of recruitment and selection at previous stages of talent management activities.

3.3 PROBLEM DEFINITION:

As a practising training and placement officer of a premier technical institute affiliated to Savitribai Phule Pune University, researcher came across few conclusions which forced

him to intervene the deep inside process of HRM and HRD. Few points can be mentioned as follows:

1. There is always a requirement for fresh engineers as well as management graduates / post graduates in all types of organizations in total.

2. This requirement is instigated by attrition rate.

3. The above fact results into widening gap as well as perception in organizations leading to certain loop holes in the system of appropriate assessment of the need of proper employees at different levels, their job engagement, process of training, grooming and development, appraisal and feedback, etc.

These observations gave the identification of some problematic areas like business crisis, skill gap, retention / attrition, etc. It was the basic requirement for the researcher to know the causes for these situations and correlate them with his profession.

So the problem definition was formulated and a thought process was pipelined to decide how to study these problems.

The problem statement was defined as:

"To study & correlate the search for Hidden Talent and its effective utilization for the betterment of organizations in Pune Region with special reference to selected Large and Medium size Manufacturing and Service Industries."

3.4 OBJECTIVES:

1. To analyse the reasons for "Skills Crisis" which lead to business crisis and thereby affects "organizational performance"

2. To search for hidden talent, its acquisition and their up-liftment through effective utilization

3. To evaluate the efforts for hidden talent search on parameters for quality assessment

4. To suggest a model describing hidden talent search process and its effectiveness (impact) for sustainable organizational growth

[For any business / organization, growth is must along with profit margin. The growth should be continual or continuous but it should be consistent over a longer period of time. Such type of continued growth of business and organization is termed as "Sustainable business growth".]

Quality assessment parameters for hidden talent search:

1. Proactiveness

2. Helping others

3. Team leader

4. Team spirit

5. Leadership

6. Decision making skill

7. Time management follower

8. Communication skills

9. Technical expertise

10. Ability to learn – adaptiveness

11. Innovation

3.5 HYPOTHESES:

1. There is an awareness about the concept of "Hidden Talent" in large and medium size organizations.

2. There is no formal process to identify "Hidden Talent" for organizational benefit and solving the skill related business crisis

3. Hidden talent contributes towards sustainable organizational growth

3.6 DATA COLLECTION METHOD:

a. Primary data:

Based on the secondary data available, it was decided to seek and obtain opinions of business leaders and managers, HR representatives from industries as per the scope of research study decided. It was also decided to use steps as follows:

1. To conduct pilot survey for testing of questionnaire – actual face to face interaction related to primary data for select industries

2. Based on the response for pilot survey, certain modifications were made in the questionnaire.

3. To fulfill the objectives, sample size was selected.

4. Actual survey was made.

b. Secondary data:

Secondary data was available as a source of research material in various forms. Out of which certain material was either directly connected / useful/ important with the present

research topic or also the other material though was not directly connected but was relevant for confirming the objectives, hypothesis of the present research.

The said Material was categorized as follows:

1. Books

2. Research journals

3. Research magazines

4. White papers

5. Proceedings from seminars & conferences

6. Various survey reports : local / national / international

7. Company specific special survey & study reports : subject & area

8. M.Phil and Ph.D. thesis : Indian & Foreign Universities

9. Internet articles and websites

3.7 PILOT SURVEY:

As per pilot survey, HR representatives from total 15 different organizations in Pune region were interviewed for "Understanding the search & relation of hidden talent within organization".

The details of organizations are as follows:

According to size of organization: (Total 15)

Large – 09, Medium – 06

According to type of organization: (Total 15)

Manufacturing – 04, Software Products & Development – 03, Electrical and Electronics Products Development – 02, Software & IT Services – 02, Service – 04

Table 3.1 : Respondents of Pilot Survey

Sr. No.	Name of the organization	Place	Size of the organization
1	Persistent Systems Ltd.	Senapati Bapat Road	L
2	John Deere	Magarpatta City	L
3	TCS	Sahyadri Tech Park, Hinjewadi, Phase II	L
4	SMS India Pvt. Ltd.	Near Mhatre Bridge, Erandwana	L
5	Watchem Infratech Pvt. Ltd.	DSK Vishwa, Dhayari	M
6	eQ Technologic (I) Pvt. Ltd.	Bhandarkar Road	M
7	Net Scout Systems (I) Ltd.	Wakdewadi	M
8	Oracle Financial Software Services Ltd.	Ambrosia, Paud Road	L
9	Maharashtra State Power Generation Company Ltd. (MAHAGENCO)	Panshet Dam	L
10	Media Ocean Asia Pvt. Ltd.	Wakad	M
11	Tech Mahindra	Hinjewadi, Phase II	L
12	I Gate Corporation	Bhosari MIDC	L
13	Frank Faber (I) Ltd.	Sanaswadi	M
14	Siddhivinayak Hospital and Research Centre	Nasarapur	M
15	Tikona Digital Networks Pvt. Ltd.	Viman Nagar	L

The researcher has conducted the pilot survey which was based on one to one discussions with key personnel in HR department on the chosen area.

A questionnaire related to following points was prepared (as mentioned in Annexure II):

(i)   No. of employees

(ii)   Level of management

(iii) Type of activities / jobs

(iv)   Age groups

(v)   Qualifications

(vi)   Training and development

(vii) Skill crisis during last 5 years

(viii) Trends in organizational performance and growth

(ix) Hidden talent search within organization

(x)   Effective utilization of hidden talent and their impact on overall growth of organization.

The reactions of HR representatives from all these fifteen global organizations were mixed, due to type of policy for each organisation, level (designation) of a person responding, etc.

3.7.1 Observations based on pilot survey:

1. Talent Management acquisition and retention was found in majority of the Large Scale Organizations, however in case of Medium Scale Organizations there was less awareness about the same.

2. Making orientation of "Hidden Talent Search" by the management of Medium Industries is extremely necessary and important especially in the present era of globalization and also a high rate of attrition which was found in medium scale organizations especially at junior & middle level management.

3. Luring fresh talent for various jobs in medium scale industries through campus interviews at various engineering, management and other colleges is already a common practice. However a specific plan with a strategy to focus the junior level talent for their acquisition and retention is very important.

4. Based on the survey undertaken it can be observed and suggested that with certain long term plans these industries can bring the attrition rate down and there by not only retain the talented employees but also can contribute in the performance of an organization.

3.7.2 Conclusion based on pilot survey:

To remain in global competition majority of Large Scale organizations need to take into consideration "Talent management process by considering hidden talent within organization". This process is not done for freshers within the organization, but used for the employees who are 1+ year experienced within organizations. But the same is explained to freshers during their orientation sessions.

Paying high packages along with other lucrative things are still the main talent management Processes by Medium Scale organizations. Now Medium Scale Organizations have also started thinking like Large Scale Organization for Searching for hidden talent.

In certain organizations, top management is having sensible approach towards **"Hidden Talent"** and they are optimistic about utilising hidden talent for better performance of employees and organization. Some of them have already started with "**Searching & Nurturing the Hidden Talent"** within Organization.

3.8 SAMPLING TECHNIQUES / METHODS USED:

Based on pilot survey conducted, which enhanced the understanding of the researcher about present research, certain modifications / changes were made in the questionnaire based on the discussions / interviews with industry personnel in the pilot survey. Convenience purposive sampling technique was used to make sample selection.

Since, the research is to understand HRM standard practices; researcher did not want to limit himself to interview HRM practitioners only from various industries.

It is a thought provoked angle that HRM practitioner in any industry for the subject matter as mentioned above is always at deciding end, but the line managers and employees at various departments are at receiving end. So, a mixture of all, e.g., CEOs, CMDs. HR Managers, Business Leaders, and Managers with different portfolios within various industries were identified and interviewed as sample respondents.

Taking into account the growth of Pune region, having large number of manufacturing and service organizations, it was considered logical to have coverage of sample from selected industrial areas. It was as follows:

Area I: Hinjewadi Phase I to Phase III

Area II: Pimpri, Chinchwad, Bhosari

Area III: Dehu, Talegaon and Kamshet

Area IV: Chakan and Rajgurunagar

Area V: Sanaswadi and Ranjangaon

Area VI: Hadpsar, Jejuri and Saswad

Area VII: MIDC Kurkumbh

Area VIII: Khed Sivapur, Shirwal

3.9 SELECTION AND SIZE OF SAMPLE:

As mentioned above, the outcome of the overall study was relevant and the data collected through samples should represent the required summary for further analysis. To select number of samples, few authentic factual reports were studied which are shared below:

1. As per the Economic Survey of Maharashtra 2009-10 made by Dun and Bradstreet, Pune region is having 56,663 MSMEs and 665 Large Scale Units [66]

2. Large Scale Industries – 642, Medium Scale Industries [67] – 102 (July 2012)

3.9.1 Selection of size of sample:

Researcher surveyed various resources available on internet for online calculator / sample size calculator and came to conclusion that all the material available for study was showing similar type of content.

To decide for study, researcher followed Raosoft [68]

There are points considered for sample size as follows:

1. Acceptable margin of error is 10 %

2. Required % of confidence level is 95 %

3. The available population size in Pune and PCMC is 744 numbers

4. Recommended sample size calculated is 86 numbers only.

The standard formulae available in reference are as follows:

$$x = Z\left(\frac{c}{100}\right)^2 r(100 - r)$$

$$n = \frac{Nx}{((N - 1)E^2 + x}$$

$$E = \sqrt{\frac{(N-n)x}{n(N-1)}}$$

where,

n = sample size

E = margin of error

N = population size

R = fraction of responses

C = confidence level

Z = critical value for confidence level [c/100]

$$x = Z\left(\frac{c}{100}\right)^2 r(100-r)$$

Since the survey for primary data collection by the researcher was conducted in a continuous period of three (3) months during February 2015 to April 2015, the assumed sample size was considered as follows:

Table 3.2 : Selection of Sample Size

Sr. No.	Total Population (Pune) (Numbers)	Sample Select (Pune) (Numbers)	Percentage of Sample Size (%)
1	Large Industries – 642	70	10.9 %
2	Medium Industries – 102	21	20.6 %

It was decided to select samples from manufacturing sector and service sector. The focus under these sectors was decided as follows:

Manufacturing sector:

Engineering product, equipment, plastics, chemical, misc (white goods, branded garments, power generation), medicines (vaccines, ayurvedic, allopathic), electronics & electrical, food

Service sector:

Education, IT services, software products and services, financial services (banking), hospitality (hotels, tourism), insurance, healthcare (hospitals), service provider (Telecommunication and Internet)

The main focus was on Large Scale Units and Medium Scale Units. To have more coverage and variety of types of industries / activities, it was decided to sample minimum 5 industries from each type as mentioned above from manufacturing and service sectors for collection of data. Over and above, if we get maximum number, as pre-decided, since industry representatives as mentioned above, are always pre- occupied and never find themselves for interaction as per the demand of individual industry. With great persuasion and convincing them, the researcher could get success in achieving the target for interaction.

3.10 APPLICATION OF STATISTICAL TOOL:

Chi Square test of association was selected as a statistical tool for testing of hypothesis.

3.10.1 Introduction to the Chi-Square Test : Chi-square (χ^2) is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. This is one of the most popular tests of hypothesis.

One of the most common and useful ways to look at information about the world is in the format of a table. Frequency tables of two variables presented simultaneously are called contingency tables. A data set like this is often called an "R×C table," where R is the number of rows and C is the number of columns. For example, if you surveyed the frequencies of three pack colours (red, pink, white) in four stores, you would have a 3×4 table. You could also consider it a 4×3 table; it doesn't matter which variable is the columns and which is the rows.

Hypothesis tests on contingency tables are based on the Chi-square statistic. The Chi-square tests are performed on contingency tables in order to decide whether or not there exist any relationships between the row and column variables. i.e. are the levels of the row variable differentially distributed over levels of the column variables. Significance in this hypothesis test means that interpretation of the cell frequencies is warranted. Non-significance means that any differences in cell frequencies could be explained by chance.

3.10.2 Contingency Tables:

Contingency tables are constructed by listing all the levels of one variable as rows in a table and the levels of the other variables as columns, then finding the joint or cell frequency for each cell. The cell frequencies are then summed across both rows and columns. The sums are placed in the margins, the values of which are called marginal frequencies (i.e. row/column marginals). The lower right hand corner value contains the sum of either the row or column marginal frequencies, which both must be equal to N.

Table 3.3 : Contingency Table

A 2*2 Contingency Table			
Rows	Column1	Column2	Total
Row1	Cell a	Cell b	Row Marginal1
Row2	Cell c	Cell d	Row Marginal2
Total	Column Marginal1	Column Marginal2	TOTAL (N)

The procedure used to test the significance of contingency tables is similar to all other hypothesis tests. To begin with we State the Null and Alternative Hypothesis:

Null Hypothesis (Ho): There is no significant difference between the categories of observed frequencies for the data collected.

Alternative Hypothesis (Ha): There is a significant difference between the categories of observed frequencies for the data collected.

3.11 SCOPE AND LIMITATIONS:

3.11.1 Scope:

Taking into account this, it was thought prudent to undertake a survey of considerable number of sample companies from Large and Medium Scale Industries in the universe of Pune region.

As per the rough estimate stated earlier [69] in Pune region there are nearly **744** Nos. - 642 Large Scale and 102 Medium Scale organizations.

MEDIUM SCALE ORGANIZATIONS:

According to Ministry of Industries as well as Ministry of banking & finance, Medium Scale are Industrial units which are having original investments in plant & machinery is from Rs. 2 Crores To Rs.5 Crores (Non SSI). The size of employees for Medium Scale organization is from 100 to 500 Nos.

LARGE SCALE ORGANIZATIONS:

Large Scale organizations are neither SSI nor Medium Scale Organizations. The size of employees for Large Scale Organizations is above 500 Nos.

The hidden talent search activity can be more effectively conducted where considerably large number of employees exists. In such an organization, more possibilities of effectively using well thought out plans for training, development, talent search and acquisition, etc. exist. Considering this fact, the present research has purposefully selected "Large and Medium Scale Organizations".

On the above background, the researcher went through number of reports, journals, statistical data relating to various types of Large, Medium scale Industries in Pune Region published by MCCIA, RBI, financial institutions & banks, etc.

With an objective to give justice towards equitable distribution of sample selected, it was considered to undertake a survey of targeted Industries in all four sides of Pune Region. i.e. East , West , North , South

The said distribution of industries can be seen in the map of Pune Region
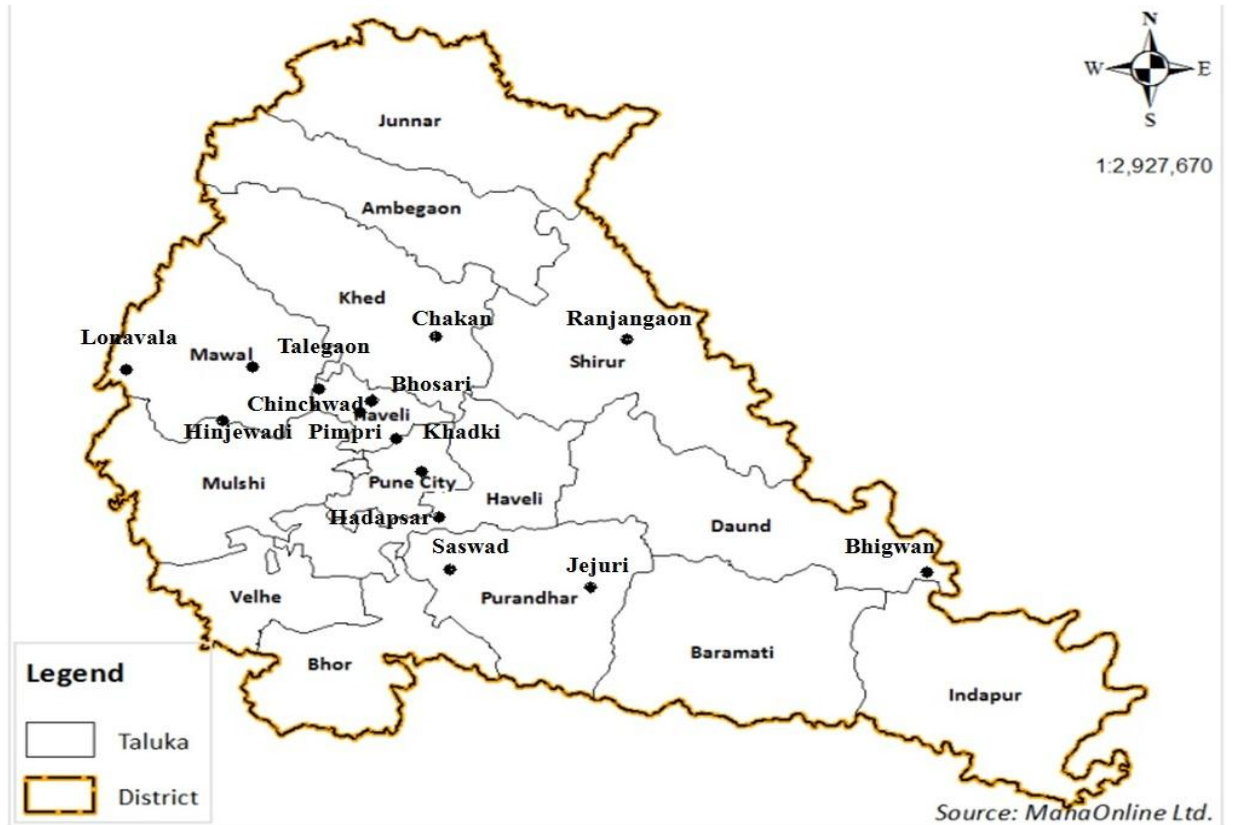
Figure 3.1 Distribution of Industries – Pune region

Table 3.4: List of Industries, with Location, visited for Primary Data

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Location
1	Vishwakarma Institute of Technology, Pune	Large	Service	Bibwewadi
2	Vishwakarma College of Arts, Commerce & Science	Medium	Service	Kondhawa (Bk)
3	Vishwakarma Institute of Information Technology, Pune	Large	Service	Kondhawa (Bk)
4	Vishwakarma Institute of Managament	Medium	Service	Kondhawa (Bk)
5	Pune Institute of Computer Technology, Pune	Large	Service	Dhankawadi

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Location
6	John Deere	Large	Manufacturing	Magarpatta City
7	Kirloskar Pneumatic Co. Ltd.	Large	Manufacturing	Hadapsar Industrial Estate
8	Accelya Kale Solutions Ltd	Large	Manufacturing & Service	Sharda Center, Satara Road
9	Citi Corp Services (I) Pvt. Ltd.	Large	Manufacturing & Service	Kharadi IT Park
10	MOJJ Engineering Systems Ltd	Large	Manufacturing	Bhosari MIDC
11	Automotive Stampings and Assemblies LTD	Large	Manufacturing	Pimpari MIDC
12	3 M India Ltd	Large	Manufacturing	Ranjangaon MIDC
13	3 M Electro & Communication (I) Pvt Ltd	Large	Manufacturing	Pimpari MIDC
14	Tech Mahindra	Large	Service	Hinjewadi, Phase II
15	I gate Corporation	Large	Service	Bhosari MIDC
16	Watchem Infratech Pvt Ltd	Medium	Manufacturing Cum Trading	DSK Vishwa, Dhayari
17	SMS India Pvt Ltd	Large	Manufacturing	Near Mhatre Bridge, Erandwana
18	Thermax Limited	Large	Manufacturing	Wakadewadi
19	eQ Technologic (I) Pvt. Ltd.	Medium	Manufacturing & Service	Bhandarkar Road
20	Persistent Systems Ltd.	Large	Manufacturing & Service	Senapati Bapat Road
21	Shree Mahila Gruh Udyog Lijjat Papad	Large	Manufacturing	Dhayari
22	Mphasis Ltd.	Large	Service	Magarpatta City
23	Tata Consultancy Services Ltd.	Large	Service	Sahyadri Tech Park, Hinjewadi, Phase II
24	Whirlpool of (I) Ltd.	Large	Manufacturing	Weikfield IT Park, Vimannagar
25	Jehangir Hospital	Large	Service	Pune Railway Station
26	Aquapharm Chemicals Pvt. Ltd.	Large	Manufacturing	Sadhu Waswani Road, Camp
27	Deenanath Mangeshkar Hospital and Research Centre	Large	Service	Erandwana

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Location
28	Allscripts (I) Pvt. Ltd.	Large	Service	Kharadi IT Park
29	Life Insurance Corporation of India	Large	Service	Near Alka Talkies
30	Bharat Sanchar Nigam Ltd.	Large	Service	Near Hotel Panchami, Pune Satara Road
31	TATA Ficosa Automotive Systems Ltd.	Large	Manufacturing	Hinjewadi
32	TATA Autocomp Systems Ltd.	Large	Manufacturing	Off Law College Road
33	TATA Toyo Radiator Ltd.	Large	Manufacturing	Hinjewadi
34	Sudarshan Chemical India Ltd.	Large	Manufacturing	Pune Railway Station
35	Pravin Masalewale	Large	Manufacturing	Hadapsar Industrial Estate
36	Franke Faber (I) Ltd	Medium	Manufacturing (Misc)	Sanaswadi
37	Shashwat Health Services Pvt Ltd	Medium	Service	Happy Colony, Kothrud
38	The Sarswat Co-op Bank Ltd	Large	Service	Nalstop, Karve Road
39	Net Scout Systems (I) Ltd.	Medium	Manufacturing & Service	Wakadewadi
40	Suvarnayug Sahakari Bank Ltd	Medium	Service	Bibwewadi
41	Bank of Maharshtra	Large	Service	Shivajinagar
42	Sahyadri Hospitals Ltd	Large	Service	Lokmanya Colony, Paud Road
43	Kesari Tours Pvt Ltd	Large	Service	FC Road, Shivajinagar
44	Lear Automotive (I) Pvt Ltd	Large	Manufacturing	Bhosari MIDC
45	Chitale Bandhu Mithaiwale	Medium	Manufacturing	Sadashiv Peth
46	Pune Zilha Sahakari Dudh Utpadak Sangh Maryadit	Large	Manufacturing	Katraj
47	Cosmos Cooperative Bank (Multistate Scheduled Bank)	Large	Service	Dhankawadi
48	Indian Hotels Company Ltd. (TATA Group, Taj Group)	Large	Service	Koregaon Park
49	Aker Power Gas Sub Sea Pvt Ltd	Large	Manufacturing & Service	Baner

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Location
50	State Bank of India	Large	Service	Tilak Road
51	Cottonking Pvt. Ltd.	Large	Manufacturing	Nalstop
52	Mitsubishi Electric (I) Pvt. Ltd.	Large	Manufacturing	Bhosari MIDC
53	Bharati Airtel Ltd	Large	Service	Swargate
54	Varroc Lighting Systems Pvt. Ltd.	Large	Manufacturing	Hinjewadi
55	Eaton Industrial Systems Pvt. Ltd.	Large	Manufacturing	Masulkar Colony, Pimpari
56	Kansai Nerolac Paints Ltd	Large	Manufacturing	East Street Camp
57	Hyatt Regency Pune	Large	Service	Vimannagar
58	Ericsson India Pvt. Ltd	Large	Manufacturing & Service	Vimannagar
59	Idea Cellular Ltd	Large	Service	Swargate
60	Oracle Financial Software Services Ltd. (OFSS)	Large	Manufacturing & Service	Ambrosia, Paud Road
61	Maharashtra State Power Generation Company Ltd. (MAHAGENCO)	Large	Manufacturing	Panshet
62	Cognizant Technology Solutions (I) Pvt. Ltd.	Large	Service	Hinjewadi
63	Media Ocean Asia Pvt. Ltd.	Medium	Manufacturing & Service	Wakad
64	Bajaj Allianze Insurance Company Ltd.	Large	Service	GE Plaza, Yerawada
65	Bharti AXA General Insurance Company Ltd.	Medium	Service	Dhole Patil Road
66	Royal Sundaram Alliance Insurance Company Ltd.	Medium	Service	Shivajinagar
67	L & T General Insurance Company Ltd.	Medium	Service	Ambedkar Road, Pune Station
68	Philips India Ltd (Philips Health Care Division)	Large	Manufacturing	IT Park, Pimpari
69	Serum Institute of India Ltd	Large	Manufacturing	Hadapsar
70	Aayurved Rasashala Pune	Medium	Manufacturing	Karve Road
71	Tilak Aayurved Mahvidyalaya	Medium	Service	Rasta Peth
72	Tata Communications Ltd	Large	Service	Dighi

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Location
73	HDFC Standard Life Insurance Company Ltd	Large	Service	Law College Road
74	Starwood Hotels & Resorts Pvt Ltd (The Westin Pune)	Large	Service	Koregaon Park
75	Jubilant Food Works Ltd (Domino's Pizza)	Large	Service	Nalstop
76	Siddhivinayak Hospital and Research Centre	Medium	Service	Nasarapur
77	Fergusson College	Large	Service	FC Road, Shivajinagar
78	Alpha Multispeciality Digno Center & Clinic Pvt. Ltd.	Medium	Service	Shukrawar Peth
79	Bharat Electronics Ltd.	Large	Manufacturing	Pashan
80	Suburbon Diagnostics India Pvt Ltd	Large	Service	Pune Satara Road
81	Wipro BPS Ltd	Large	Service	Hinjewadi
82	Infosys BPO Ltd	Large	Service	Hinjewadi
83	Sai Seva Foods (Smokin Joes Pizza)	Medium	Manufacturing & Service	J M Road
84	VM Ware Software (I) Ltd.	Medium	Manufacturing & Service	Wakadewadi
85	Weikfield foods Pvt ltd.	Large	Manufacturing	Lonikand
86	KUONI Travel (I) Pvt Ltd	Large	Service	Dhole Patil Road
87	Tikona Digital Networks Pvt Ltd.	Large	Service	Vimannagar
88	Poona Hospital and Research Centre	Large	Service	Sadashiv Peth
89	Sharangdhar Pvt Ltd	Medium	Manufacturing	Sadashiv Peth
90	Ruby Hall Clinic	Large	Service	Sasoon Road
91	Eisen Pharma Pvt Ltd	Medium	Manufacturing	Erandwane

3.11.2 Limitations:

1. Although the researcher had a target to cover and study the maximum number of 744 Industrial Units , however despite sending them e-mails as well as messages they were not either easily accessible or did not respond. This led the researcher to again make a

rigorous follow up and could get success in visiting 91 industrial units and 91 Executives / senior persons of these units.

2. In number of cases researcher was not allowed to enter in to organizations premises / reach to industry respondents telephonically. Security guards & telephone operators always became hurdle in such cases.

3. Respondents from organizations with foreign collaborations / foreign stake holders , were not easily ready to respond in any way. However due to serious follow up the researcher was successful in meeting / interacting 91 numbers of industrial units.

4. In few of the cases it was observed that the executives were very casual or giving false/ misleading information with no logic.

5. It was also found that, there was a reservation, apprehension, threat or fear from the respondent's side in releasing / giving confidential data or information as this could have impacted adversely on their job.

6. Initially a detailed / descriptive / open ended questionnaire was circulated and sent via email with 32 industrial units. However it was surprising and shocking to receive response from Only ONE Industrial unit.

7. Further the researcher selected few important areas of the questionnaire and made changes accordingly which was again sent to respondents. They acted promptly as it was containing few important questions. Then the modified questionnaire was prepared and was sent through surveymonkey.com

8. Finally the questionnaire was reduced in length from 6 pages to 4 pages and given an objective/ closed ended format, then it was accepted by the respondents.

9. It was found out and understood from experience of "Pilot Survey" that following methods are important for the PhD survey for primary data collection as per the descending priority:

a. One to one interaction – when researcher meets respondents for research work

b. Telephonic interaction – when researcher tries to conduct interview over telephone due to respect to mutual work culture

c. E-mailing questionnaire and seeking response

10. For any of the above mentioned activity, prior discussion about research study with details in any way is must

11. Industry representatives / target respondents from well-known MNC organizations were always busy, so briefing him / her on a telephonic call prior to actual interview was found extremely necessary to save their precious time.

12. The researcher had to convince the respondents that the findings / conclusions of survey are ultimately going to help them in many ways either as an employee of the organization or organization as a whole; only then the respondents were inclined / ready to interact with researcher.

3.12 SUMMARY OF SELECT INDUSTRIES FOR PRIMARY DATA COLLECTION:

Table No 3.5: Service sector Data Distribution

Service Sector

Business	Total	Large Scale	Medium Scale
Education	7	4	3
IT Services	7	7	---

Business	Total	Large Scale	Medium Scale
Software Products & Services	8	5	3
Financial Services (Banking)	5	4	1
Hospitality (Hotels, Tourism)	6	6	---
Insurance	6	3	3
Health Care (Hospitals)	9	6	3
Service Provider (Telecommunication & Internet)	6	6	---
Total	**54**	**41**	**13**

Table No 3.6: Manufacturing sector Data Distribution

Manufacturing Sector

Business	Total	Large Scale	Medium Scale
Engineering Product, Equipment	8	8	---
Plastics	5	5	---
Chemical	6	5	1
Misc (White Goods, Branded Garments, Power Generation)	3	2	1
Medicines (Vaccines , Ayurvedic , Allopathic)	4	1	3
Electronics & Electrical	5	4	1
Food	6	4	2
Total	**37**	**29**	**8**

Period covered under survey:

Researcher collected the data in two phases; during February 2014 to April 2014 and March 2015 to June 2015 as the researcher had to depend on the convenience and availability of respondents. Also In some cases certain responding authorities either got transferred or left the organization. Hence to reestablish the contact to obtain the first hand data, the survey had to be undertaken in phases. Though the data is up to 2014, the researcher has made efforts to update the data / information up to 2016 with in-person discussions with few industry respondents as far as possible.

3.13   SUMMARY:

As per the formula for calculation of sample size, actually total number of responding industries was 86, however while undertaking a field survey, researcher was fortunate enough to cover more than this which come to total number of surveyed units 91. Hence in all data analysis tables, total number of respondents (industries) has been mentioned as 91 industries.

Chapter 4

Data Collection, Analysis and Interpretation

4.1 Introduction

The present chapter makes analysis of the data collected, its analysis and interpretation there on. To explain this, the responses to the questionnaire were analyzed first as per the type of industry and size of industry. Representation of the same is given in graphical form.

Sequentially, all the answers to the questionnaire were given in graphical format followed by brief explanation.

Based on the answers, the testing of hypothesis is done at the end of this chapter.

Totally 91 target industries were covered under the survey. The said target audience was a mix of Large and Medium sector units in Pune region.

➔ The respondents were mainly from the middle and top level of the organization such as Chairman, M.D., CEO, COO, V.P., A.V.P., Director, Functional Heads, and Managers of the companies.

➔ The strata under the research was a blending of manufacturing as well as service sector units having a further variety of types of industries like plastic, chemical, electrical and electronics, mechanical equipments, pharmaceuticals, food as well as finance and banking, insurance, internet and telecommunication, software product, IT services.

➔ The prime objective of this research survey was to have a reality check and to understand from the target respondents about how the Hidden Talent Search is an important part of a HR function as well as its positive implication on Business Performance by solving a serious issue of "Skills Crisis". In fact, it was also aimed by the researcher to have a first-hand information from the Stake Holders / Top Management relating to existence of Skills Crisis at different levels in the organization, but having low or no cognizance towards the problem, resulting into the non-utilization of Hidden Talent and having more attrition rate. To break this vicious circle, the probable solution is to properly study the problem of Skills Crisis at regular intervals by the Management and there by finding appropriate solution to it.

➔ Researcher collected the data in two phases; during February 2014 to April 2014 and March 2015 to June 2015

At certain times the researcher had to revisit the targeted companies due to various reasons like Transfer of Managers, Change in Job, and Non-availability of proper Authorities to speak on the subject, as well as year ending work.

4.2 DATA INTERPRETATION:

The foregoing paragraphs describe the analysis of Primary Data collected and its interpretation.

1. Pie Chart of 91 Industries with clarification:
   a. Manufacturing V/s Service:

Graph 4.1 Manufacturing V/s service sector industries

The breakup of 91 industries is as follows:

i. Out of total industries Interviewed, the ratio of Manufacturing to Service Industries is 2:3, which is 40.66 % (37 Nos.) : 59.34 % (54 Nos.).

ii. The contribution in this Survey is more by Large Scale Industries (70 Nos.) followed by Medium Scale Industries (21 Nos.).

iii. In both the categories of Manufacturing & Service Industries, the number of Large Scale Industries (29 Nos. for Manufacturing & 41 Nos. for Service) are substantially more in comparison with other two types of Categories i.e. Medium Scale Industries (8 Nos. for Manufacturing & 13 Nos. for Service)

b. Size of Industry:
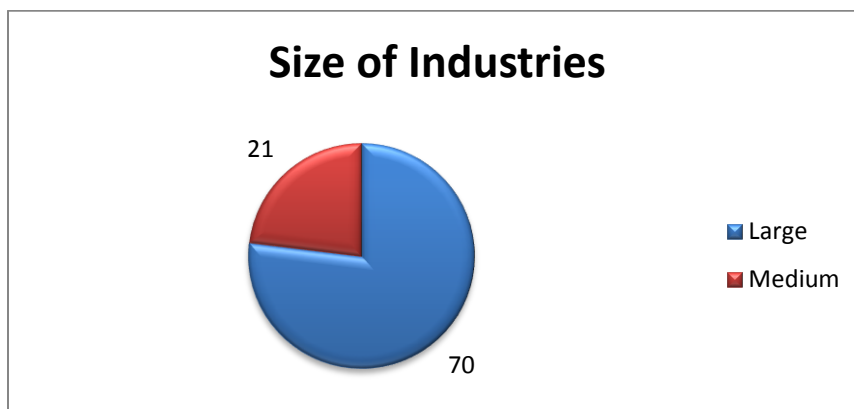
Graph 4.2 Size of industries

Out of 91 Industries, the major contribution is by Large (70 in number – 76.92 %) followed by Medium (21 in number – 23.08 %).

2. B1: Is the training need identification done?
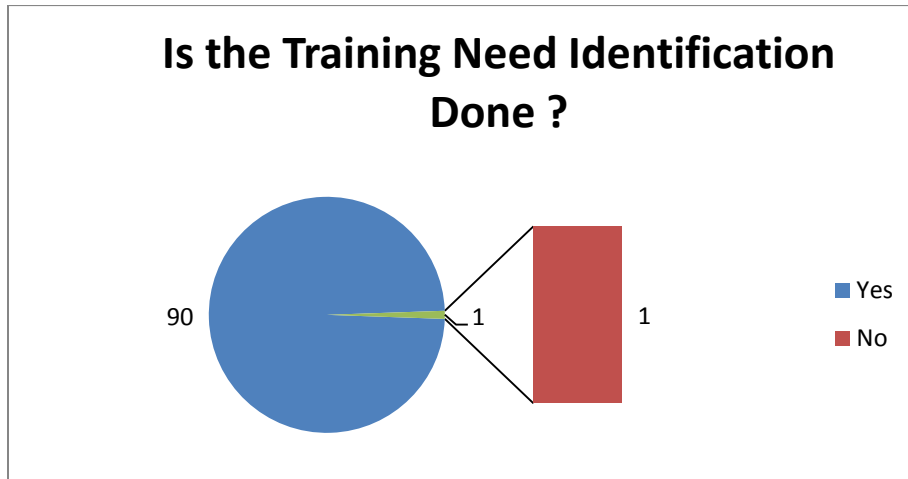
Graph 4.3 Training need identification

Out of the total number of Industries interviewed, 98.90 % (90 Nos.) of the industries, irrespective of any type of classification, are following the process for "Training Need Identification"; 1 Industry (1.09 %) is not doing training need identification.

. B2 : Contents of training (specify) ?:
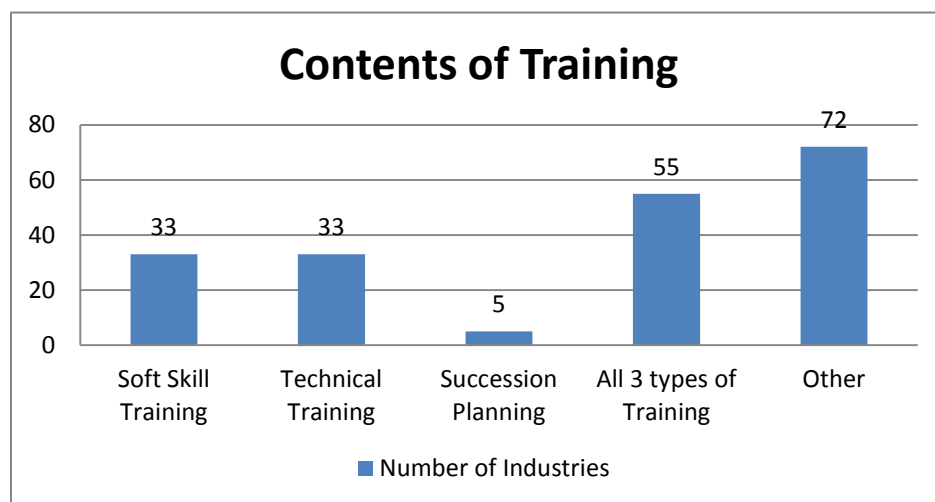
Graph 4.4 Contents of training

i. Out of 91 industries, 33 industries (36.26 %) give Soft Skill training to employees

ii. Out of 91 industries, 33 industries (36.26 %) give Technical training to employees

iii. Out of 91 industries, 5 industries (5.49 %) give training for Succession Planning to employees

iv. Out of 91 industries, 55 industries (60.44 %) give all three types of training (Soft Skill, Technical, Succession Planning) to their employees

v. Out of 91 industries, 72 industries (79.12 %) have devised their own contents of training as per type and requirement of industry; in addition to the above mentioned three types of training. These are as follows:

Presentation Skills, ERP, LMS, Six SIGMA, IIM – A Leadership Program, Informal discussion, Faculty Development Program, Workshops / Seminars / Conferences, Business English, Domain Specific Technology, Heart of Effective Leadership, HIRI Software, Management Development Program, Board Room Discussions, Technical Training related to Projects and Products both, Annual Development Plan, Business Ethics, Negotiation Skills, Supervisory Development Program, Safety Training, Induction Training, Toast Master's Club, Cultural Training – Cultural Ambassador Program, Team Building, Customer Communication – International Customer, Behavioral Training, Training as per Demand – New Tools / Technology / Software, Latest Know – How in the Business, etc. (e.g., All 5-Star Hotels

give training about allergies from food items – regularly), Good Manufacturing Practices, Research Technique Training, Cooking Methodologies, etc.

vi. Out of the total number of Industries interviewed 60.44% (55 Nos.) of the industries, irrespective of any type of classification, do follow the training programme for Soft Skills, Technical Skills & Succession Planning.

vii. In addition to 60.44% (55 Nos.) of Industries as mentioned above there are additional 18.68% (17 Nos.) Industries who have "Their own Training Programme – Industry Specific" along with Training for Soft Skills, Technical Skills & Succession Planning. Total 36.26% (33 Nos.) of Industries impart Only Technical Skills training to their Employees. Total 36.26% (33 Nos.) of the Industries impart Only Soft Skills training to their Employees. Total 5.49% (5 Nos.) of the Industries impart Only Training for Succession Planning

viii. All Industries are aware of "Training Need Identification", they also conduct various types of Trainings, but there is NO Fixed Pattern set by Industries for types of Training Imparted along with follow up and further actions.

3. B3 : Frequency of training (specify) ?:

Soft Skill Training:

Frequency of Soft Skill Training

Legend:
- Throughout the year
- As and when required
- As per calendar prepared
- Dynamic
- Need Based
- 52 Mandays in a year
- 24 Mandays in a year
- 12 Mandays in a year
- 6 mandays in a year
- 5 Mandays in a year
- 4 Mandays in a year
- 3 Mandays in a year
- 2 Mandays in a year
- 1 Manday in a year
- Once in 2 years
- Once in 3 years
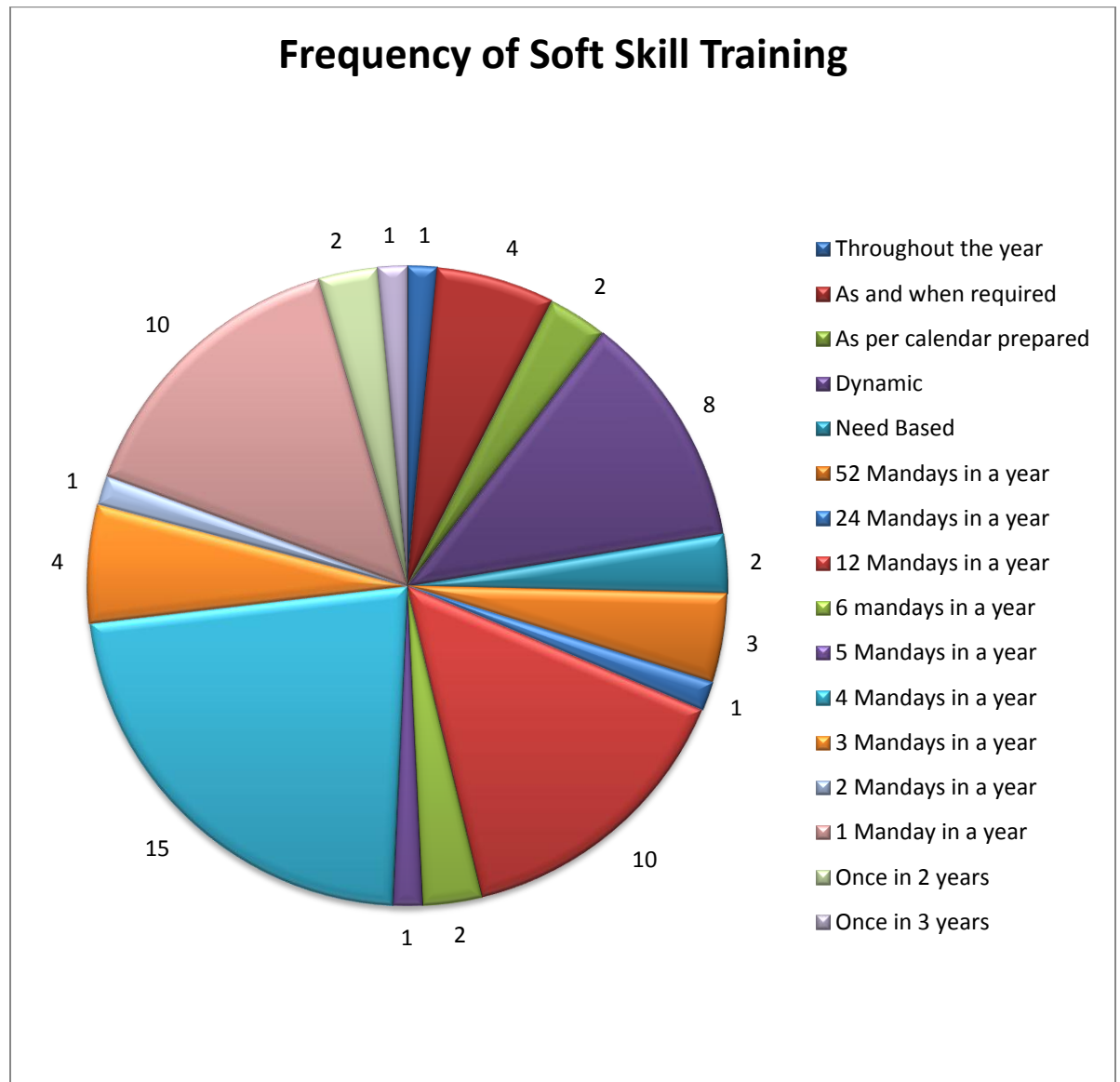
Graph 4.5 Frequency of soft skill training

For the 91 industries, the frequency of Soft Skill Training is as follows:

i.   1 industries - throughout the year

ii.   4 industries – as and when required

iii.   2 industry – As per calendar prepared

iv.   8 industries – dynamic

v.   2 industries – need based

vi.   3 industries – 52 times in a year

vii. 1 industries – 24 times in a year

viii. 10 industries – 12 mandays in a year

ix.   2 industries – 6 mandays in a year

x.   1 industry – 5 mandays in a year

xi.   15 industries – 4 mandays in a year

xii. 4 industries – 3 mandays in a year

xiii. 1 industries – 2 mandays in a year

xiv. 10 industries – 1 day in a year

xv.   2 industries – once in 2 years

xvi. 1 industry – once in 3 years

Technical Training:

Frequency of Technical Training

Legend:
- Throughout the year
- As and when required
- As per calendar prepared
- Dynamic
- Need Based
- 52 Mandays in a year
- 24 Mandays in a year
- 12 Mandays in a year
- 6 mandays in a year
- 5 Mandays in a year
- 4 Mandays in a year
- 3 Mandays in a year
- 2 Mandays in a year
- 1 Manday in a year
- Once in 2 years
- Once in 5 years
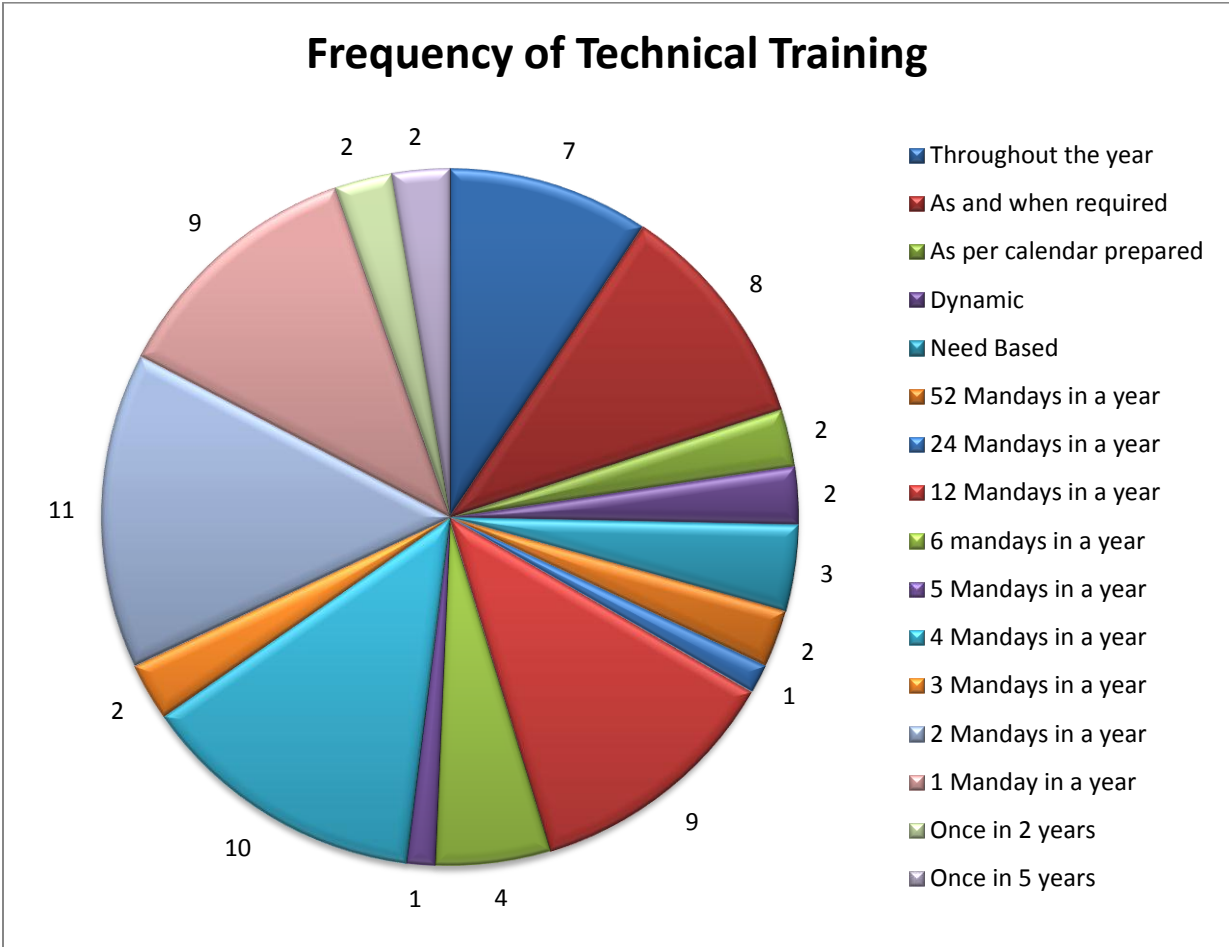
Graph 4.6 Frequency of technical training

For the 91 industries, the frequency of Technical Training is as follows:

i. 7 industries - throughout the year

ii. 8 industries – as and when required

iii. 2 industry – as per calendar

iv. 3 industries – need based

v. 2 industries – dynamic

vi. 2 industries – 52 times in a year

vii. 1 industry – 24 times in a year

viii.   9 industries – 12 mandays in a year

ix.   4 industries – 6 mandays in a year

x.   1 industry – 5 mandays in a year

xi.   10 industries – 4 mandays in a year

xii.   2 industries – 3 mandays in a year

xiii.   11 industries – 2 mandays in a year

xiv.   9 industries – once in a year

xv.   2 industries – once in 2 years

xvi.   2 industries – once in 5 years

Succession Planning:
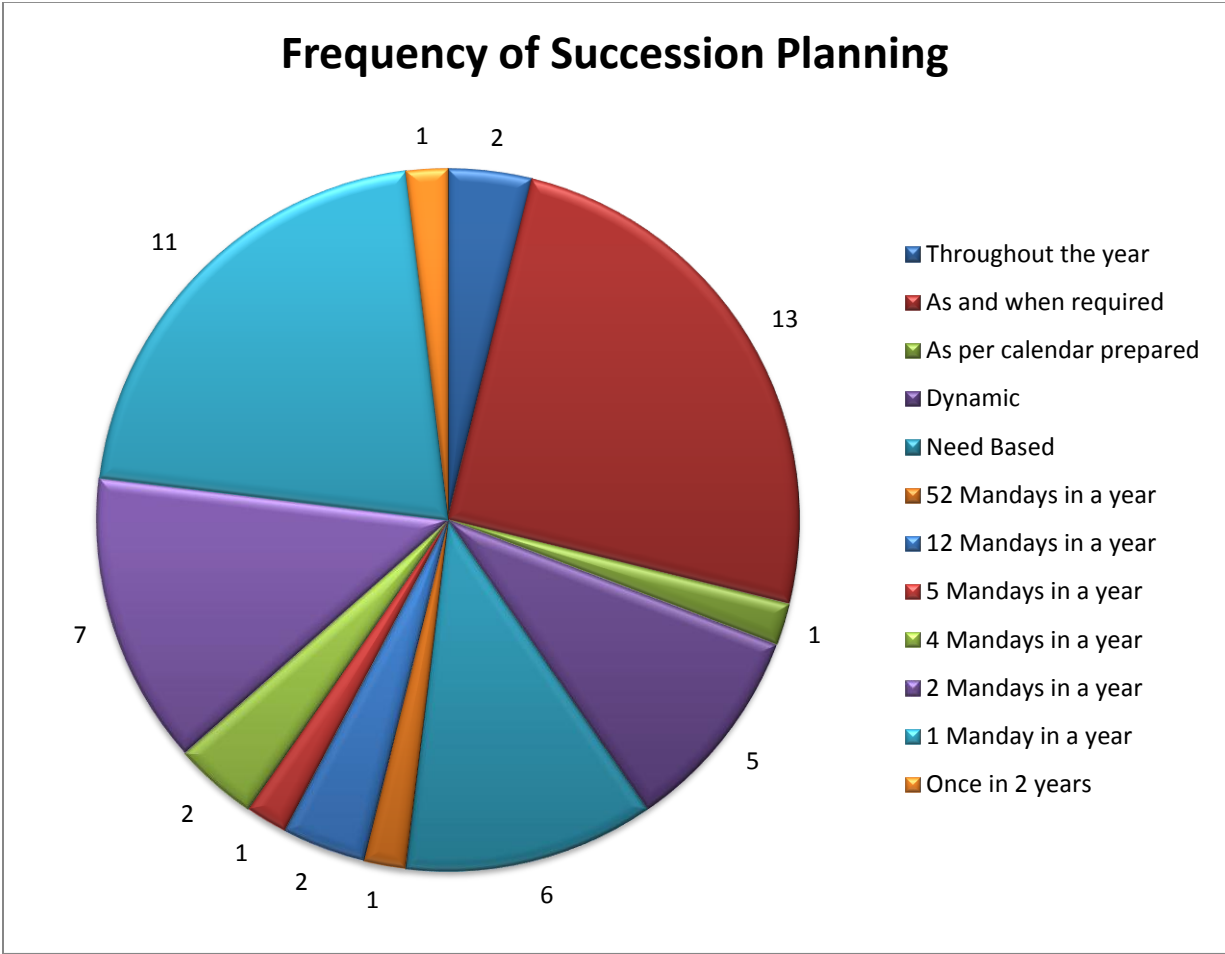
Graph 4.7 Frequency of succession planning

For the 91 industries, the frequency of Succession Planning Training is as follows:

i.   2 industries - throughout the year

ii.   13 industries – as and when required

iii.   1 industry – as per calendar

iv.   5 industries – dynamic

v.   6 industries – need based

vi.   1 industry – 52 times in a year

vii.   2 industries – 12 mandays in a year

viii.   1 industry – 5 mandays in a year

ix.   2 industries – 4 mandays in a year

x.   7 industries – 2 mandays in a year

xi.   11 industries – once in a year

xii.   1 industry – once in 2 years

4. B4 : Is there any mechanisms to evaluate training imparted ?

Mechanism for evaluation of Training Imparted

2   4

- Yes
- No
- Not to be disclosed

85
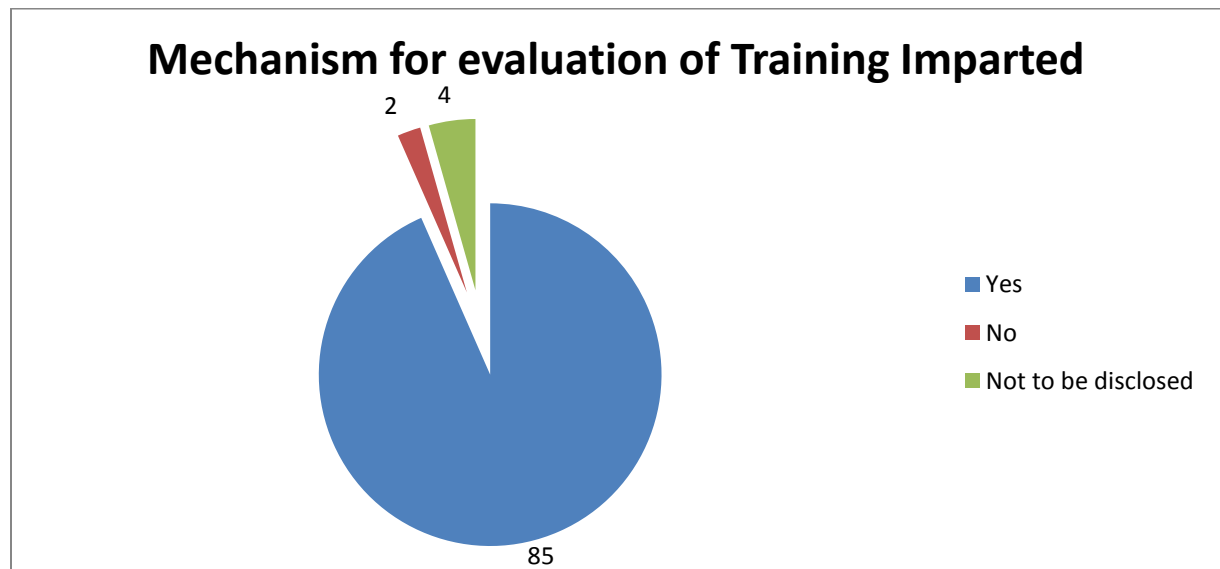
Graph 4.8 Availability of mechanism for evaluation of training imparted

Out of the total Industries interviewed, 93.4% (85 Nos.) of Industries do have mechanism in place for evaluation of training imparted & 2.19% (2 Nos.) of industries do not have such mechanism and 4.4% (4 Nos.) of Industries denied to disclose.

5. B5: Your opinion about application of training ?:

Opinion about Training

78   13   13

- Useful
- Partially useful
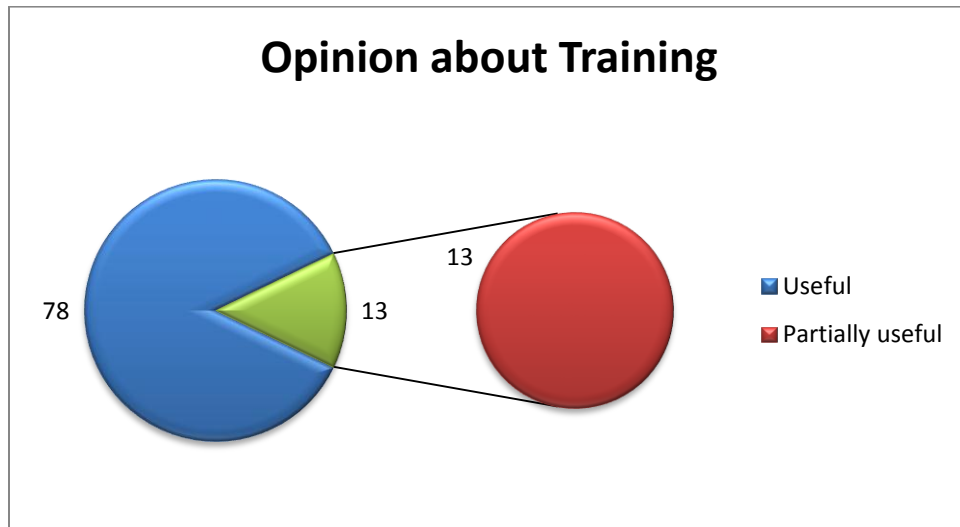
Graph 4.9 Opinion about training

Application of Training imparted was felt useful for 85.71% (78 Nos.) of respondents, whereas it was partially felt useful only for rest of the 14.29 % respondents (13 Nos.).

6. B6: Training facilities ?:

a. Infrastructure availability:

Infrastructure Availability

100   68

0

23
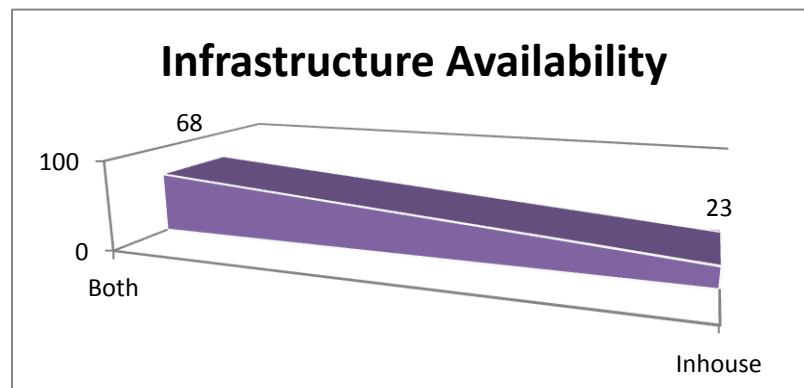
Both

Inhouse

Graph 4.10 Infrastructure availability

115

Out of the total industries interviewed 74.73% (68 Nos.) industries use infrastructure for training in-house as well as outside both. Where 25.27% (23 Nos.) Industries use in-house Infrastructure facilities.

b.Trainers' availability:

Trainers' Availability

Graph 4.11 Trainer's availability

Out of the total industries interviewed 80.22% (73 Nos.) Industries use facility of Trainer in-house as well as outside both. Where 16.48% (15 Nos.) Industries use In-house Trainer facilities & 3.3% (3 Nos.) Industries use outside Trainer facilities.

7. B7: Impact of training and development ?:
   a. Qualitative:

   Qualitative impact of training:

When asked about the qualitative impact of training and development, different respondents gave different replies based on their experience. To have convenience, to know about their responses, the researcher has segregated their varied responses under common heads of impact which are as follows:

1. Improvement in Knowledge / Skills / Attitude / Behavior of employees

2. Improvement in Efficiency / Quality of Work / Productivity of employees

3. Training is must - Having more scope

4. Increase in business growth / benefits to organization

5. Positive impact for meeting organizational objectives

6. Improvement in customer focus / services

7. Impact is mixed

8. Average

9. Huge positive impact

10. Can not specify quality and quantity of training imparted

In the following graph, the presentation about above factors is given.
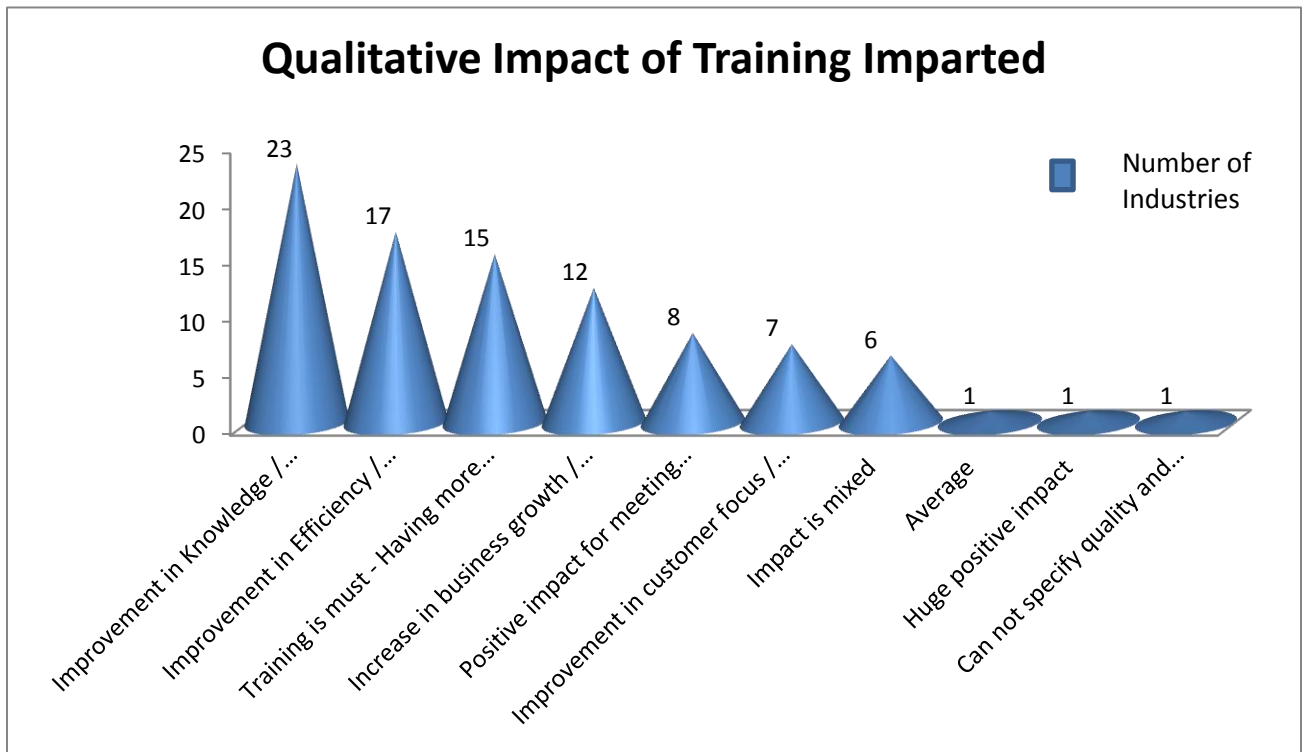
Graph 4.12 Qualitative impact of training imparted

The breakup of 91 industries for qualitative impact is as mentioned below:

23 industries said that there is improvement in knowledge / skills / attitude / behavior of employees; whereas 17 industries said that there is efficiency / quality of work / productivity of employees. As per 15 industries training is must; there is increase in growth as per 12 industries; 8 industries said there is positive impact of training for meeting the objectives. 7 industries said that improvement in customer focus is observed due to training; 6 industries said that impact of training is mixed. As per 1 industries the impact of training is average and 1 industries said that there is high positive impact of training. 1 industry said that the impact of training cannot be specified.

➢ It was found that total 90.11 % (82 Nos.) Industries have "A positive qualitative Impact of Training Imparted to their employees" where it is neither positive nor negative for 8.79 % (8 Nos.) of Industries.

➢ Only 1.09 % (1 No.) of Industries were still in a phase of ambiguity about qualitative impact of training to employees. They were not in a position / process to evaluate qualitative impact of training to employees.

b. Quantitative:
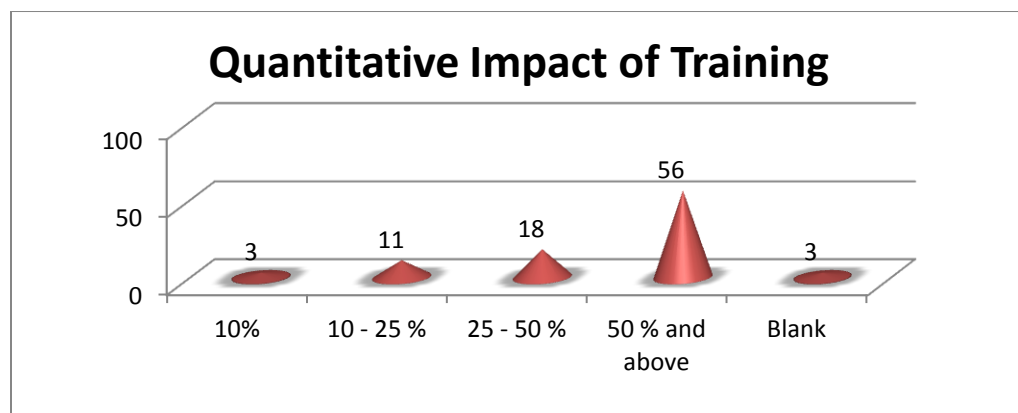
Graph 4.13 Quantitative impact of training imparted

Quantitative Impact of Training Imparted was found as follows:

Quantitative Impact 50% & Above – 61.54 % (56 Nos.)

Quantitative Impact 25 % to 50%   – 19.78 % (18 Nos.)

Quantitative Impact 10% to 25%   – 12.09 % (11 Nos.)

Quantitative Impact upto 10% Only – 3.3 % (3 Nos.)

Total 3.3 % (3 Nos.) Industries didn't respond so it was found that they are not serious about evaluation of Training Imparted.

8. C1: Are you aware of the concept "Hidden talent within organization"
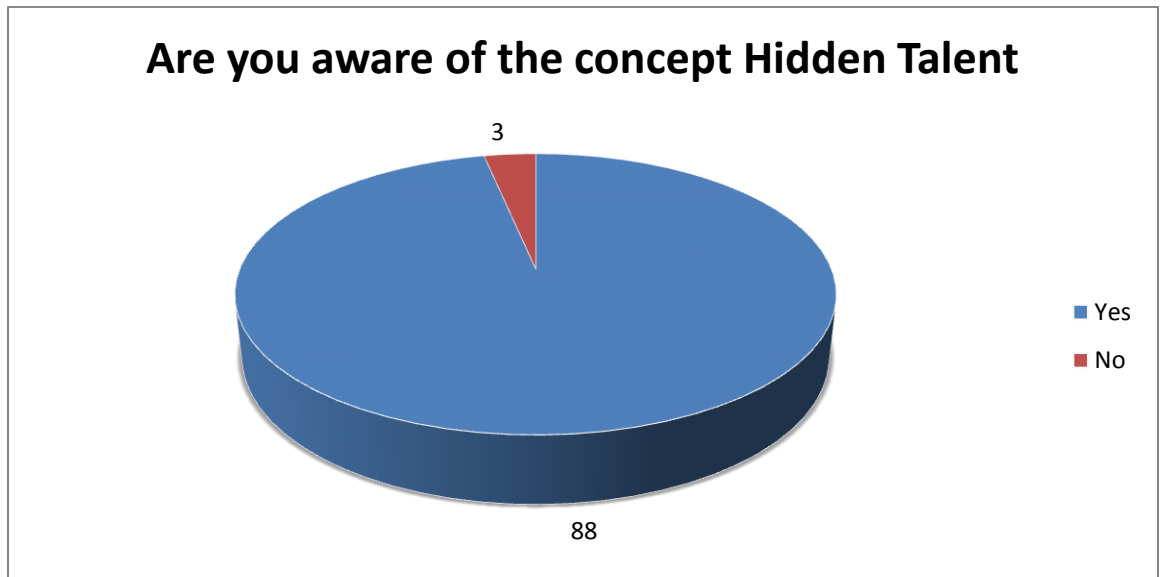
Graph 4.14 Awareness about concept of hidden talent - total

Total 96.70 % of Industries (88 Nos.) are aware of the concept of "Hidden Talent within Organizations". Only 3.3 % Industries (3 Nos.) are not aware of this concept. These 3.3 % Industries consists of 2.20 % of Large Scale Industries (2 Nos.) & 1.09 % (1 No.) of Medium Scale Industries.

119
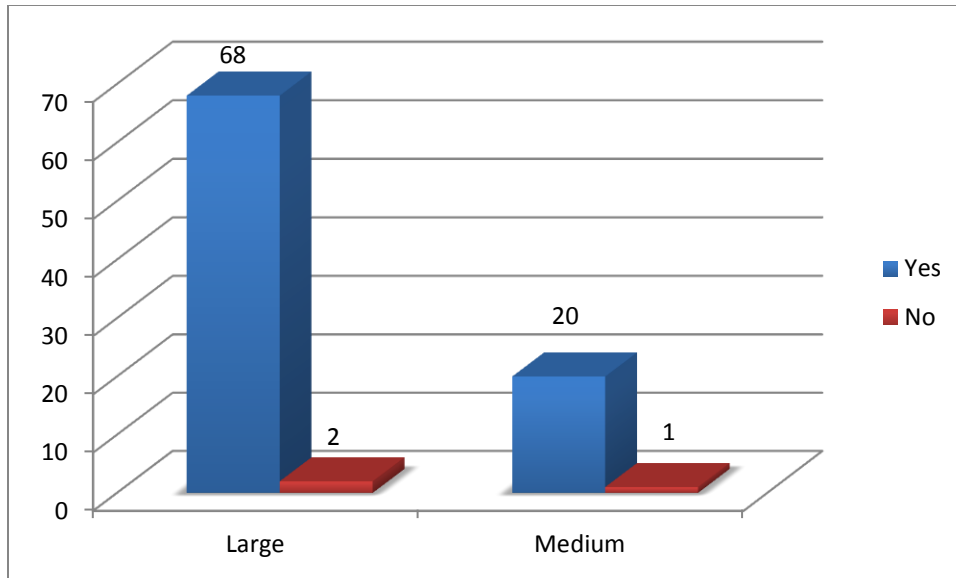
Graph 4.15 Awareness about concept of hidden talent – size wise

Awareness of the concept Hidden Talent – As per Category of Industry

Out of the majority component (88 industries – 96.70 %), 68 industries (74.73 %) are Large and 20 industries (21.98 %) are Medium. Out of the unaware industries (3 numbers – 3.3 %), 2 are Large industries (2.2 %) and 1 is Medium industry (1.1 %).

9. C2: Did you take efforts for searching of the hidden talent within the organization ?
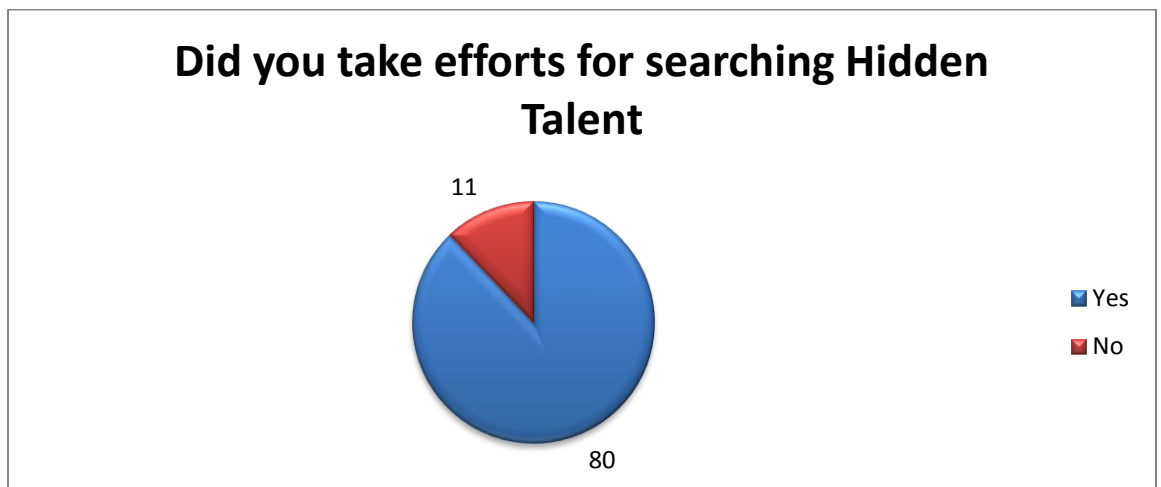
Graph 4.16 Efforts for Searching Hidden Talent

Out of 91 industries, 80 industries (87.91 %) take efforts for searching Hidden Talent, whereas 11 industries (12.09 %) do not take any efforts.
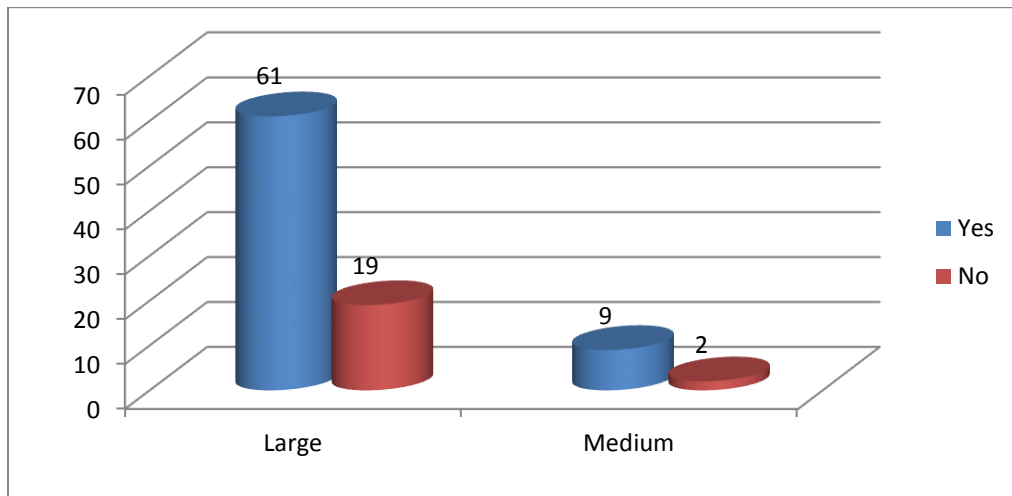
Graph 4.17 Distribution of Industries for Efforts for Hidden Talent

Efforts for Searching Hidden Talent – As per Category of Industry

The breakup of industries taking efforts is:

61 Large and 19 Medium

The breakup of industries not taking efforts is:

9 Large and 2 Medium

➢ It was found that 87.91 % of Industries take efforts for "Searching Hidden talent within organizations". Total 12.09 % of Industries don't take efforts for searching Hidden talent within Organization.

10. C3: Efforts for nurturing and developing hidden talent within the organization ?
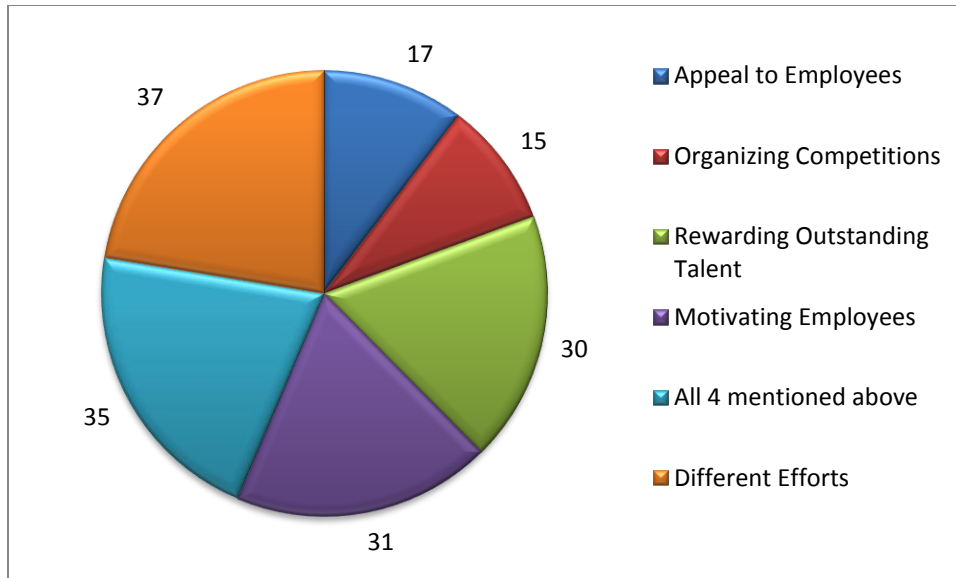
Graph 4.18 Ways to search hidden talent

It was found that, there are various efforts taken by Industries for Nurturing & developing Hidden talent within the organizations. Few Common efforts of Industries using the same are mentioned below as :

1. Appeal to Employees   – 18.68 % (17 Nos.) Industries

2. Organizing Competitions   - 16.48 % (15 Nos.) Industries

3. Rewarding Outstanding Talent   - 32.97 % (30 Nos.) Industries

4. Motivating Employees   - 34.07 % (31 Nos.) Industries

Total 38.46 % (35 Nos.) of Industries take all the mentioned efforts. Total 40.66 % (37 Nos.) of Industries take all above mentioned 4 efforts and in addition they also take some special efforts for "Nurturing & developing Hidden talent" as per the size and type of Industry. It was also found out that some Industries take more than one effort, but less than 4 types of efforts as mentioned above. There is variety in Industries for taking such efforts.
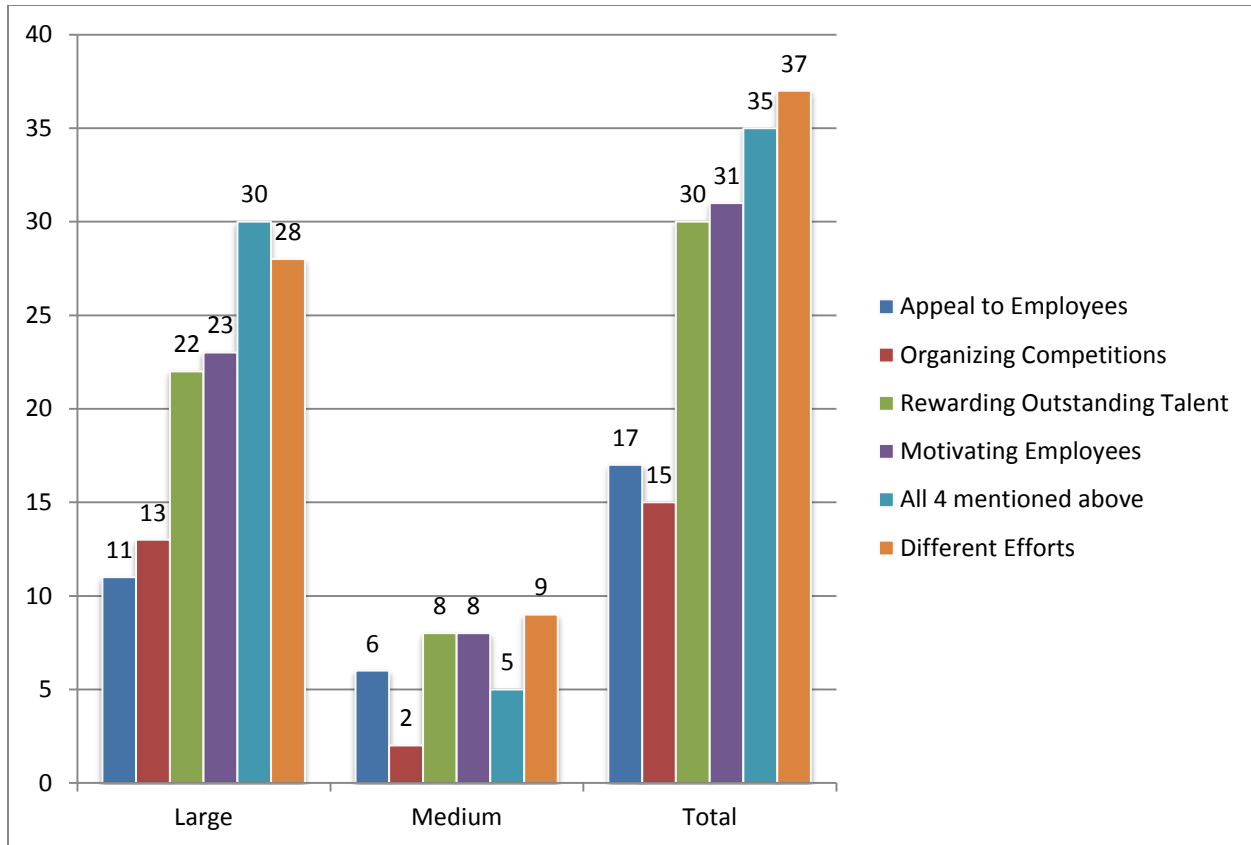
Graph 4.19 Distribution of Industries for ways to search Hidden Talent

Efforts for nurturing and developing Hidden Talent – As per Category of Industry

Amongst 17 industries (18.68 %) who make appeal to employees, 11 are Large (12.09 %) and 6 are Medium (6.59 %). Amongst the 15 industries (16.48 %) organizing competitions, 13 are Large (14.29 %) and 2 are Medium (2.2 %). Amongst 30 industries (32.97 %) rewarding outstanding talent, 22 are Large (24.16 %) and 8 are Medium (8.79 %). Amongst 31 industries (34.07 %) motivating employees, 23 are Large (25.27 %) and 8 are Medium (8.79 %). Out of 35 industries (38.46 %) taking all 4 above mentioned efforts, 30 are Large (32.97 %) and 5 are Medium (5.49 %). Amongst 37 industries (40.66 %) who take some other efforts, 28 are Large (30.77 %) and 9 are Medium (9.89 %).

11. C4: Is it helpful to solve business crisis and / to improve organization performance ?
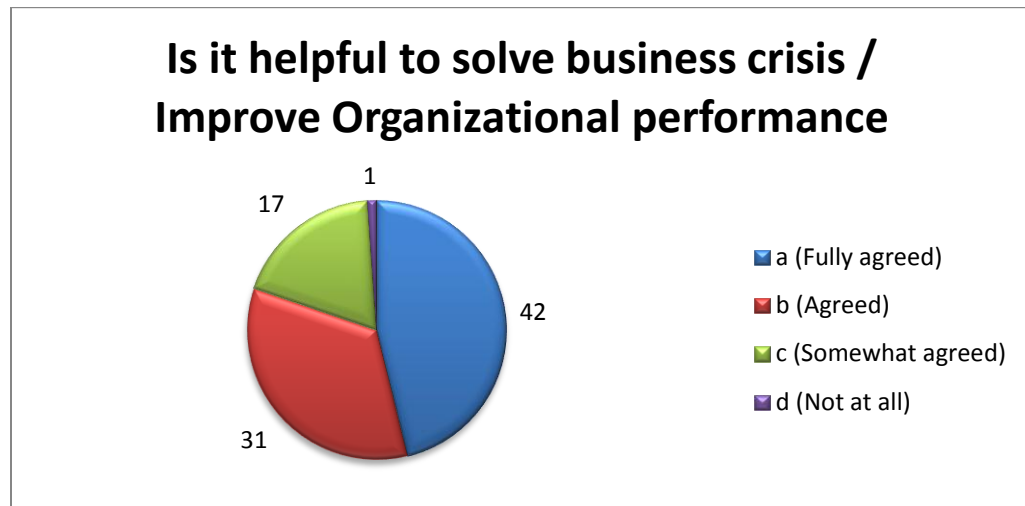
Graph 4.20 Helpfulness to solve Business Crisis

Out of 91 industries 42 industries (46.15 %) fully agreed for the usefulness to solve business crisis; 31 industries (34.07 %) agreed the usefulness; 17 industries (18.68 %) somewhat accepted whereas 1 industry (1.1 %) did not accept the usefulness to solve business crisis.
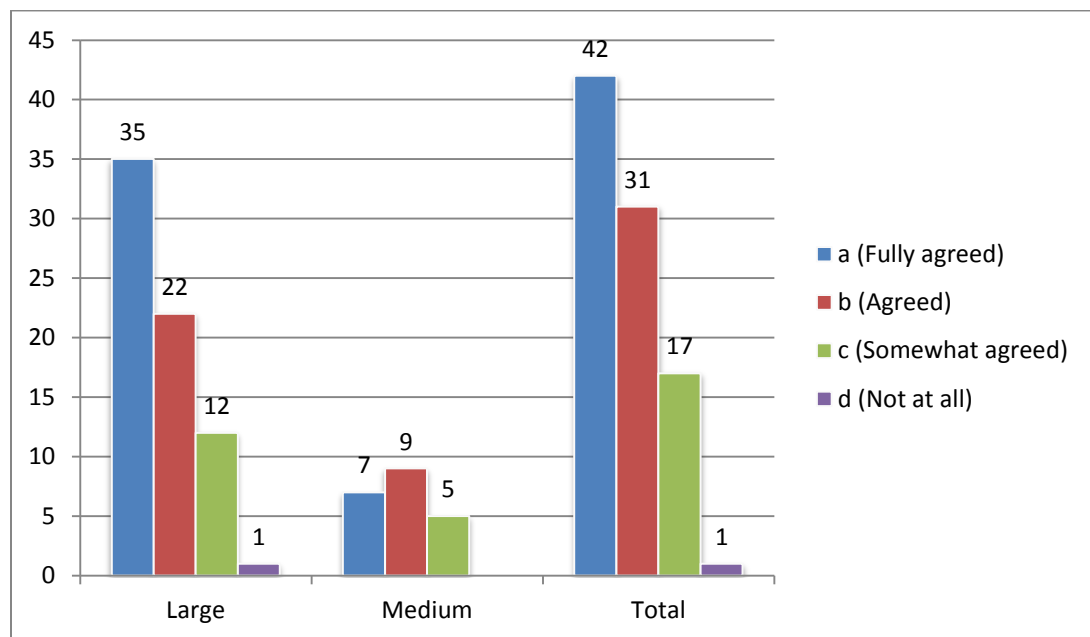
Graph 4.21 Distribution of Industries for Helpfulness to solve Business Crisis

124

Usefulness to solve Business Crisis – as per Category of Industry

Amongst 42 fully agreeing industries (46.15 %), 35 are Large (38.46 %) and 7 are Medium (7.69 %). Amongst 31 agreeing industries (34.07 %), 22 are Large (24.18 %) and 9 are Medium (9.89 %). Amongst the 17 industries (18.68 %), somewhat accepting the usefulness, 12 are Large (13.19 %) and 5 are Medium (5.49 %). 1 Large (1.1 %) did not accept the usefulness to solve business crisis.

It was found that "Useful of Searching for Hidden Talent within the Organization to solve Business Crisis" is applicable to 80.22 % (73 Nos.) of Industries, where 18.68 % (17 Nos.) Industries partially accepted this statement. On the contrary 1.1 % (1 No.) of industries are not accepting this statement saying that, there are various other additional parameters for "Solving the Business Crisis".

12. C5: Impact of loosing key talent of the organization in connection with organizational performance and growth ?
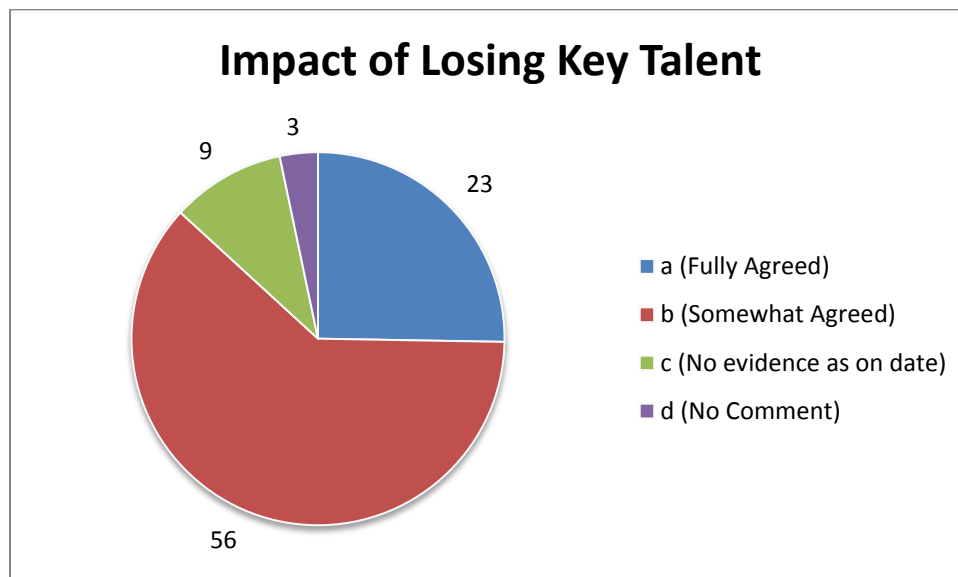
Graph 4.22 Impact of losing key talent

Out of 91 industries 23 industries (25.27 %) fully agreed for the impact of losing key talent, majority number – 56 industries (61.54 %) somewhat agreed for this impact and 9 industries (9.89 %) said that there is no such evidence as on date. 3 industries (3.3 %) did not comment on this point.
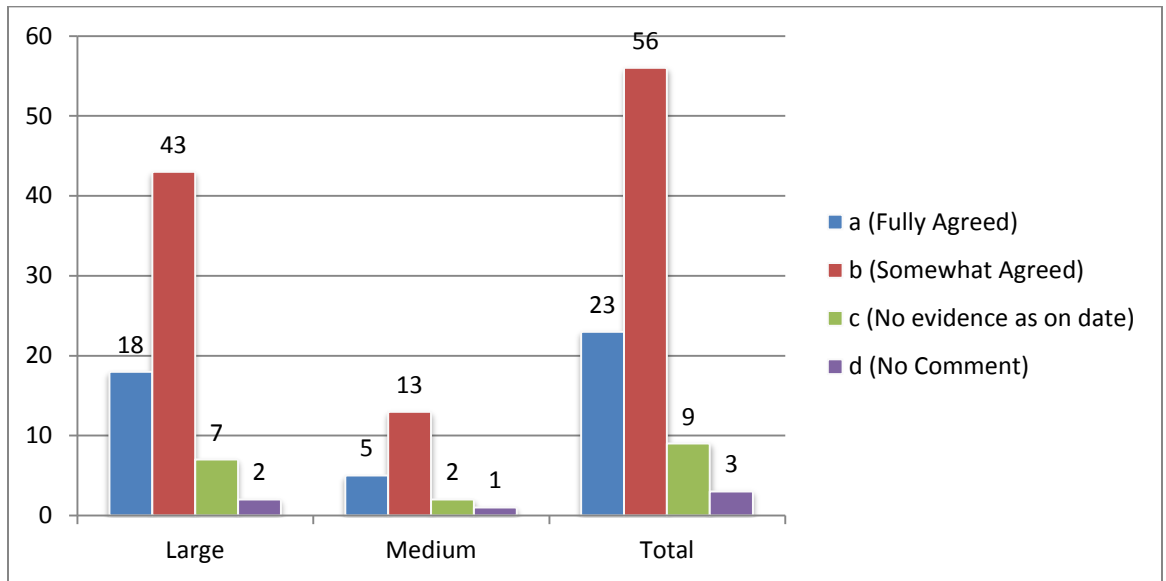
Graph 4.23 Distribution of Industries for Impact of Losing Key Talent

Impact of loosing Key Talent – As per Category of Industry

While checking the impact of loosing key talent of the Organization & its connection with organizational Performance & Growth, it was found that total 25.27 % (Total 23 Nos. = Large 18 + Medium 5) of industries accepted that loosing key talent affects organizational performance & growth where 61.54 % (Total 56 Nos. = Large 43 + Medium 13) Industries partially agreed with this statement. On the contrary 9.89 % (9 Nos. = Large 7 + Medium 2) Industries mentioned that, they don't have any evidence of such Impact on Organizational performance & Growth where 3.3 % (Total 3 Nos = 2 Large + 1 Medium) did not answer the question.

13. D1: Do you conduct exit interviews of employees when they leave the organization?

Conduction of Exit Interview

5

86

Yes
No
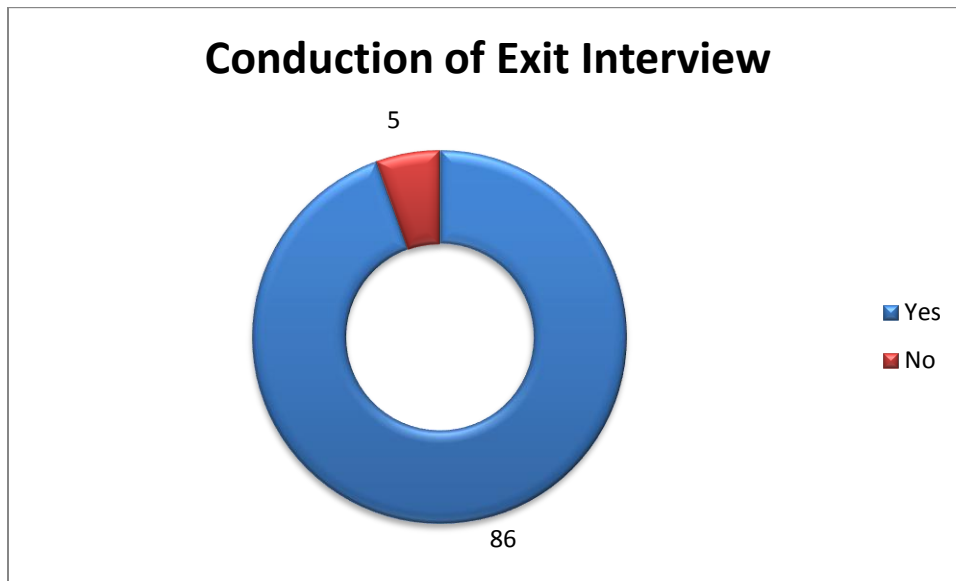
Graph 4.24 Conduction of exit interview

94.51 % (86 Nos.) Industries conduct the exit interview of their employees where

5.49 % (5 Nos.) Industries do not conduct exit interview of their employees as a

formal process and documentation.

14. D2: Do you take cognizance on the valid points emerged through exit interviews?

Cognizance of Exit Interview

81

10

Yes   No
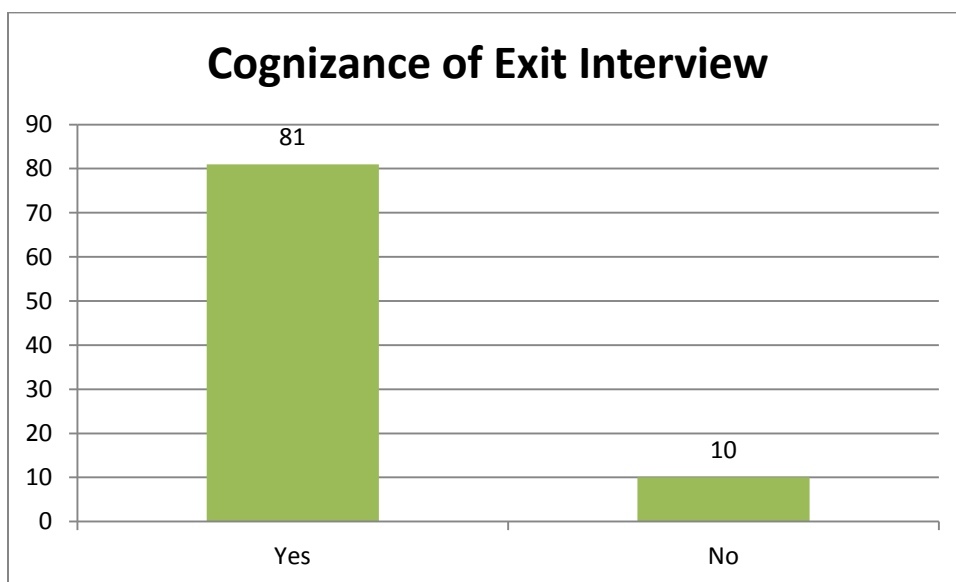
Graph 4.25 Cognizance of exit interview

Total 89.01 % (81 Nos.) of the industries take cognizance of exit interview. 10.99

% (10 Nos.) of the industries do not take cognizance of exit interview.

15. E1: Did you observe any Business / Organizational Growth in last 5 years
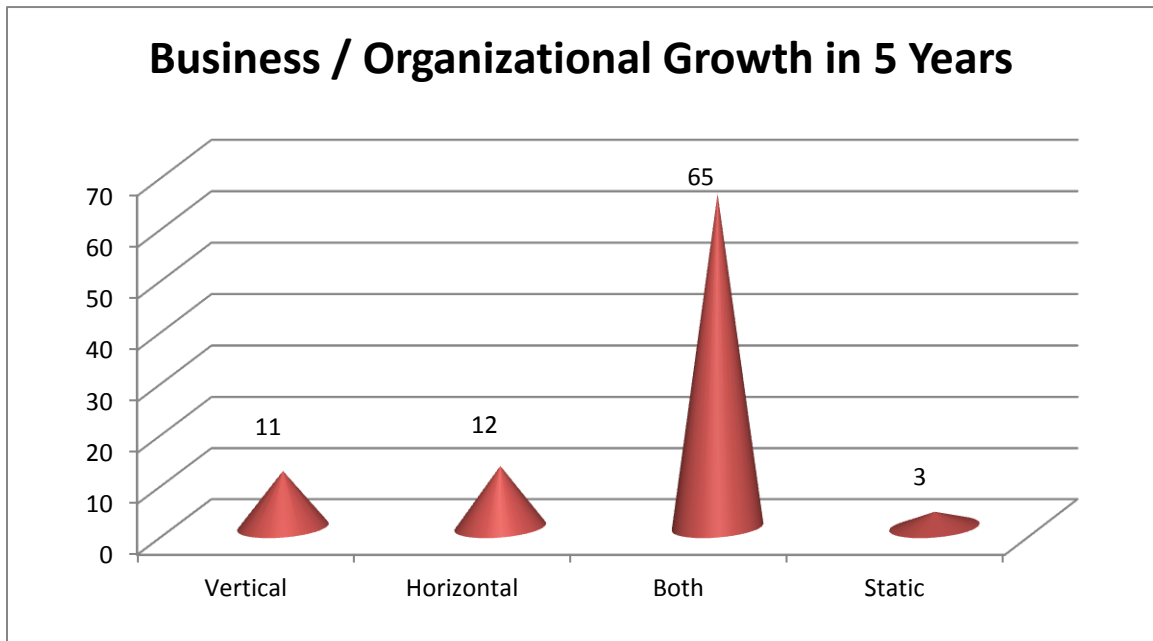
Graph 4.26 Business / Organizational Growth in 5 years

It was found that 71.43 % (65 Nos.) of the industries were having vertical as well

as horizontal growth (Vertical Growth = Increase in number of Different Products

/ Services , new operations

&

Horizontal Growth = Increase in number of Business Units, branches, franchises,

etc.)

in business as well as organization in last 5 years, where 13.19 % (12 Nos.)

Industries were having horizontal growth and 12.09 % (11 Nos.) industries were

having vertical growth only. 3.3 % (3 Nos.) of the industries do not have any type

of growth in last 5 years. They do have static growth, means constant from 5 years.

16. E2: Change in Organization's Turnover, Profit during last 05 Years ?

Change in Organization's Turnover
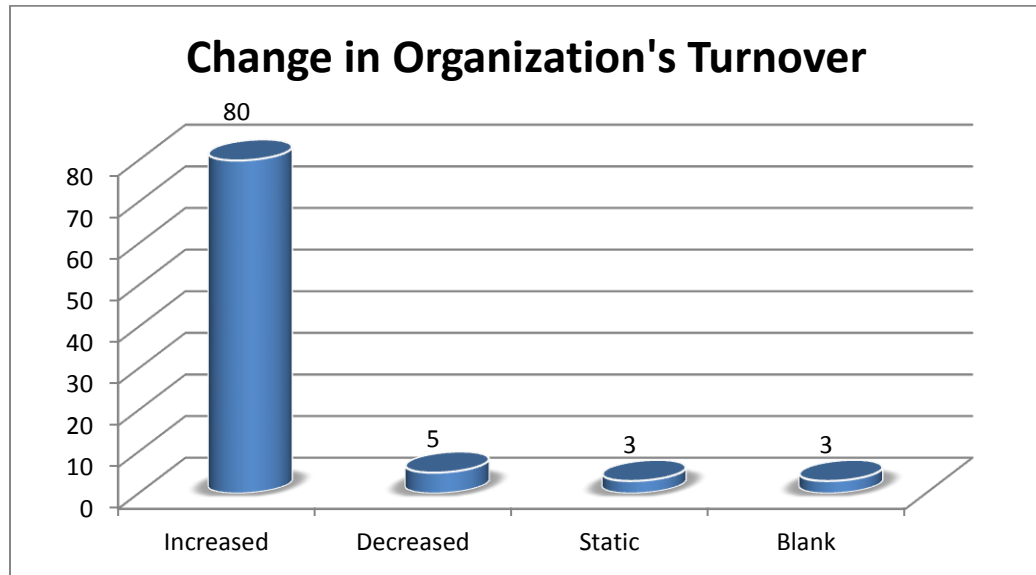
Graph 4.27 Change in organizations' turnover

It was found that about organizations' turnover / profit during last 5 years, 87.91 % (80 Nos.) industries do have increase in turnover or profit during last 5 years where it is decreased for 5.49 % (5 Nos.) of industries and it remains unchanged in value (i.e., static) for 3.3 % (3 Nos.) of industries. Total 3.3 % (3 Nos.) of the industries did not respond for this question, due to policy of the organization and business reasons.

17. E3: Number of branches / customers / dealers / distributors / stockiest in last 5 years ?

No. of Branches / Customers / Dealers
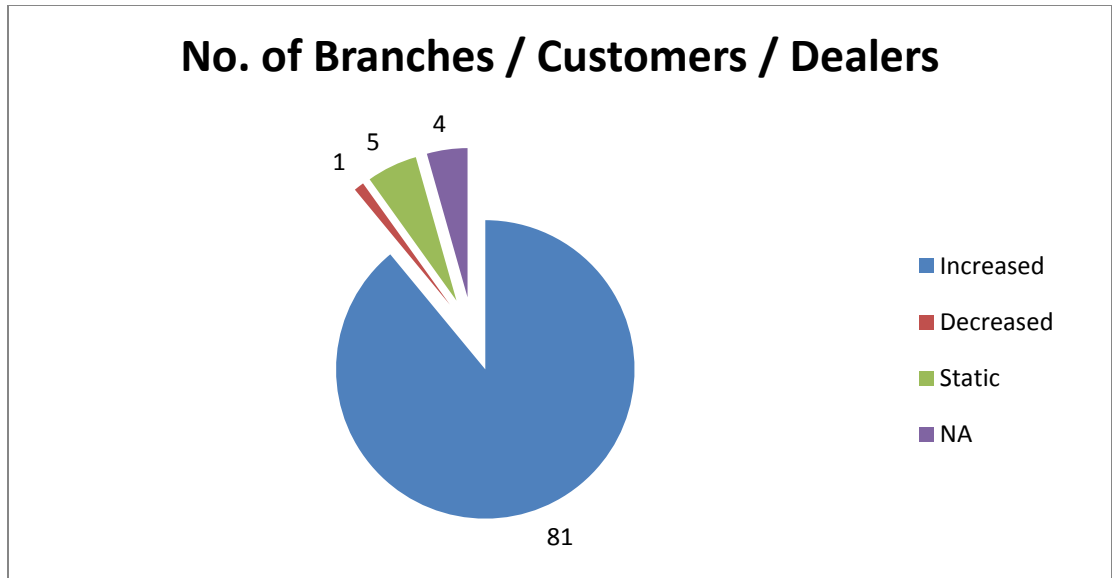
Graph 4.28 Number of branches / customers / dealers

Total 89.01 % (81 Nos.) of the industries mentioned that they have seen growth of the industries in last 5 years by "Increase in number of branches / customers / dealers / distributors / stockiest" in last 5 years, where it is decreased for 1.1 % (1 Nos.) of the industries and remain unchanged for 5.49 % (5 Nos.) of the industries. 4.4 % (4 Nos.) of the industries said that this is not applicable for their type of industry.

4.3 Analysis related to Hypotheses: Testing

The research study focused on three hypotheses. All the hypotheses have been tested using statistical analysis on the data which was generated through the primary research. The three hypotheses are reproduced below for easy reference:

4.3.1 Hypothesis 1 (H_1) - There is awareness about the concept of Hidden Talent in large and medium size organizations.

4.3.2 Hypothesis 2 (H₂) - There is no formal process to identify Hidden Talent for organizational benefit and solving the skill related business crisis.

4.3.3 Hypothesis 3 (H₃) - Hidden Talent contributes towards sustainable organizational growth.

4.3.1 Hypothesis 1 (H₁) - There is awareness about the concept of Hidden Talent in large and medium size organizations.

Analysis with respect to H₁:

Null Hypothesis (H₁0) – There is No awareness about the concept of Hidden Talent in Large and medium size organizations.

Hypothesis 1 (H₁A) - There is awareness about the concept of Hidden Talent in large and medium size organizations.

H₁ was analyzed using cross tabulation of data based on Section C of the Questionnaire.

Table 4.1 Distribution of Industries for Awareness of Hidden Talent

C1			
	Yes	No	Total
Large	68	2	70
Medium	20	1	21
Total	88	3	91
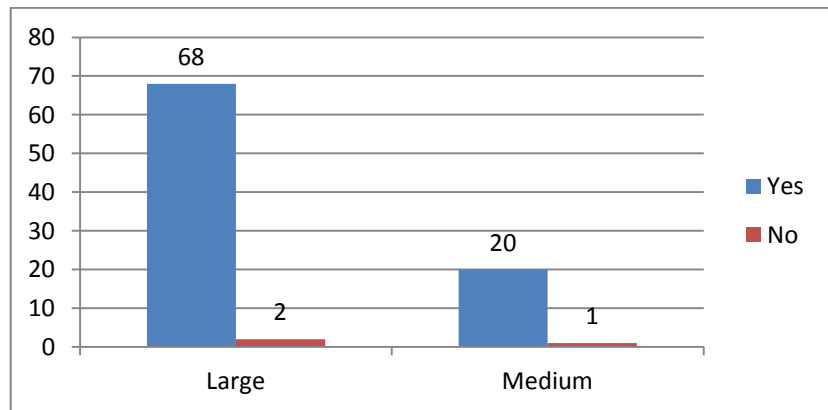
Graph 4.29 Awareness about Concept of Hidden Talent

The cross tabulation of responses about awareness of the concept of Hidden Talent within the organization with size of the organization indicates that of the 91 respondents split across Large and Medium organizations. 88 respondents indicated that they were

aware of the concept Hidden Talent within the organization. i.e., 96.7 % of respondents were aware of the concept.

The awareness was uniformly strong across the categories. The findings are in agreement with the existing literature in HR domain.

Table 4.2 Distribution of Industries for efforts to search Hidden Talent

C2			
	Yes	No	Not Required	Total
Large	61	9	0	70
Medium	19	2	0	21
Total	80	11	0	91
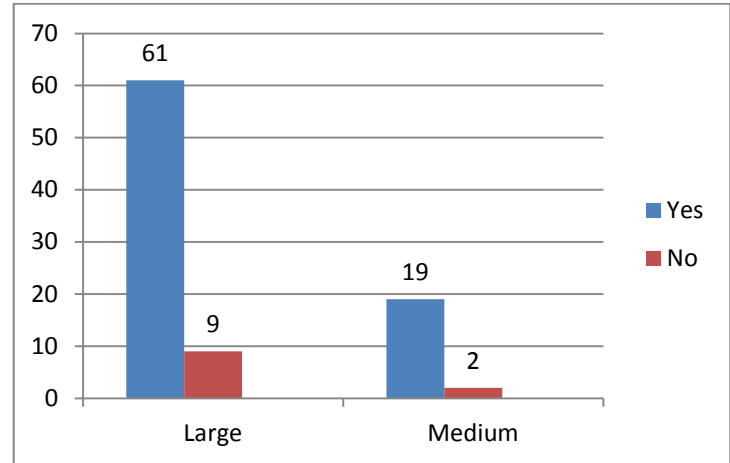
Graph 4.30 Efforts to Search Hidden Talent

Of the total respondents 87.9 % (80 out of 91) indicated that their organizations had taken efforts for searching of the hidden talent. The percentages across both categories were 87.14 % and 90.48 % respectively in Large and Medium organizations.

It can be concluded from the Table 4.2. Data that majority of the organizations (about 87.9 %) did take efforts for searching of Hidden Talent.

Table 4.3 Ways to Search Hidden Talent

C3				
	a	b	c	d	Total
Large	41	43	52	53	189
Medium	11	7	13	13	44
Total	52	50	65	66	233
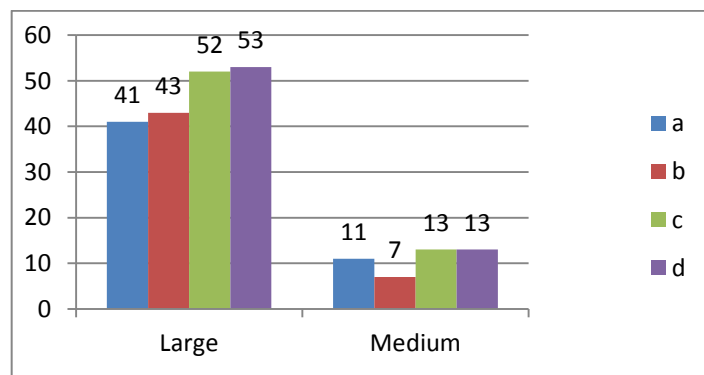
Graph 4.31 Ways to Search Hidden Talent

In order to get insights about the type of efforts taken by the organization to nurture and develop Hidden Talent, a follow up question was asked to the respondents in the form of multiple choice questions.

Large size organizations indicated that they were taking efforts in all the four categories. However data suggest that rewarding outstanding talent and motivating employees to nurture their Hidden Talent were the key / primary thrust areas. In the case of Medium size organizations also it was found that rewarding outstanding talent and motivating employees to nurture their Hidden Talent were the focus areas of the efforts to nurture Hidden Talent. About 50 % of the Medium size organizations (11 out of 21) also indicated that they appealed to employees to showcase their Hidden Talent.

It can be summarized that across both categories of the organizations

c – Rewarding outstanding talent &

d – Motivating the employees to nurture their Hidden Talent

were the most practiced ways of nurturing Hidden Talent.

Table 4.4 Helpfulness to solve Business

C4					
	a (Agreed)	b (Fully agreed)	c (Not at all)	d (Somewhat accepted)	Total
Large	22	35	1	12	70
Medium	9	7	0	5	21
Total	31	42	1	17	91
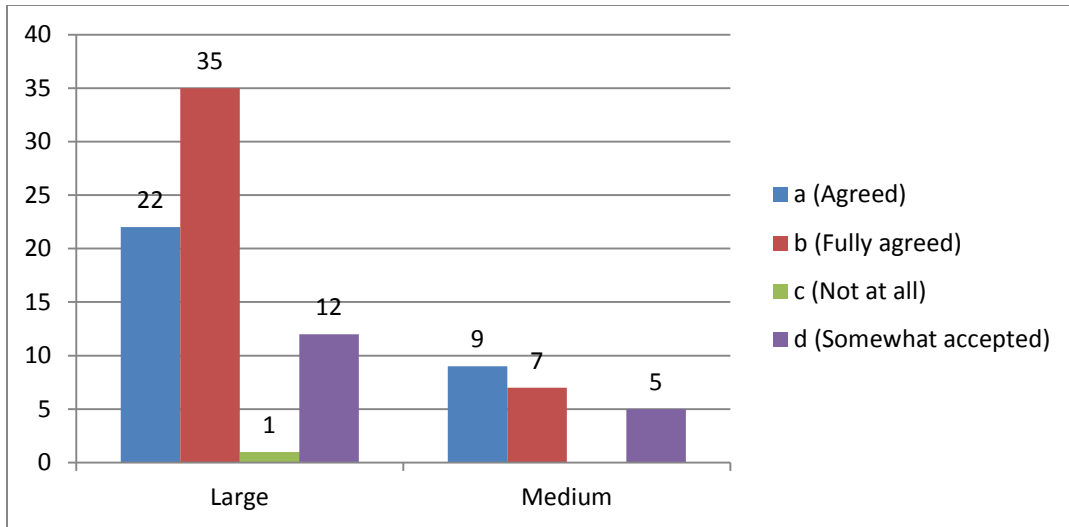
Graph 4.32 Helpfulness to solve Business Crisis

About 80.22 % of the organizations surveyed indicated that nurturing Hidden Talent within organization is helpful to solve business crisis or improve organizational performance. The strength of agreement of views was also uniform across both categories of industries. An insignificant number (1.1 %) disagreed with the statement.

About $1/5^{th}$ of the respondents (18.68 %) were of the opinion that there is a weak linkage between nurturing Hidden Talent and its utility to solve the business crisis or improve organizational performance.

Table 4.5 Impact of losing Key Talent

C5			
	a (No evidence as on date)	b (Somewhat agreed)	c (Fully Agreed)	Total
Large	9	43	18	70
Medium	3	13	5	21
Total	12	56	23	91
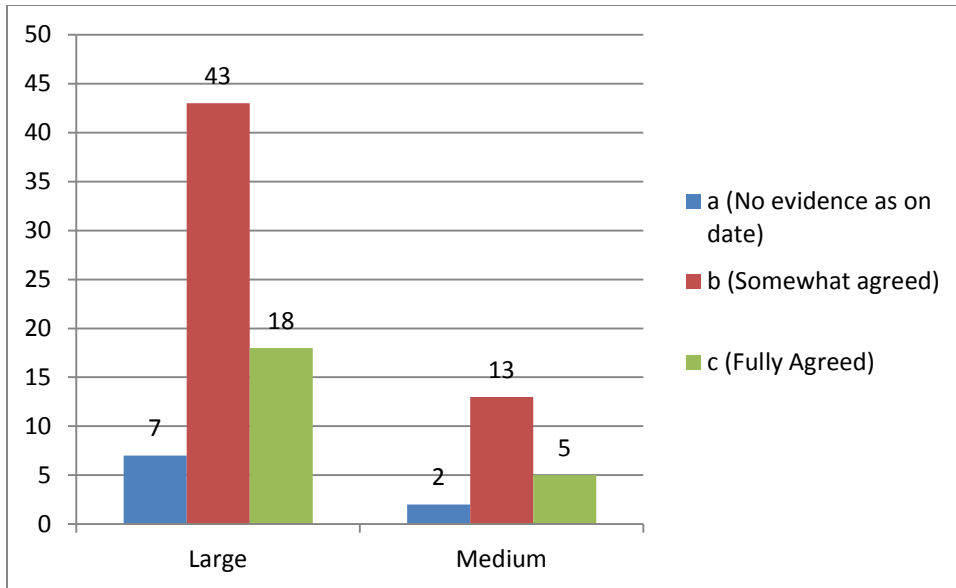
Graph 4.33 Impact of losing Key Talent

There were an almost equal number of respondents, who agreed the linkage between nurturing Hidden Talent and its utility to solve business crisis or improve organizational performance. However in response to the question of evidence of the above relationship, respondents who fully agreed were only half of these who indicated a lesser level of agreement (23 : 56).

About 9.9 % of the respondents indicated that they had no evidence to support the relationship suggesting that one cannot make a definite statement of the impact of losing key talent on organizational performance and growth.

Based on the ongoing discussion it can be concluded that the NULL hypothesis that "There is No awareness about the concept of Hidden Talent in Large and medium sized organizations" is rejected.

Therefore, it can be concluded that with respect to the sample survey, there is indeed awareness of the concept of Hidden Talent and its relation with organizational performance and growth.

4.3.2 Hypothesis 2 (H$_2$) - There is no formal process to identify Hidden Talent for organizational benefit and solving the skill related business crisis.

Analysis related to H2:

Null Hypothesis (H$_2$0) – There is No formal process to identify Hidden Talent for organizational benefit and solving the skill related business crisis.

Hypothesis 1 (H$_2$A) - There is a formal process to identify Hidden Talent for organizational benefit and solving the skill related business crisis.

Table 4.6 p-value for ways to search Hidden Talent

Observed					
C3					
	a	b	c	d	Total
Large	41	43	52	53	189
Medium	11	7	13	13	44
Total	52	50	65	66	233

p Value
C3
0.792823701

Expected					
C3					
	a	b	c	d	Total
Large	42.18026	40.55794	52.72532	53.53648	189
Medium	9.819742	9.44206	12.27468	12.46352	44
Total	52	50	65	66	233
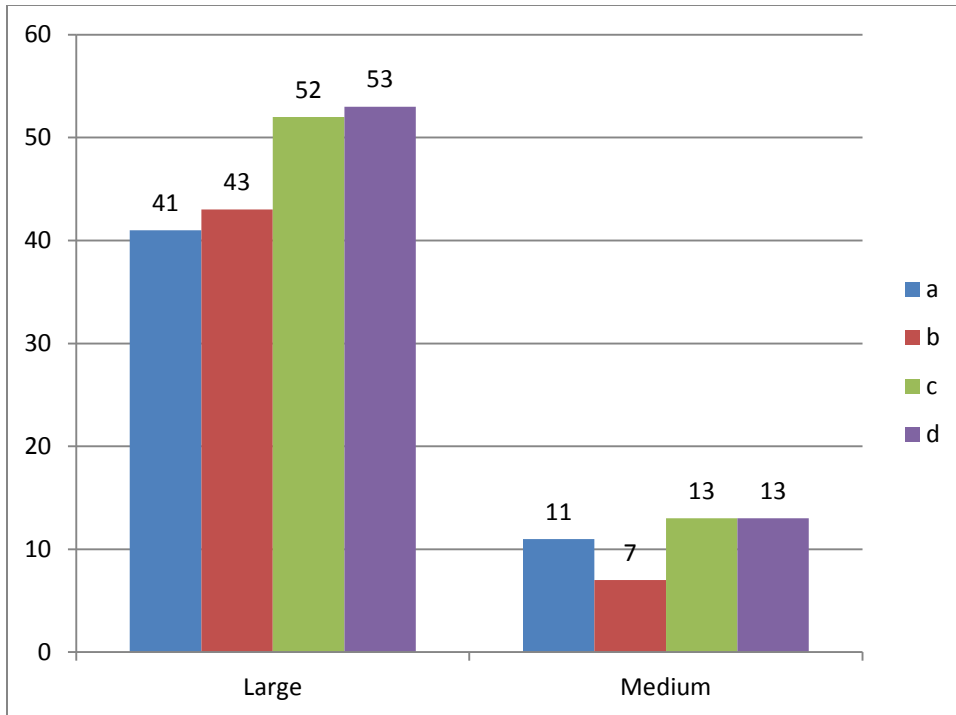
Graph 4.34 Ways to search Hidden Talent

Table 4.7 p-value for Efforts for Hidden Talent & its helpfulness – Large Industries

Large (C2 & C4)			
		C2	
C4	Yes	No	Total
a (Not at all)	0	1	1
b (Somewhat accepted)	9	3	12
c (Agreed)	19	3	22
d (Fully agreed)	33	2	35
Total	61	9	70

Expected			
Large (C2 & C4)			
		C2	
C4	Yes	No	Total
a (Not at all)	0.871429	0.128571	1
b (Somewhat accepted)	10.45714	1.542857	12
c (Agreed)	19.17143	2.828571	22
d (Fully agreed)	30.5	4.5	35
Total	61	9	70

p Value
Large (C2 & C4)
0.01888551

Table 4.8 p-value for Efforts for Hidden Talent & its helpfulness – Medium Industries

Observed			
Medium (C2 & C4)			
		C2	
C4	Yes	No	Total
a (Not at all)	0	0	0
b (Somewhat accepted)	4	1	5
c (Agreed)	8	1	9
d (Fully agreed)	7	0	7
Total	19	2	21
Expected			
Medium (C2 & C4)			
		C2	
C4	Yes	No	Total
a (Not at all)	0	0	0
b (Somewhat accepted)	4.52381	0.47619	5
c (Agreed)	8.142857	0.857143	9
d (Fully agreed)	6.333333	0.666667	7
Total	19	2	21

p Value
Medium (C2 & C4)
0.496585304

C3		Since the P value (0.79) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between a formal process to identify hidden talent for organizational benefit and solving the skill related business crisis.

C2 and C4 (Large)	Null	There is no association between Efforts taken to search hidden talents and Benefits to solve crisis/improve organization performance for large scale organizations.
	Alternate	There is an association between Efforts taken to search hidden talents and Benefits to solve crisis/improve organization performance for large scale organizations.
	Conclusion	Since the P value (0.01) is less than the significance level (0.05), we cannot accept the null hypothesis. Thus, we conclude that there is an association between efforts taken to search hidden talents and benefits received to solve crisis/improve organization performance for large scale organizations.

C2 and C4 (Medium)	Null	There is no association between Efforts taken to search hidden talents and Benefits to solve crisis/improve organization performance for medium scale organizations.
	Alternate	There is an association between Efforts taken to search hidden talents and Benefits to solve crisis/improve organization performance for medium scale organizations.

	Conclusion	Since the P value (0.49) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to search hidden talents and Benefits to solve crisis/improve organization performance for medium scale organizations.

Chi Square Test of Association was utilized to test Hypothesis H_2, i.e., "There is No formal process to identify Hidden Talent for organizational benefit and solving the skill related business crisis".

In Medium organizations investigated by the researcher, no association was found between the efforts taken to identify "Hidden Talent" and the benefits derived by the organization in solving the Skill related Business Crisis. The p-value of Chi Square Test was 0.49

However in the case of Large organization the Chi Square Test indicated an association between the efforts taken and the benefits. The p-value of the Chi Square Test was 0.01.

The above result point towards / indicate that, possibly the Large organizations do the better job of identifying "Hidden Talent" for organizational benefits such as solving the Skill related Business Crisis.

These results when looked at in combination with the statistics about awareness of concept of "Hidden Talent" in Large and Medium organizations point towards mere awareness in the Medium sector, but possibly little systematic focused and institutionalized efforts to leverage "Hidden Talent" in the Medium organizations.

So the Null Hypothesis which is Hypothesis 2 states that "There is no formal process to identify Hidden Talent for Organizational benefit and solving the skill related business crisis" is accepted.

4.3.3 Hypothesis 3 (H₃) - Hidden Talent contributes towards sustainable organizational growth.

Analysis related to H3:

Null Hypothesis (H₃0) – "Hidden Talent" does not contribute towards sustainable organizational growth.

Hypothesis 1 (H₃A) - "Hidden Talent" contributes towards sustainable organizational growth.

Table 4.9 Business Growth

E1 Business Growth	No. Of Companies	%
a)Vertical	11	12.09
b)Horizontal	1412	13.19
c)Both	7665	71.43
d)Static	33	3.3
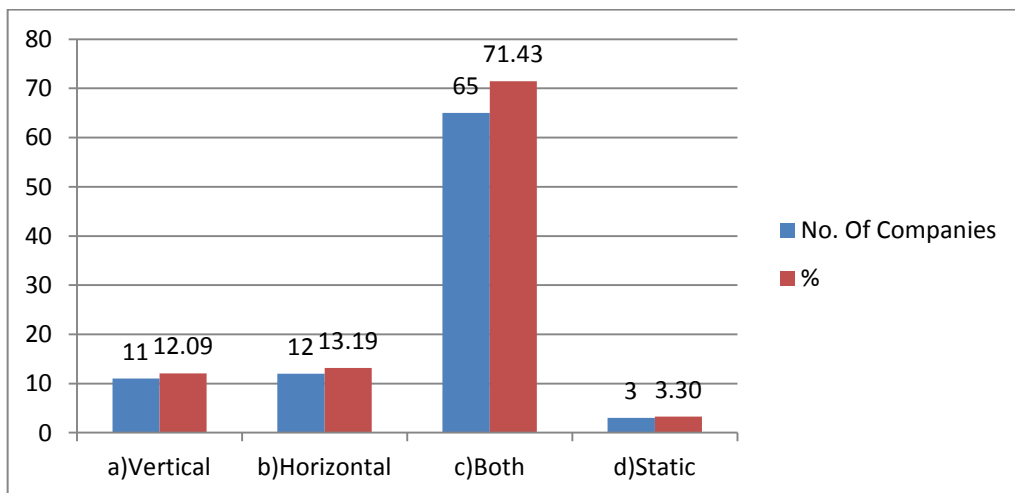
Graph 4.35 Business Growth

Table 4.10 p-value for Hidden Talent Awareness and business Growth

Observed					
C1 - E1 HT Awareness V/s Growth	E1				
C1	Vertical	Horizontal	Both	Static	Total
Yes	11	10	64	3	88
No	0	2	1	0	3
Total	11	12	65	3	91
Expected					
C1 - E1 HT Awareness V/s Growth	E1				
C1	Vertical	Horizontal	Both	Static	Total
Yes	10.6373626	11.6043956	62.8571429	2.9010989	88
No	0.36263736	0.3956044	2.14285714	0.0989011	3
Total	11	12	65	3	91

p Value
C1 - E1
0.049523

Table 4.11 p-value for efforts for Hidden Talent and Business Growth

Observed					
C2 - E1 HT Efforts V/s Growth	E1				
C2	Vertical	Horizontal	Both	Static	Total
Yes	8	9	60	3	80
No	3	3	5	0	11
Total	11	12	65	3	91
Expected					
C2 - E1 HT Efforts V/s Growth	E1				
C2	Vertical	Horizontal	Both	Static	Total
Yes	9.67032967	10.5494505	57.1428571	2.63736264	80
No	1.32967033	1.45054945	7.85714286	0.36263736	11
Total	11	12	65	3	91

p Value
C2 - E1
0.11843

Table 4.12 p-value for ways for Hidden Talent and Business Growth

Observed					
C3 - E1 Types of Efforts for HT V/s Growth	E1				
C3	Vertical	Horizontal	Both	Static	Total
a) Appeal to Employees	6	7	35	2	51
b)Organizing Competitions	7	8	32	1	48
c)Rewarding Outstanding	8	8	46	1	64
d) Motivating Employees	6	8	47	3	65
Total	27	31	160	7	228
Expected					
C3 - E1 Types of Efforts for HT V/s Growth	E1				
C3	Vertical	Horizontal	Both	Static	Total
a) Appeal to Employees	6.03947368	6.93421053	35.7894737	1.56578947	51
b)Organizing Competitions	5.68421053	6.52631579	33.6842105	1.47368421	48
c)Rewarding Outstanding	7.57894737	8.70175439	44.9122807	1.96491228	64
d) Motivating Employees	7.69736842	8.8377193	45.6140351	1.99561404	65
Total	27	31	160	7	228

p Value
C3 - E1
0.978248

Table 4.13 p-value for Helpfulness to solve Business Crisis & Business Growth

Observed					
C4 - E1 Solve Business Crisis & Organization Performance V/s Growth	E1				
C4	Vertical	Horizontal	Both	Static	Total
Not at all	0	0	1	0	1
Somewhat Accepted	0	6	10	1	18
Agreed	6	3	21	1	31
Fully Agreed	5	3	33	1	42
Total	11	12	65	3	92

Expected					
C4 - E1 Solve Business Crisis & Organization Performance V/s Growth	E1				
C4	Vertical	Horizontal	Both	Static	Total
Not at all	0.11956522	0.13043478	0.70652174	0.0326087	1
Somewhat Accepted	2.15217391	2.34782609	12.7173913	0.58695652	18
Agreed	3.70652174	4.04347826	21.9021739	1.01086957	31
Fully Agreed	5.02173913	5.47826087	29.673913	1.36956522	42
Total	11	12	65	3	92

p Value
C4 - E1
0.190211

Table 4.14 p-value for Awareness & Turnover

Observed					
C1 - E2 HT Awareness V/s Turnover / Profit	E2				
C1	Increased	Decreased	Static	NA	Total
Yes	77	5	3	3	88
No	3	0	0	0	3
Total	80	5	3	3	91

Expected					
C1 - E2 HT Awareness V/s Turnover / Profit	E2				
C1	Increased	Decreased	Static	NA	Total
Yes	77.3626374	4.83516484	2.9010989	2.9010989	88
No	2.63736264	0.16483516	0.0989011	0.0989011	3
Total	80	5	3	3	91

p Value
C1 - E2
0.934702

Table 4.15 p-value for Efforts for Hidden Talent & Turnover

Observed					
C2 - E2 HT Efforts V/s Turnover / Profit	E2				
C2	Increased	Decreased	Static	NA	Total
Yes	70	5	3	2	80
No	10	0	0	1	11
Total	80	5	3	3	91

Expected					
C2 - E2 HT Efforts V/s Turnover / Profit	E2				
C2	Increased	Decreased	Static	NA	Total
Yes	70.3296703	4.3956044	2.63736264	2.63736264	80
No	9.67032967	0.6043956	0.36263736	0.36263736	11
Total	80	5	3	3	91

p Value
C2- E2
0.496054
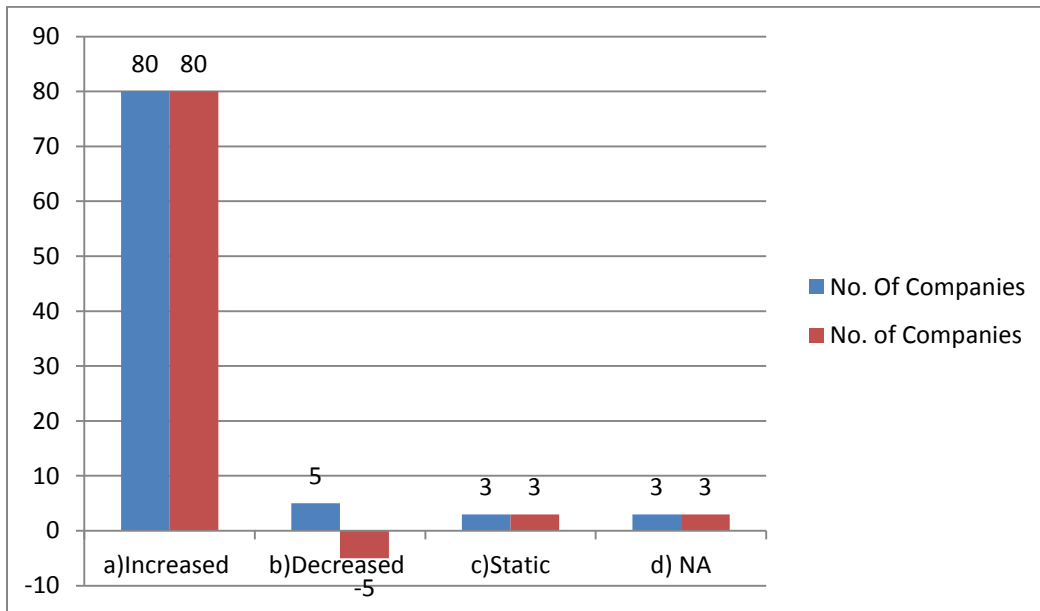
Graph 4.36 Turnover / profit of industries

Table 4.16 p-value for Ways for Hidden Talent & Turnover

Observed					
C3 - E2 Types of Efforts for H.T. & Turnover /Profit	E2				
C3	Increased	Decreased	Static	NA	Total
a) Appeal to Employees	41	4	3	2	50
b)Organizing Competitions	42	3	1	2	48
c)Rewarding Outstanding	56	4	1	2	63
d) Motivating Employees	54	5	3	2	64
Total	193	16	8	8	225

Expected					
C3 - E2 Types of Efforts for H.T. & Turnover /Profit	E2				
C3	Increased	Decreased	Static	NA	Total
a) Appeal to Employees	42.8888889	3.55555556	1.77777778	1.77777778	50
b)Organizing Competitions	41.1733333	3.41333333	1.70666667	1.70666667	48
c)Rewarding Outstanding	54.04	4.48	2.24	2.24	63
d) Motivating Employees	54.8977778	4.55111111	2.27555556	2.27555556	64
Total	193	16	8	8	225

p Value
C3 - E2
0.978824

Table 4.17 p-value for Helpfulness to solve Business Crisis & Turnover

Observed					
C4 - E2 Solve Business Crisis & Organization Performance V/s Turnover / Profit	E2				
C4	Increased	Decreased	Static	NA	Total
Not at all	1	0	0	0	1
Somewhat Accepted	14	1	2	0	17
Agreed	28	2	1	0	31
Fully Agreed	37	2	0	3	42
Total	80	5	3	3	91
Expected					
C4 - E2 Solve Business Crisis & Organization Performance V/s Turnover / Profit	E2				
C4	Increased	Decreased	Static	NA	Total
Not at all	0.87912088	0.05494505	0.03296703	0.03296703	1
Somewhat Accepted	14.9450549	0.93406593	0.56043956	0.56043956	17
Agreed	27.2527473	1.7032967	1.02197802	1.02197802	31
Fully Agreed	36.9230769	2.30769231	1.38461538	1.38461538	42
Total	80	5	3	3	91

p Value
C4 - E2
0.44982

Table 4.18 p-value for Awareness and Branches / Customers

Observed					
C1 - E3 HT Awareness V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C1	Increased	Decreased	Static	NA	Total
Yes	78	1	7	2	88
No	3	0	0	0	3
Total	81	1	7	2	91
Expected					
C1 - E3 HT Awareness V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C1	Increased	Decreased	Static	NA	Total
Yes	78.3296703	0.96703297	6.76923077	1.93406593	88
No	2.67032967	0.03296703	0.23076923	0.06593407	3
Total	81	1	7	2	91

p Value
C1 - E3
0.943732

Table 4.19 p-value for Efforts for Hidden Talent & Branches / Customers

Observed					
C2 - E3 HT Efforts V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C2	Increased	Decreased	Static	NA	Total
Yes	71	1	5	3	80
No	10	0	0	1	11
Total	81	1	5	4	91

Expected					
C2 - E3 HT Efforts V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C2	Increased	Decreased	Static	NA	Total
Yes	71.2087912	0.87912088	4.3956044	3.51648352	80
No	9.79120879	0.12087912	0.6043956	0.48351648	11
Total	81	1	5	4	91

p Value
C2 - E3
0.692085

Table 4.20 p-value for Ways for Hidden Talent & Branches / Customers

Observed					
C3 - E3 Types of Efforts for HT V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C3	Increased	Decreased	Static	NA	Total
a) Appeal to Employees	43	0	5	2	50
b)Organizing Competitions	43	0	3	2	48
c)Rewarding Outstanding	57	0	4	2	63
d) Motivating Employees	56	1	5	2	64
Total	199	1	17	8	225

Expected					
C3 - E3 Types of Efforts for HT V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C3	Increased	Decreased	Static	NA	Total
a) Appeal to Employees	44.2222222	0.22222222	3.77777778	1.77777778	50
b)Organizing Competitions	42.4533333	0.21333333	3.62666667	1.70666667	48
c)Rewarding Outstanding	55.72	0.28	4.76	2.24	63
d) Motivating Employees	56.6044444	0.28444444	4.83555556	2.27555556	64
Total	199	1	17	8	225

p Value
C3 - E3
.948287

Table 4.21 p-value for Helpfulness to solve Business Crisis & Branches / Customers

Observed					
C4 - E3 Solve Business Crisis & Organization Performance V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C4	Increased	Decreased	Static	NA	Total
Not at all	1	0	0	0	1
Somewhat Accepted	13	0	4	0	17
Agreed	28	0	1	2	31
Fully Agreed	41	1	0	0	42
Total	83	1	5	2	91
Expected					
C4 - E3 Solve Business Crisis & Organization Performance V/s Branches / Customers / Stockists / Dealers / Distributors	E3				
C4	Increased	Decreased	Static	NA	Total
Not at all	0.91208791	0.01098901	0.05494505	0.02197802	1
Somewhat Accepted	15.5054945	0.18681319	0.93406593	0.37362637	17
Agreed	28.2747253	0.34065934	1.7032967	0.68131868	31
Fully Agreed	38.3076923	0.46153846	2.30769231	0.92307692	42
Total	83	1	5	2	91

p Value
C4 - E3
0.031226

C1 and E1	Null	There is no association between Awareness of the concept of hidden talent and strategic business growth.
	Alternate	There is an association between Awareness of the concept of hidden talent and strategic business growth.
	Conclusion	Since the P value (0.0495) is less than the significance level (0.0500), we cannot accept the null hypothesis. Thus, we conclude that there is an association between Awareness of the concept of hidden talent and strategic business growth.

C1 and E2	Null	There is no association between Awareness of the concept of hidden talent and impact on profit.
	Alternate	There is an association between Awareness of the concept of hidden talent and impact on profit.
	Conclusion	Since the P value (0.9347) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Awareness of the concept of hidden talent and impact on profit.
C1 and E3	Null	There is no association between Awareness of the concept of hidden talent and market business growth.
	Alternate	There is an association between Awareness of the concept of hidden talent and market business growth.
	Conclusion	Since the P value (0.9437) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Awareness of the concept of hidden talent and market business growth.

C2 and E1	Null	There is no association between Efforts taken to search hidden talents and strategic business growth.
	Alternate	There is an association between Efforts taken to search hidden talents and strategic business growth.
	Conclusion	Since the P value (0.1184) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to search hidden talents and strategic business growth.

C2 and E2	Null	There is no association between Efforts taken to search hidden talents and impact on profit.
	Alternate	There is an association between Efforts taken to search hidden talents and impact on profit.
	Conclusion	Since the P value (0.4960) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to search hidden talents and impact on profit.

C2 and E3	Null	There is no association between Efforts taken to search hidden talents and market business growth.
	Alternate	There is an association between Efforts taken to search hidden talents and market business growth.
	Conclusion	Since the P value (0.6920) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to search hidden talents and market business growth.

C3 and E1	Null	There is no association between Efforts taken to nurture and develop hidden talents and strategic business growth.
	Alternate	There is an association between Efforts taken to nurture and develop hidden talents and strategic business growth.
	Conclusion	Since the P value (0.9782) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to nurture and develop hidden talents and strategic business growth.

C3 and E2	Null	There is no association between Efforts taken to nurture and develop hidden talents and impact on profit.
	Alternate	There is an association between Efforts taken to nurture and develop hidden talents and impact on profit.
	Conclusion	Since the P value (0.9788) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to nurture and develop hidden talents and impact on profit.

C3 and E3	Null	There is no association between Efforts taken to nurture and develop hidden talents and market business growth.
	Alternate	There is an association between Efforts taken to nurture and develop hidden talents and market business growth.
	Conclusion	Since the P value (0.9482) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Efforts taken to nurture and develop hidden talents and market business growth.

C4 and E1	Null	There is no association between Benefits to solve crisis/improve organization performance and strategic business growth.
	Alternate	There is an association between Benefits to solve crisis/improve organization performance and strategic business growth.
	Conclusion	Since the P value (0.1902) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Benefits to solve crisis/improve organization performance and strategic business growth.

C4 and E2	Null	There is no association between Benefits to solve crisis/improve organization performance and impact on profit.
	Alternate	There is an association between Benefits to solve crisis/improve organization performance and impact on profit.
	Conclusion	Since the P value (0.4498) is more than the significance level (0.05), we accept the null hypothesis. Thus, we conclude that there is no association between Benefits to solve crisis/improve organization performance and impact on profit.

C4 and E3	Null	There is no association between Benefits to solve crisis/improve organization performance and market business growth.
	Alternate	There is an association between Benefits to solve crisis/improve organization performance and market business growth.
	Conclusion	Since the P value (0.0312) is less than the significance level (0.05), we cannot accept the null hypothesis. Thus, we conclude that there is an association between Benefits to solve crisis/improve organization performance and market business growth.

Sustainable organizational growth was measured using the three dimensions of

a. Vertical / horizontal growth

b. Increase in top line / bottom line (Turnover = top line, profitability = bottom line)

c. Increase in distribution network

Likewise contribution of "Hidden Talent" was measured along the parameter of awareness of the concept, efforts for identification of "Hidden Talent", variety / types of efforts and utility to solve business crisis.

H_3 was tested using 12 pairs of cross tabulation (Four aspects of "Hidden Talent" and three aspects of business growth) and Chi Square Test of Association utilized.

Except for the 2 cases out of 12 cases association was found between utility to solve business crisis and increase in distribution network, no association was found in any other case.

These results suggest that, there might be other dimensions at play in the relationship between "Hidden Talent" and Business Growth.

So the Null Hypothesis that "Hidden Talent does not contribute towards sustainable organizational Growth" is accepted and the Hypothesis 3 which states that "Hidden Talent contributes towards Sustainable Organizational Growth" is rejected.

Chapter 5

Findings & Conclusion, Suggestions & Recommendations

5.1 Major Findings:

Researcher was trying to find out relation between different parameters e.g., search of hidden talent, impact of losing key talent, relation of the both to solve business crisis and organizational performance for select manufacturing and service sector industries in Pune region and the major findings are as follow:

1. Due to globalization, manufacturing as well as service industries are facing tremendous challenges due to neck to neck competition. To retain and win over they need to implement various qualitative strategies to not only employ the talented employees, but also to retain them. The concept of 'key knowledge holders' has become obsolete nowadays and finding right job is a challenge. Ample availability of opportunities for key performers gave rise in challenge for long term relationship between employees and employers, retention of 'key performers'.

2. Researcher has focused on "Hidden Talent Search of Employees" above worker level (mainly focused on Junior Management level as well as few people from Top and Middle Management level). Competition in manufacturing as well as service sectors resulted into business loss for few industries, while trying to sustain with their business growth. Start-ups, NGOs, changed policies for recruitment / retention are helping big organizations to sustain the business growth.

3. Service industries are more focused on training on soft skills as compared to other types of training, and manufacturing industries are more focused on technical training than other types of training.

4. Large scale manufacturing as well as service industries are giving equal importance to training in soft skills and technical skills.

5. Medium scale manufacturing industries are giving more importance to technical training than medium scale service industries.

6. Training on succession planning is more practiced by large scale industries as compared to medium scale industries.

7. Priority of training can be summarized as follows:

Table 5.1 Priority of Training

Sr. No.	Industries → Types of Training ↓	Manufacturing		Service	
		Large	Medium	Large	Medium
1	Soft Skill Training	√	√	√	√
2	Technical Training	√	√	√	--
3	Succession Planning	√	--	√	√
4	Additional inputs for Training, Industry - wise	√	--	√	--

8. Thus, many of the large scale organizations plan ahead about their training needs with different context as mentioned above march ahead in achieving their business performance. As against this certain medium scale organizations although are achieving business success however face certain problems in different phases towards achieving their desired sustainable performance.

9. For both, manufacturing and service industries, some abilities are very common, i.e., high order and low order thinking skills, basic soft skills and hard skills. In addition to these basic skills, some proficiency is looked for specific domain. These sector wise expertise required are:

   a. For manufacturing industries:

      i. Technical skills

      ii. Product(s) related skills

      iii. Job related skills

      iv. Project related skills

      v. Negotiation skills

      vi. Six Sigma, SAP, TQM, Lean manufacturing, etc.

   b. For service industries:

      i. Presentation

      ii. Problem solving

      iii. Communication

      iv. Conflict solving

      v. Customer management

      vi. Hospitality

10. During the period of 2010 – 2017, out of 91 organizations, 37 organizations have been positively doing some amount of hidden talent search. Although during the survey, researcher was not given any official document about hidden talent search as well as exact percentage of attrition as the area / topic was sensitive enough and confidential also.

However, after interacting, discussing with many of the respondents, they agreed the value and importance of hidden talent search. Further they told that due to observing hidden talent search process in these organizations they could succeed in reducing the attrition rate at junior and middle level employees to a limited extent.

5.2 Conclusions:

1. Organizations understood the need of training, but they are not serious about "Training need identification", which was proved during the study. The details are as follows:

   i. Companies are not having any action plan on feedback and outcome of training programme conducted. Because of such policies, due weightage / cognizance is not given to quality of training as well as feedback of training.

   ii. This has sometimes resulted into not only the low quality of work performed by trained employees, as also few talented employees leave their job. All this results into high attrition rate amongst companies.

2. There is awareness of "Hidden talent" in industries, but efforts to nurture and develop the same were not taken for use of "One solution for multiple problems".

3. Out of the three hypotheses proposed by the researcher, two were proved and one was disproved and mentioned as follows:

   i. There is an awareness about the concept of "Hidden Talent" in Large and Medium size organizations. : **Proved**

   ii. There is no formal process to identify "Hidden Talent" for Organizational Benefit and solving the Skill related Business Crisis : **Proved**

iii. Hidden Talent contributes towards Sustainable Organizational Growth : **Disproved**

4. Search for Hidden Talent and its correlation among 91 units and impact on organizational performance indicators are mentioned below. Out of 91 industries the respondents who gave following views were from 70 large and remaining 21 from medium.

  i. Increase in sales / turnover

 ii. Increase in number of branches / franchises

iii. Increase in customer base, increase in repeat customers with repeat orders

iv. Increase in in-flow of / joining of new talented employees because of referral scheme

 v. Increase in export

vi. Increase in morale of employees

Out of total parameters mentioned in questionnaire (13 parameters) excluding above mentioned 6 parameters, majority of the respondent units, either they were silent or hesitant to opine or were unable to express because of non-availability of correct information / data with them. Hence the researcher could make observation, and made finding on the basis of available information.

5. Attrition rate at junior level employees is high as compared to middle and senior level employees across organizations. At present it varies between 15 % to 25 % in general as reported by respondents.

6. It was experienced during survey that when the question about hidden talent search and its acquisition was posed before employees at different levels of the industries,

three respondents expressed that there is no such process in the organization.

7. For few questions, the respondents had hesitation to answer due to company policy. (e.g., actions on feedback after training of employees, performance appraisal process, etc.) But when the same questions were reframed or tactfully asked with different perspective, the researcher could get few answers from them.

8. HR consultancy firms can be given assignments on "Hidden talent search within the organization" and its relation with skill and business crisis, sustainable business growth along with organizational performance and such related studies.

5.3 Suggestions:

There should be continuous efforts made by Top management and Owners to see that appropriate monitoring and tracking of performance at junior level employees is made, observing them through "Hidden talent search process" for making them not only capable and satisfied employees but the "True Asset" of the organization.

5.4 Solution:

On the backdrop of exponential growth of service sector due to liberal policy of government of India to improve various types of customer services in different service sector industries, naturally contribution of service sector in GDP (Gross Domestic Product) stood at 57 % in the year 2013-14.

As against above, manufacturing sector though it made efforts to march ahead, however could not achieve the set target due to various reasons and factors responsible. Explanation is as follows:

In both of the above sectors talent recruitment, engagement, development and retention has seen as a difficult task: Especially in service sector where more openings for the freshers were made available, however due to heavy competition amongst each other, every service sector organization in private as well as public sector (services like banking, insurance, etc.) tried hard to satisfy customers having number of alternatives in the market.

In manufacturing sector due to heavy taxes, duty, severe competition for Indian companies from foreign companies in making innovative products, their pricing strategy, international business environmental factors resulted into lagging behind the service sector.

After interacting with both types of responding organizations it was observed that irrespective of external factors, talent acquisition, assessment and retention has bound to be an herculean task for them.

Due to high attrition rate at junior or middle level employees, where there is a tendency of making frequently switch over of jobs which led to skill crisis and ultimately to business crisis and loss.

Hence, to reduce attrition rate by searching and retaining "Hidden Talent" is considered as appropriate solution which was unanimously accepted by these respondents.

5.4.1 Suggested Model :

Based on the research undertaken by researcher following model is suggested showing hidden talent search process and its impact.

**Model of Strategic Process Showing
Hidden Talent Search and its Impact**

POSITIVE OUTCOME

START

INPUT

TOWARDS
SUSTAINABLE
GROWTH

1 BUSINESS NEEDS FOR ORGANIZATION

FULFILLMENT OF
ORGANIZATION
GOAL

9 EMPLOYEE PERFORMANCE

2 RECRUITMENT AND SELECTION

8 CAREER PLAN

3 TRAINING AND DEVELOPMENT

7 SKILLS UPGRADATION PROCESS

4 EMPLOYEE ENGAGEMENT

PROCESS
OF
HIDDEN
TALENT
SEARCH

6 EFFORTS TO RETAIN THROUGH HIDDEN TALENT

5 EMPLOYEE PERFORMANCE AND RETENTION

THREAT

MIGRATION OF TALENT

LOSS OF TALENT

HURDLE

UNCERTAIN FUTURE

HAMPERING OF GROWTH

HIGH COST OF REPEAT RECRUITMENT

NEGATIVE OUTCOME

1. Business Needs for Organization:

Every organization do need certain type of human resources as per the business requirement laid down by Top Management of the organization which may be unique for a particular type of industry. E.g., Skill sets knowledge, behavior, demographic circumstances, etc.

2. Recruitment and Selection:

Based on the inputs from Top Management, HR department of every organization collect the data from aspirant candidates and completes the process of manpower hiring.

3. Training and Development:

All selected Human Resources through the process of Recruitment and Selection are undergoing training at initial level which is known as induction training.

4. Employee Engagement:

Successful employees after training are given 'Actual Job within the organization'.

5. Employee Performance and Retention:

At regular intervals decided by individual organization, performance evaluation of all employees is conducted. Here every organization receives the real view of human resource strength of the organization in positive and negative sense.

The real challenge for every Human Resource Practitioner lies here only.

There is a threat of migration of human talent due to various reasons and this way of migration of talent leads to any organization for unwanted situation e.g., loss of talent, high cost of repeat recruitment, hampering growth, uncertain future, etc.

To overcome this 'Hurdle', every HR practitioner needs to follow further steps as mentioned.

6. Efforts to Retain through Hidden Talent:

Every organization needs to understand the "Hidden Talent within the Organization" through various ways.

7. Skills Up-gradation Process:

The searched hidden talent needs to be nurtured and the acquired skills need to be upgraded in subsequent time span.

8. Career Plan:

A separate career plan needs to be prepared and executed by the organization for all such employees searched through 'hidden talent hunt'.

9. Employee Performance:

The outcome of all above mentioned steps from 1 to 8 and execution of separate career plan leads to excellent performance of individual employee always.

* As every organization strives hard to successfully achieve its goals with suitable vision and mission, however certain hurdles do limit their performance.

Especially for better organizational performance it is extremely necessary to identify and properly utilized hidden talent within the organization which ultimately leads to sustainable growth.

Hence if the above model is utilized by the organization, at proper time, with properly defined objectives it can certainly bring positive result.

5.5 Recommendation:

Further research could be undertaken to closely investigate relationships between Hidden Talent Search within the organization and business growth; and ascertain whether any mediating variables like any other aspects / points which are beyond the scope of this research exist in the context.

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Annexure 1: List of Industry Respondents

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Business	Name of Respondent	Designation of Respondent
1	Vishwakarma Institute of Technology, Pune	Large	Service	Technical Higher Education	Dr. Jayant V Kulkarni	Acting Director : Dean Administration & Registrar
2	Vishwakarma College of Arts, Commerce & Science	Medium	Service	Higher Education, in Arts, Commerce, Science	Dr. Arun R Patil	Principal
3	Vishwakarma Institute of Information Technology, Pune	Large	Service	Technical Higher Education	Dr. Mrs. Bilavari S Karkare	Principal
4	Vishwakarma Institute of Management	Medium	Service	Higher Education in Management	Dr. Shailesh P Kasande	Director
5	Pune Institute of Computer Technology, Pune	Large	Service	Technical Higher Education	Dr. Girish S Mundada	Professor , T & P Officer
6	John Deere (I) Pvt. Ltd.	Large	Manufacturing	Engineering - Equipments	Ms. Neelambari Ghare	Senior Executive, India Talent Acquisition, Human Resources
7	Kirloskar Pneumatic Co. Ltd.	Large	Manufacturing	Engineering – Equipments	Mr. Jagdish Purandare	Deputy General Manager - HRD
8	Accelya Kale Solutions Ltd	Large	Manufacturing & Service	Software Product & IT	Mr. Rahul Patil	Manager, Human Resources
9	Citi Corp Services (I) Pvt. Ltd.	Large	Manufacturing & Service	Software Product & IT	Mr. Chaitanya Karmarkar	AVP R&D
10	MOJJ Engineering Systems Ltd	Large	Manufacturing	Engineering – Equipments	Mr. Rajendra Khatri	Manager HR & Admin
11	Automotive Stampings and Assemblies LTD	Large	Manufacturing	Engineering – Equipments	Mr. Abhijeet Deshpande	Manager - Sales & Business Development
12	3 M India Ltd	Large	Manufacturing	Chemical	Mr.Venkatesh S Suvarnkar	EHS Coordinator Manufacturing & Engineering
13	3 M Electro & Communication (I) Pvt Ltd	Large	Manufacturing	Plastics	Mr. Sambhaji Patade	Sr. Manager EHS
14	Tech Mahindra	Large	Service	IT	Mr. Pankaj Shipurkar	Manager - Testing
15	I gate Corporation	Large	Service	IT	Mr.Govind Shipurkar	Project Manager cum Architect
16	Watchem Infratech Pvt Ltd	Medium	Manufacturing Cum Trading	Chemical	Mr. Rishikesh Khanvilkar	Business Head
17	SMS India Pvt Ltd	Large	Manufacturing	Engineering – Equipments	Mr. Amol Kulkarni	Senior Engineer
18	Thermax Limited	Large	Manufacturing	Chemical	Mr. Devendra Bora	Group Head HR

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Business	Name of Respondent	Designation of Respondent
19	eQ Technologic (I) Pvt. Ltd.	Medium	Manufacturing & Service	Software Products & Services	Ms. Doreen D'souza	Manager HR
20	Persistent Systems Ltd.	Large	Manufacturing & Service	Software Products & Services	Mr. Kaustubh Bhadbhade	Sr. Manager HR
21	Shree Mahila Gruh Udyog Lijjat Papad	Large	Manufacturing	Food	Mrs. Chetana Nahar	Director, Dhayari Unit
22	Mphasis Ltd.	Large	Service	IT	Mr. Shailesh Kulkarni	Programme Manager
23	Tata Consultancy Services Ltd.	Large	Service	IT	Mr. Shirish Kulkarni	Assistant Consultant (Manager)
24	Whirpool of (I) Ltd.	Large	Manufacturing	Electronic Products	Mr. Jose Joseph	Senior Manager, HR (Head HR for Pune)
25	Jehangir Hospital	Large	Service	Health Care	Dr. Chandrashekhar Kulkarni	Consultant - Anesthetist
26	Aquafarma Chemicals Pvt. Ltd.	Large	Manufacturing	Chemical	Mr. Nitin Kothari	CEO
27	Deenanath Mangeshkar Hospital and Research Centre	Large	Service	Health Care	Mr. Shirish Yadkikar	Manager, Public Relations
28	Allscripts (I) Pvt. Ltd.	Large	Service	Software Product & IT	Mrs. Aswini Joshi	Associate Manager, Product Development
29	Life Insurance Corporation of India	Large	Service	Insurance	Mr. Bhushan Bhat	Development Officer
30	Bharat Sanchar Nigam Ltd.	Large	Service	Service Provider	Mrs. Rohini Honap	Senior Technical Officer
31	TATA Ficosa Automotive Systems Ltd.	Large	Manufacturing	Plastics	Mr. Gourav Pathak	Head, Business Development
32	TATA Autocomp Systems Ltd.	Large	Manufacturing	Plastic	Mr. Prashant Mahindrakar	General Manager, Projects
33	TATA Toyo Radiator Ltd.	Large	Manufacturing	Equipment	Mr. Buddhiraj Deshmukh	Senior General Manager, Business Development and Business Excellence
34	Sudarshan Chemical India Ltd.	Large	Manufacturing	Chemical	Ms. Nehi Jain	Manager HR, Admin and CS
35	Pravin Masalewale	Large	Manufacturing	Food	M. Laxman Sutar	Executive HR
36	Franke Faber (I) Ltd	Medium	Manufacturing (Misc)	Kitchen Appliances	Mr. Anuj Sharma	Senior Manager R & D
37	Shashwat Health Services Pvt Ltd	Medium	Service	Health Care	Dr. Shekhar Deshpande	Director
38	The Sarswat Co-op Bank Ltd	Large	Service	Banking	Ms. Pallavi Sali	Chief Manager
39	Net Scout Systems (I) Ltd.	Medium	Manufacturing & Service	Electronic Appliances	Mr. Vaibhav Chandakkar	Lead - Software Quality Analysis

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Business	Name of Respondent	Designation of Respondent
40	Suvarnayug Sahakari Bank Ltd	Medium	Service	Banking	Ms. Arachana Dabhekar	Branch Manager
41	Bank of Maharashtra	Large	Service	Banking	Mr. Ashok Shedshale	G. M Credit Monitoring & IRM
42	Sahyadri Hospitals Ltd	Large	Service	Health Care	Mrs. Preeti Panicker	Asst Manger HR
43	Kesari Tours Pvt Ltd	Large	Service	Hospitality	Mr. Rakesh Disale	Manager
44	Lear Automotive (I) Pvt Ltd	Large	Manufacturing	Seating Systems of Automotives	Mr. Bharat Ambike	Asst Manger HR
45	Chitale Bandhu Mithaiwale	Medium	Manufacturing	Packed Food	Mr. Shrikrishna Chitale	Partner
46	Pune Zilha Sahakari Dudh Utpadak Sangh Maryadit	Large	Manufacturing	Packed Food Products	Mr. N S Rajgurav	Dy. Manager Administration
47	Cosmos Cooperative Bank (Multistate Scheduled Bank)	Large	Service	Banking	Mrs. Vaishali Korde	Assistant Manager
48	Indian Hotels Company Ltd. (TATA Group, Taj Group)	Large	Service	Hospitality	Mr. Mohnish Korde	First Commis (Chef)
49	Aker Power Gas Sub Sea Pvt Ltd	Large	Manufacturing & Service	Engineering Services	Mr. Vijaykumar Pawar	Deputy Engineer - Design
50	State Bank of India	Large	Service	Banking	Mr. R K Gupta	AGM
51	Cottonking Pvt. Ltd.	Large	Manufacturing	Misc	Mr. Koushik Marathe	Director
52	Mitsubishi Electric (I) Pvt. Ltd.	Large	Manufacturing	FAID (Factory Automation and Industry Development	Mr .Santosh Athanikar	Sr. Manager R & D
53	Bharati Airtel Ltd	Large	Service	Service Provider	Mr. Kapil Dhatingan	Business Head - Gujarat, Maharashtra & Goa Airtel Businees, West
54	Verroc Lighting Systems Pvt. Ltd.	Large	Manufacturing	Spare Parts for Automotives	Mr. Mandar Joshi	Head - Customer Business Unit
55	Eaton Industrial Systems Pvt. Ltd.	Large	Manufacturing	Automotive Components	Mr. L. Kiran	Business Head - Marketing
56	Kansai Nerolac Paints Ltd	Large	Manufacturing	Surface Treatment Consumables	Mr. Rajeev Kulkarni	Zonal Manager , Industrial Coatings
57	Hyatt Regency Pune	Large	Service	Hospitality	Ms. Deepali Singhal	Training Manager
58	Ericsson India Pvt. Ltd	Large	Manufacturing & Service	Telecommunication	Mr. Munish Goyal	Service Manager
59	Idea Cellular Ltd	Large	Service	Service Provider	Mr. Sachin Shelke	Manager , Network Subsystems

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Business	Name of Respondent	Designation of Respondent
60	Oracle Financial Software Services Ltd. (OFSS)	Large	Manufacturing & Service	Software Products & Services	Mr. V. Ramakrishnan	Business Analyst
61	Maharashtra State Power Generation Company Ltd. (MAHAGENCO)	Large	Manufacturing	Power Generation	Mr. G.T. Dharmadhikari	Assistant Engineer
62	Cognizant Technology Solutions (I) Pvt. Ltd.	Large	Service	Service Provider	Mr. Sandeep Kulkarni	Senior Software Developer
63	Media Ocean Asia Pvt. Ltd.	Medium	Manufacturing & Service	Software Products & Services	Mr. Sachin Kulkarni	Senior Software Developer
64	Bajaj Allianze Insurance Company Ltd.	Large	Service	Insurance	Mr. Tapan Singhel	MD and CEO
65	Bharti AXA General Insurance Company Ltd.	Medium	Service	Insurance	Mr. Ganesh Herekar	Regional Manager - Retail Claims
66	Royal Sundaram Alliance Insurance Company Ltd.	Medium	Service	Insurance	Mr. Someshwar Joshi	Manager - Motor Assessment
67	L & T General Insurance Company Ltd.	Medium	Service	Insurance	Mr. Shashank Raut	Claims Manager - Maharashtra & Goa
68	Philips India Ltd (Philips Health Care Division)	Large	Manufacturing	Medical Devices	Mr. Rajesh Kathuria	Director, Quality & Regulatory
69	Serum Institute of India Ltd	Large	Manufacturing	Vaccines	Mr. Kedar Ambikar	Deputy, Manager HR
70	Aayurved Rasashala Pune	Medium	Manufacturing	Aayurvedik Products	Dr. Suhas Kulkarni	General Manager
71	Tilak Aayurved Mahvidyalaya	Medium	Service	Education	Dr Vijay Doiphode	President
72	Tata Communications Ltd	Large	Service	Internet Services	Mr. M N Inamdar	Quality Manager
73	HDFC Standard Life Insurance Company Ltd	Large	Service	Insurance	Mr. Harshad Lasure	Vice President
74	Starwood Hotels & Resorts Pvt Ltd (The Westin Pune)	Large	Service	Hospitality	Mr. Dushyant Bhosale	Assistant H R Manager
75	Jubilant Food Works Ltd (Domino's Pizza)	Large	Service	Hospitality	Mr. Pankaj Wagh	Deputy Manager HR
76	Siddhivinayak Hospital and Research Centre	Medium	Service	Health Care	Dr. Rajendra Dimbale	Director
77	Fergusson College	Large	Service	Education	Dr. R. G. Pardeshi	Principal
78	Alpha Multispeciality Digno Center & Clinic Pvt. Ltd.	Medium	Service	Health Care	Dr. Nayana Bhurat	Director
79	Bharat Electronics Ltd.	Large	Manufacturing	Electronic Products/ Components	Mr. S.V.Kulkarni	Manager QMD

Sr No	Name of the Industry	Category of Industry	Type of the Industry	Business	Name of Respondent	Designation of Respondent
80	Suburbon Diagnostics India Pvt Ltd	Large	Service	Health Care	Mr. Ajit Khanvilkar	Assistant Manager HR
81	Wipro BPS Ltd	Large	Service	ITES	Ms. Amruta Kale	Team Leader
82	Infosys BPO Ltd	Large	Service	ITES	Mr. Ganesh Shirke	Team Leader
83	Sai Seva Foods (Smoking Joes Pizza)	Medium	Manufacturing & Service	Food	Mr. Pravin Pandhare	Partner
84	VM Ware Software (I) Ltd.	Medium	Manufacturing & Service	Software Product	Mr. Deepesh Bhatewara	Architect
85	Weikfield foods pvt ltd.	Large	Manufacturing	Food	Mr. Ramchandra Jadhav	AGM - HR & IR
86	KUONI Travel (I) Pvt Ltd	Large	Service	Hospitality	Ms. Tanaz Irani	Senior Manager Sales
87	Tikona Digital Networks Pvt Ltd.	Large	Service	Telecommunication	Mr. Amit Pandey	Vice President
88	Poona Hospital and Research Centre	Large	Service	Health Care	Mr. Thakar & Mr. Jaswant	Personal Officer
89	Sharangdhar Pvt Ltd	Medium	Manufacturing	Medicines	Mr. Dnaneshwar Kshatriya	H.R. Representative
90	Ruby Hall Clinic	Large	Service	Health Care	Mr. Prabhakar Shrivastav	Sr. Manager Hr and Payroll
91	Eisen Pharma Pvt Ltd	Medium	Manufacturing	Medicines	Miss. Manish Pandit	Asst HR

Interview Questionnaire

A.   Profile of the Organization:

1.   Name of the Organization: _____

2.   Address: _____

_____

_____

3.   Year of establishment: _____

4.   Status of the Organization: (Tick the appropriate)

a. Pvt. Ltd. ☐   b. Ltd. ☐   c. Joint Venture ☐   d. etc. ☐

5.   Activity: (Tick the appropriate)

a. Manufacturing ☐   b. Trading ☐   c. Auxiliary ☐   d. Service ☐

e.   Consultation ☐   f. Other (Please Specify): _____

B.   Training and Development:

1. Is the Training Need Identification done?   a. Yes ☐   b. No ☐

2. Contents of Training (Specify):

a. Soft Skills: _____

b. Technical Training: _____

c. Succession Planning: _____

d. All of Above: _____

3.   Frequency of Training (Specify):

a. Soft Skills: _____

b. Technical Training: _____

c. Succession Planning: _____

4.   Is there any mechanisms to evaluate Training Imparted

a. Yes ☐   b. No ☐   c. Not to be disclosed ☐

5.   Your Opinion about application of Training:

a. Partially Useful ☐   b. Useful ☐   c. Not Useful ☐   d. No Opinion ☐

6.   Training Facilities:

a. Infrastructure Availability:

i. In House ☐   ii. Outside / Hired ☐   iii. both ☐

b. Trainer's Availability:

i. In House ☐   ii. Outside / Hired ☐   iii. both ☐

7. Impact of Training and Development:

    a. Qualitative:

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    b. Quantitative: (Tick the appropriate)

i.   10 % ☐   ii. 10 – 25 % ☐   iii. 25 – 50 % ☐   iv. 50 % and above ☐

C. Hidden Talent:

1. Are you aware of the concept "Hidden TalentWithin Organization" ?

  a. Yes ☐   b. No ☐

2. Did you take efforts for searching of the hidden talent within the organization?

  a. Yes ☐   b. No ☐

3. Efforts for nurturing and developing hidden talent within the organization.

    a. Appeal to employees to showcase their "Hidden Talent"   ☐

    b. Organizing Competitions like "Discovering Your Talent"   ☐

    c. Rewarding Outstanding Talent   ☐

    d. Motivating employees to nurture their "Hidden Talent"   ☐

    e. All of the above   ☐

4. Is it helpful to solve business crisis and / to improve organization performance?

  a. Not at all ☐   b. Somewhat accepted ☐   c. Agreed ☐   d. Fully agreed ☐

5. Impact of loosing key talent of the organization in connection with organizational performance and growth.

  a. No evidence as on date ☐   b. somewhat agreed ☐   c. Fully agreed ☐   d. No comment ☐

D. HRM Challenges:

1. Do you conduct exit interviews of employees when they leave the organization?

  a. Yes ☐   b. No ☐

2. Do you take cognizance on the valid points emerged through exit interviews?

  a. Yes ☐   b. No ☐

E. Business Aspects:

1. Did you observe any Business / Organizational Growth in last 5 years

    a. Vertical ☐   b. Horizontal ☐

2. Change in Organization's Turnover, Profit during last 05 Years.

    a. Increased ☐   b. Decreased ☐   c. Static ☐   d. N. A. ☐

3. Number of branches / customers / dealers / distributors / stockists in last 5 years:

    a. Increased ☐   b. Decreased ☐   c. Static ☐

4. CSR (Corporate Social Responsibility) aspects followed in last 5 years: ___ No.s

    a. Increased ☐   b. Decreased ☐

5. Your Opinion on Talent Acquisition & Retention in India / in Maharashtra / in Pune

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6. Your Views on Impact of Globalization on Companies / Organizations in India / in
    Maharashtra / in Pune

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7. What is your experience / opinion about more / low attrition rate at junior, middle or
    senior level of employees in your organization ?

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8. Kindly tick below the organizational performance indicators based on your experience:

    a)   Increase in sales / turnover   ☐

    b)   Increase in gross profit and net profit: Profitability   ☐

c)   Decrease in attrition rate of employees at all levels ☐

d)   Increase in in-flow of / joining of new talented employees because of referred schemes ☐

e)   Increase in R & D: Increase in import substituted products ☐

f)   Increase in number of lines / products ☐

g)   Increase in number of branches / franchises ☐

h)   Increase in exports ☐

i)   Increase in brand value and market share ☐

j)   Increase in customer base, increase in repeat customers with repeat orders ☐

k)   Increase in morale of employees ☐

l)   Low / no wastage ☐

m)   Progress of organization in various aspects other than above mentioned ☐