

A STUDY ON TALENT MANAGEMENT WITH REFERENCE TOLLM APPLIANCES PRIVATE LIMITED

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ABSTRACT

This study has been done in LLM APPLIANCES PRIVATE LIMITED to evaluate the existing talent management process within the organization. “Talent management refers to the strategic process of attracting, developing, and retaining skilled and high-potential individuals within an organization. It encompasses a range of activities aimed at identifying and nurturing key talents to ensure that the organization has the right people in the right roles at the right time.”

Talent management touches on all key aspects, from hiring to employee on-boarding and from performance management to retention. The purpose is to increase performance. It also aims to motivate, engage, and retain employees to make them perform better. Organizations are made up of creating value through business activities. An organization must make sure that it has a continuous and integrated process for recruiting, training, managing, and compensating these people.

The research design used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using structured questionnaire. The sample taken for this study was 202 out of population 500 at LLM APPLIANCES PRIVATE LIMITED. The type of sampling technique used for the study was simple random sampling.

This means that the talent management is aimed at improving the performance of the business. Productive and engaged employees makes a business profitable. Good talent management is, therefore the ultimate HR practice that helps a company to win in the marketplace. A talent management strategy is the plan of action to optimize the employee performance. The basic assumption here is the employees who have all the resources to do their job well, perform better. This is backed up by the research.

1.1

INTRODUCTION

Talent management implies recognizing a person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills.

Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction. In these days of highly competitive world, where change is the only constant factor, it is important for an organization to develop the most important resource of all - the Human Resource. In this globalized world, it is only the Human Resource that can provide an organization the competitive edge because under the new trade agreements, technology can be easily transferred from one country to another and there is no dearth for sources of cheap finance. But it is the talented workforce that is very hard to find.

Talent signals an ability to learn and develop in the face of new challenges. Talent is about future potential rather than past track record. So talent tends to be measured in terms of having certain attributes, such as a willingness to take risks and learn from mistakes, a reasonable (but not too high) level of ambition and competitiveness, the ability to focus on „big picture“ issues, and an awareness of their own strengths, limitations and impact on others.

Several talent management processes need to be in place on a strategic level in order to ensure its success. Such processes/strategies include talent identification, recruitment & assessment, competency management, performance management, career development, learning management, compensation, succession planning etc. Talent management has a number of benefits to offer such as employee engagement, retention, aligning to strategic goals in order to identify the future leadership of the organization, increased productivity, culture of excellence and much more.

Key Components of Talent Management Strategic HR Planning:

This involves aligning human resources activities with the overall strategic goals of the organization. It includes workforce planning, identifying skills gaps, and ensuring that the organization has the right talent to meet its objectives.

Onboarding:

Onboarding is the process of integrating new employees into the organization. It includes orientation, training, and activities to help new hires acclimate to the company culture and understand their roles and responsibilities.

Employee Retention:

Retaining talented employees is a critical aspect of talent management. It involves creating a positive work environment, offering competitive compensation and benefits, and implementing strategies to keep employees engaged and satisfied in their roles.

Learning and Career Development:

Providing opportunities for employees to learn and grow professionally is essential. This includes training programs, skill development initiatives, and career paths that help individuals progress in their careers within the organization.

Performance Management:

Performance management involves setting clear expectations, regularly assessing employee performance, providing feedback, and establishing goals for improvement. It helps employees understand their contributions to the organization and supports their professional development.

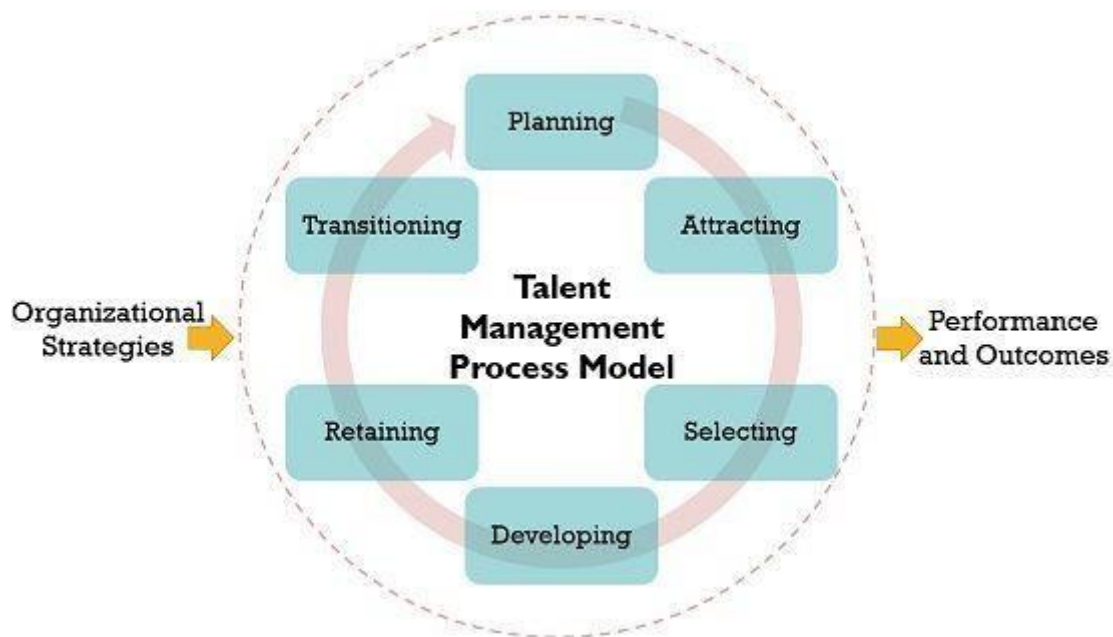
Role Transition:

This component focuses on managing transitions within the organization, including promotions, job rotations, and changes in responsibilities. It ensures that employees are well-prepared for new roles and that the organization benefits from a smooth transition.

Talent Management:

Talent management, as a standalone component, encompasses the overall strategic approach to attracting, developing, and retaining key talents within the organization. It involves identifying high-potential individuals, grooming future leaders, and ensuring a pipeline of skilled individuals to meet the organization's long-term needs.

These components collectively contribute to a comprehensive talent management strategy, helping organizations build and maintain a high-performing workforce aligned with their strategic objectives.

Talent Management Process**Planning:**

Like in any process with a set outcome, planning is the first step in the process of talent management. It involves the following identifying where the gaps lie – the human capital requirement, formulating job descriptions for the necessary key roles to help guide sourcing and selection and developing a workforce plan for recruitment initiatives.

Attracting:

Based on the plan, the natural next step is to decide whether the talent requirements should be filled in from within the organization or from external sources. Either way, the process would involve attracting a healthy flow of applicants. The usual external sources

include job portals, social network, and referrals. The talent pools that need to be tapped into must be identified in advance to keep the process as smooth and efficient as possible. This is where the kind of employer brand that the organization has built for itself, comes into play because that decides the quality of applications that come in.

Selecting:

This involves using a string of tests and checks to find the right match for the job – the ideal person-organization fit. Written tests, interviews, group discussions and psychometric testing along with an in-depth analysis of all available information on the candidate on public access platforms help in gauging an all-rounded picture of the person. Today there are software and AI-enabled solutions that recruiters can use to skim through a vast population of CVs to focus on the most suitable options and to find the ideal match.

Developing:

Quite a few organizations today operate on the idea of hiring for attitude and training for skills. This makes sense because while you would want a predisposition to certain skill- sets, it is the person that you are hiring and not the CV. Developing employees to help them grow with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement. This begins with an effective onboarding program to help the employee settle into the new role, followed by providing ample opportunities for enhancing the skills, aptitude and proficiency while also enabling growth through counseling, coaching, mentoring and job-rotation schemes.

Retaining:

For any organization to be truly successful, sustainably, talent needs to be retained effectively. Most organizations try to retain their best talent through promotions and increments, offering opportunities for growth, encouraging involvement in special projects and decision-making, training for more evolved roles and rewards and recognition programs.

Transitioning:

Effective talent management focuses on a collective transformation and evolution of the organization through the growth of individual employees. This involves making each employee feel that they are a part of a bigger whole. Providing retirement benefits, conducting exit interviews and effective succession planning.

Talent Management Strategy**Detailed Job Descriptions:**

Clearly defined and detailed job descriptions are crucial for attracting the right talent. They help potential candidates understand the expectations, responsibilities, and qualifications for a specific role, ensuring that the recruitment process is targeted and aligned with organizational needs.

Person-Organization Fit:

Focusing on the fit between individuals and the organization's culture, values, and goals is essential. A strong person-organization fit ensures that employees are not only qualified for their roles but also aligned with the company's values, leading to higher job satisfaction and retention.

Collaborate-Coach-Evolve:

This represents a holistic approach to talent development. Collaboration encourages teamwork and knowledge sharing, coaching supports individual growth and skill development, and evolution ensures that employees continuously adapt to changing roles and challenges. This approach contributes to a dynamic and learning-oriented organizational culture.

Reward and Recognize Right:

Recognizing and rewarding employees appropriately for their contributions is a key aspect of talent management. This goes beyond monetary compensation and includes non- monetary recognition, such as praise, promotions, and opportunities for professional development. Recognizing and rewarding the right behaviors and achievements help motivate employees and reinforce a positive workplace culture.

Opportunities for continuous improvement:

Managing talent needs to be put in the context of the future that the organization has envisioned for itself. Thus, employees need to be equipped with the right tools to be able to maximize their own potential. For the continuous improvement of the organization, there needs to be the scope and opportunities for the continuous development of its employees. Moreover, this ensures that the cumulative skills within the organization is updated, upgraded and upscaled.

DEFINITION OF TERMS USED IN RESEARCH REVIEW:

Sl.No	TERMS	MEANING
1	Talent	An intrinsic capability to be good and have the required qualities, markedly without being taught.
2	Acquisition	The process of procuring (or) obtaining something
3	Retention	The capability to hold on (or) pressure having something
4	Organization	An assembly (or) association whose members work in conjunction for a common purpose in a continuing way.
5	Strategy	A master plan for accomplishing victory in circumstances such as war, industry, politics, sports/art of planning for such circumstances.
6	Turnover	The rate at which employees depart from a company and are replaced or revolved by new people during a certain time period.
7	Adapt	To change or bring flexibility to suit various conditions (or) uses.
8	Influencing	The ability (or) power to have a significant effect on someone (or) something

9	Unemployment	A situation where a person working age group is not capable of getting a job (or) a state of being currently outof work
10	Globalization	Expanding and mushrooming interconnections between individuals and organizations around the globe.
11	Competitors	Organizations whose strategy options affect one another directly or indirectly.
12	Opportunities	A suitable and favorable time (or) occasion to do something (or) achieve something.

1.2

INDUSTRY PROFILE

LLM APPLIANCES PRIVATE LIMITED

LLM Appliances Private Limited is an unlisted private company incorporated on 02 August, 1994. It is classified as a private limited company and is located in Chennai, Tamil Nadu. It's authorized share capital is INR 15.00 cr and the total paid-up capital is INR 13.59 cr.

LLM Appliances Private Limited's operating revenues range is INR 1 cr - 100 cr for the financial year ending on 31 March, 2020. It's EBITDA has increased by 56.02 % over the previous year. At the same time, it's book net worth has increased by 2.16 %. Other performance an liquidity ratios are available here.

Description: The company is a manufacturer of kitchen and electrical appliances. It offers stainless steel pressure cookers, grinders, juicer, ovens, kettles, toasters, air coolers, fans, water heaters, vacuum flasks, and other kitchen utilities.

Products & Services: steel pressure cookers, grinders, juicer, ovens, kettles, toasters, stoves, power hob, chimney, electrical iron, air coolers, fans, water heaters, vacuum flasks, and another kitchen utilities.

Category: Manufacturer

The current status of LLM Appliances Private Limited is - Active.

The last reported AGM (Annual General Meeting) of LLM Appliances Private Limited, per our records, was held on 22 August, 2022.

LLM Appliances Private Limited has two directors – Viswanatha Murugesu Balasubramaniam and Balasubramaniam Shanmuganathan.

1.3

COMPANY PROFILE



LLM APPLIANCES PRIVATE LIMITED 37/1, Vandalur - Kelambakkam Road, Kolathur Village, Chennai 600 127.

COOKING RANGE

P



PRODUCT: M



PRODUCT: Multipurpose Steamer



PRODUCT: Puttukodam



PRODUCT: 3 Pcs Cookware Set



PRODUCT: Kadai With A See -Through Lid



PRODUCT : Revolving Condiment Set



PRODUCT : Double Delight

TABLE WARE



KITCHEN WARE



STORAGE



Brief profile:

Name LLM APPLIANCES PRIVATE LIMITED (LLMAPL)

Factory address of:

37/1, Mambakkam, Vandalur - Kelambakkam Road, Kolathur Village, Chennai – 600127Registered Office

Head office Address of

Falcon Heights, Plot No.30, Industrial Estate Main Road, Corporate Office Chennai Industrial Estate, Perungudi, Chennai - 600 096.

‘BUTTERFLY’ GROUP HISTORY

When Brass dominated metallurgy and was considered a wonder metal in Kitchen Appliances in the 1940s, our Founder, the Late V. Murugesan Chettiar conceived a new language in Stainless Steel. His vision of Stainless Steel radically transformed the kitchen experience to one of quality, function, speed, economy, safety, and taste, both palatal and aesthetic. Thus, was born a pioneer. And a brand called ‘BUTTERFLY’. Butterfly has known climbs unprecedented in the Steel Appliances Industry.

‘Butterfly’ has been a household name in India and now has become an inevitable name in indigenous kitchen partnerships. Butterfly caters to plural customization through its inimitable product range and exquisite finish. The product range of ‘Butterfly’ includes Stainless steel Hot Packs, Ladles, Idly Cookers, and many more household utensils. All the products, wherever applicable, are conforming to the Standards set by the Bureau of Indian Standards (ISI) and other International Standards.

The brand “Butterfly” had since been sold to M/s Crompton Greaves Consumer Electricals Ltd. effective 31st March 2022. Presently M/s LLM Appliances Private Ltd. is selling its products under the LLM brand.

Manufacturing Activities:

Starting as a stainless-steel tumbler and utensils manufacturing company, LLMAPL today manufactures a comprehensive range of stainless-steel kitchen appliances, cookware products, and home appliances of the best quality, the highest functionality, and the latest styling.

It is manufacturing Household stainless steel kitchen utensils for retail use and institutions like ISKCON and Steel Authority of India Ltd (SAIL). LLMAPL is an approved conversion agent of SAIL, for the production of stainless-steel dinner sets and other utensils under the SAIL logo.

Directors: The Company is managed by its Promoter Directors**Directors Profile:****(i) Mr. V M Balasubramaniam:**

Mr. V.M. Balasubramaniam, aged 73 years, is the Managing Director of the Company. He is a technocrat and an innovator who has over five decades of experience in the field of manufacturing and sale of household appliances and utensils. As a born entrepreneur he is highly talented in the production, marketing, finance, and administration areas of business.

(ii) Mr. B Shanmuganathan:

Mr. B Shanmuganathan, aged 37 years is a Mechanical Engineer and has over 15 years of experience in the production

and sales of stainless-steel utensils and household appliances. From his childhood, he was trained by his father in business activities. He takes a keen interest in sales and marketing.

Management:

The Company is being professionally managed with independent responsibilities to the persons in charge of their respective divisions under the overall superintendence of the directors Mr. V.M. Balasubramaniam, and Mr. B Shanmuganathan. LLMAPL has appointed professionals in the key areas of Production, Marketing, Human Resource and Finance.

Mission:

Our mission is to deliver and supply the most noteworthy quality stain less steel utensils to our customers and clients utilizing sustainable procedures that meet the most elevated global standards of environmental control. We trust that profoundly talented and motivated employees are the way to accomplishing our goals and we will keep on providing outstanding training and investment in their future.

Vision:

Our vision is to participate consistently in extending our generation limits and expanding our production capacities with a specific end goal to meet the epidemically developing worldwide demand and therefore hold our position at the front of the stain less steel utensils business.

Marketing:

The LLMAPL brand offers a wide range of Stainless-Steel products across 6 categories and 150+ models. Building on its rich heritage, the LLMAPL family is over 1000 people strong and is a household name not only in India but in the USA, Canada, Middle East Counties, and East Asian countries.

LLMAPL sells its products through distributors and dealers located in Tamil Nadu, Andhra Pradesh, Telangana, Kerala, and Karnataka. LLMAPL is having around 40 distributors and also has a strong dealer network of over 4000 dealers.

1.4 NEED FOR THE STUDY

The study is needed to understand the importance of talent management in fostering a motivated and high-performing workforce. It aims to investigate how talent management practices, such as attracting and retaining skilled employees, providing clear job descriptions, and offering rewards and recognition, contribute to organizational success. By exploring the benefits of strategic talent management, the study seeks to highlight its significance in reducing employee turnover costs and improving business performance.

1.5 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To study the Talent Management with reference to LLM Appliances Private Ltd.

SECONDARY OBJECTIVES

- To evaluate the existing talent management process in the organization.
- To analyze the effectiveness of current talent management strategies and identify areas for improvement.
- To study and assess the level of employee satisfaction with talent management practices within the organization.

1.6

SCOPE OF THE STUDY

The scope of the study encompasses an evaluation of HR procedures aimed at attracting, onboarding, nurturing, inspiring, and retaining top-performing employees. The study seeks to identify practices that can enhance business performance by improving employee productivity. It will focus on strategic HR practices and their challenges, particularly in adapting to evolving employment laws. Neglecting compliance with employment laws may result in audits or even threaten the survival of a company. Additionally, the study will address the prevalent issue of meeting the training and development needs of lower-level employees within HR management.

1.7

LITERATURE REVIEW

Angela Hood (2019), anticipated the result for hiring differences among gender. The study reveals that 40% of employers are hiring men over women and 30% of employers are promoting men to a managerial position than women. Employers are looking into gender discrimination in the process of retaining, hiring, opportunities, promotions and salary. Avoiding discrimination is the biggest challenge for every employer's face. Millennials are changing the work culture and everything will be changed by 2025. Other generation employees find it quite difficult to adopt a new work culture brought by the young generation. As a result, cliques and social circles may be formed and few employees might be isolated. Often, UK or US companies acquire employees with a different native tongue or first language results in a barrier of getting proper information. This lead to miscommunication and a loss in productivity.

Brendan McConnell (2019), argued data-driven recruitment plays a major role in Talent Acquisition. Companies hold so many data which becomes a great burden because no organization has any idea of how to use it. In order to overcome the problem, recruiters adopted a new strategy to acquire talent by using the data which they had. This approach uses the technology to analyze a large talent pool and find the right skills and mindset candidate who helps in achieving the goal of an organization. Recruiters use a variety of technologies and narrow it down until it remains the best candidate only. Reiterating again keeps more and more data to recruiters. This helps increase efficiency, reduce cost per hire and improve the quality of hire.

Carrie Patrick (2019), administered that fulfilling the expectation of potential employees is one of the challenges every organization faces in the period of talent retention. In this modern era, employers are finding it hard to keep the workforce stay engaged as the workplace becomes more complicated and deeply relying on a system of people. According to the comp data surveys and consulting 2018 turnover report of the U.S have found that turnover rates have been increased to 23%. Another report from Korn Ferry reported that by the year 2030, there will be a global talent shortage which results in a loss of GDP the sizes of Germany and Japan's economics both combined. Both employers and employees are raising the issues like employers don't feel they hire the right person even though they hire, it's a struggling one to fulfill the expectation of employees.

Katie Kuehner-Hebert (2019), clarified that background screening has become one of the challenges every organization faces in Talent Acquisition. According to the employment provisions of the fair credit reporting act, in order to check a candidate's credit history, criminal records, and some other personal information, an employer should obtain written consent from the required candidate. Almost 150 lawsuits have been cited against employer (or) firms against employment screening violations. If an organization finds any dispute over a candidate employer should give them time to settle down everything or go with a new candidate. So checking the background becomes a challenge for every organization.

Michael Roennevig (2019), proposed that competitive pay could be the best strategy in acquiring a talented employee. To get top talent, an organization should grant a salary that matches or exceeds a different organization in the same industry. If an organization couldn't attract the right talent salary should be set high even though the organization feels the salary is competitive. Providing competitive pay is the only method to stay competitive in job markets. Before setting a competitive pay organizations should look into the competitors consulting job websites, job listings, Bureau of Labor Statistics to gather information about the salary package offered by other companies.

Robert Half (2019), clearly explained that the expectation of top employees is so high which is very hard for an employer to fulfill it. If the employer misses the chances of fulfilling the expectation, they will miss the top potential from their organization. Employer's targets can be affected because of the unrealistic goal of an employee. Employers need to face reduced work quality, increase in absenteeism, overrunning cost, missed delivery rate, higher employee turnover, staff may aim lower, losing the respect and low staff morale due to the lack of interest among employees. If employees feel they can never and will never ever meet their expectations they may feel like resigning from the job is their only option. When an organization started to lose valuable knowledge and expertise, there's a chance that a whole team might leave the organization.

Smith (2019), justified that hiring talented employees slowly becomes another challenges organization faces in talent acquisition. If acquiring a talented employee takes long-winded, an organization loses the top talent. Even a recruitment process takes longer; the organization loses the younger talent of this era. So it is mandatory for every organization to keep up their recruitment strategy up to date. According to Talent Acquisition software firm Yello obtained that old recruitment strategy and long waits could be turning away talented employees and applicants. Almost 54% of the talents wouldn't go for the organization which takes longer to acquire an employee.

Aruna Deshpande (2018), publicized the process of Talent Acquisition via technologies. The research proposed that one of the major technologies to recruit is mobile recruitment. Mobile is also growing to be a very good choice for recruitment. But now 80% of the job seekers were elated to probe jobs through their phones. Yet another 8% of 100 fortunate companies' career sites support mobile recruitment processes and most of the applicant tracking systems were not friendly to mobile either. Candidates will be grabbing via mobile sources and acquiring tailored responses from intelligent chatbots. 94% of candidates wish to see current job openings on the mobile career site.

Cassandra Carver (2018), characterized that a welcome bonus is one of the keys to draw key employees. 76% of employers were using signing bonuses. Signing bonuses were compiled as an aggregate monetary fund that an employer generates for a prospective employee. The intention of the signing bonus is to entice the applicant to sign on with the organization of an employee. It is the hope of an employee that the additional money will be an incentive for the likelihood to accept the job offer.

Christina Pavlou (2018), recognized in-house recruitment as a strategy in Talent Acquisition. In-house recruiters envelop the internal hiring needs of a single company, industry fit and hire for specific company culture, often employ permanent staff. In-house recruiters construct a powerful employer brand to trawl candidates, build resume databases and keep in touch with former candidates. In-house recruiters partake in a Talent Acquisition team, who serve for the hiring company on a payroll. In-house recruiters are always perturbed with the retention of talented employees so they are likely to be better matchmakers than someone lacking long-term ties to the employees.

Dow Scott, Tom McMullen and Mark Royal (2018), recommended the organization to provide a retention bonus in order to keep talented employees in an organization. Nowadays retaining a key player in an organization has become more challenging. Every organization worries about losing its talent in the war of competition. To win the war in a market share, every organization should hold their talented employees and thus retention bonus plays a role in pulling them to stay in an organization. The retention bonus percentage provided to talent totally depends on the organization's growth and wealth.

Laura Woods (2018), briefly explained the process of guerilla recruiting. The recruiting market for topmost talent is unusually tight. Guerilla Recruiting is an uncommon and innovative approach to identify talented employees. Guerilla Recruiting is alluring (or) persuading talented manpower who was every ready to resign from their current job. It can be as hostile as researching competitors in the marketplace, reaching the top talent and utilizing any insufficiency in compensation (or) exploits their present company offers that the company can fulfill. Guerilla recruiting is much higher than resume search (or) contacts in LinkedIn, indeed (or) any other job sites. This kind of recruiting also needs a highly right-minded and moral person as the unethical/illegal methods will create distress to a company's reputation.

Peter (2018), navigated that employee value propositions (EVP) can be the best way to attract talented employees to an organization. An EVP focuses on the competitive strength of an area within the organization which isolates it from other parts and similar parts provided by the competitors. EVP answers the questions of why they have to apply for a specific job. An EVP provides a comprehensive look into each position and gives a detailed answer for a candidate about the role in an organization. Designing a strong EVP can boost the organization's entire brand making a top talent to land on the organization. Having a clear vision attracts a top candidate.

Radhika Kapur (2018), corresponded to the procedures of Talent Acquisition and selection. When employers attempt to fill any job vacancy, he (or) she should always contemplate the internal employees. Employers should inspect a talented candidate within an organization. Some of the pros of internal recruitments are it lowers the cost of recruitment, internal employees are formerly accustomed with all the aspects of an organization, goals, objectives, etc. It is very transparent that internal sources of recruitment are the superior and stress-free way of selecting talented employees as their performance and other qualities are habitually known to the organization. Hiring talented employees internally is one among the best strategies for Talent Acquisition.

Rob Hill (2018), suggests that artificial intelligence (AI) is one of the tools of Talent Acquisition. Artificial Intelligence aids in foreseeing the success ratio of a candidate's role. In terms of accuracy, it is mandatory to hire a lot of available data. Artificial Intelligence can inspect an individual's skills along with cultural relevancy and other role-specific criteria, to decide who is the best fit for the respective job is. Artificial Intelligence can even make use of natural language processing to a high spot where job descriptions might be partitioned. It can also evaluate the job posts of competitors to bestow recruiters a benchmark for sundry job applications. Identically, it can into hundreds of past job posts, to uncover what attracts the majority of applicants. From these perceptions, recruiters can proceed closer to develop a perfect job. Artificial Intelligence can organize meetings, send emails, onboard new recruiters and even respond to questions from candidates by the way of a chatbot service. Taking over a number of tedious tasks in a recruiter's day helps in finding time for hiring the right talent.

Simran Singh (2018), articulated the Talent Acquisition strategy: Job requisition. Job requisition is a document produced by employers. It is often required to be emitted by a department manager who desires to fill a position in which the former employee has resigned from is presently working. In the case that the job requisitions are mandatory when the employee is still presently employed, the department may require added staffing. It is required to inform the decisionmakers inside the boundary of an organization of a request for hires. It is then shifted to HR for the sake of approval for the process of the requirement to commence. The aim of a job requisition process is to help in the process of the creation of position management within an organization. A job requisition permits cross-departmental collaboration on the job posting. This assures that the role is authorized and is ready to be published, making the process a bit easier and free of most complications. The recruiter (or) the HR department can withhold job requisition on file to access the period of the job posting.

Smriti Chand (2018), enumerated that a government policy also influences the organization to acquire talented employees and that becomes a constraint on recruitment policy. Government legislation may demand on reserving some certain percentage of positions for uncertain sections of society or some candidates who belong to some particularized castes. Some legislation asks the organization to acquire a candidate from the specified list alone which becomes a challenge for every organization. These kinds of legislations limit the decision of the management in acquiring the right talented employee for their firm.

Tracy Maylett (2018), highlighted that one of the colossal challenges an organization faces in Talent Acquisition is their inability to communicate their employer brand. Employer brand subsists of organization's lifestyle, reputation, marketing and explains why the talented employee needs to be retained. The major problem is that employer brand can affect the talented employees' expectations even before they enter into the organization. Employer brand communicates and promises about the culture of an organization, expectations in working, reputation and values of a company to an employee even before their first interview. Acquiring talent is purely dependent on whether enhanced or damage on the ability of an organization's employer brand. When it's difficult to attract the talent it means the organization's brand

may not attractive. Some of the ways to find that employer brand is in trouble are: decrease in applicants for an open position, problem in job ghosting, quality of new recruitment seems lessened, etc.

Christian George (2017), assured that corporate social responsibility (CSR) increases the charisma of any organization. A proper corporate social responsibility of business highlights employee relations, business environment, diversity & product issues, and community relations. A company's CSR activities play a vital role in attracting top talent to an organization. Most candidates, especially millennial, ensure whether the organization they work for have involvement in corporate citizenship practices. Uploading the practices of CSR on the company's website attracts top talent.

Larry Alton (2017), cleared that 64% of managers cited that housing costs as a major challenge. Employees often refuse to move if they find a lower quality of life over there. The major challenges for a company are to meet the correct expectation of top talent. In the phase of finding a house to stay in, the organization helps by giving a stipend. Relocating employees internationally cost high for an employer. Relocating talented employees has been the greatest challenge for every top organization.

1.8 RESEARCH METHODOLOGY

Meaning of Research:

Systematic investigative process employed to increase or revise current knowledge by discovering new facts. It is divided into two general categories: Basic research is inquiry aimed at increasing scientific knowledge, and applied research is effort aimed at using basic research for solving problems or developing new processes, products, or techniques.

Research refers to a search for knowledge. It can also be given as a scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation. The Advanced Learner's Dictionary of current English lays down the meaning of research as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge." Some people consider research as a movement from the known to the unknown. It is actually a voyage of discovery.

Research method:

Research method is those techniques that are used for condition of research.

Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

Research Design:

Research Design is defined as the "arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

Type of research design:

- Exploratory research design
- Descriptive and diagnostic research design
- Experimental/causal research design.

The research design followed for the study is descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group.

Sampling:

Sampling is a process used in statistical analysis in which a pre determined number of observation are taken from a larger population.

Sampling design:

A sample design is a finite plan for obtaining a sample from a given population.

Population:

The Employees of “LLM APPLIANCES PRIVATE LIMITED” Chennai constitute the work place of the study. The employees of the company are 400, and it forms the work place for the present study.

Sample size:

Number of the sampling units selected from the population is called the size of the sample. Sample of 210 respondents were obtained from the population.

Sampling Techniques:

- ❖ Probability Sampling
- ❖ Non-Probability Sampling

The techniques adopted in the present study is probability sampling, which is also know as chance sampling. Under this sampling design, every item of the frame has an equal chance of inclusion in the sample. Under probability sampling, stratified random sampling is used for this study.

Hypothesis:

It is a statement about the population parameter. In other words, a hypothesis is a conclusion which is tentatively drawn on logical basis.

H0: There is no significant difference between two attributes (NULL HYPOTHESIS) H1: There is a significant difference between two attributes (ALTERNATE HYPOTHESIS)

Data collection:

The researcher makes sincere attempts to overall meet the respondents individually, the researcher explained each question to overall facilitate good understanding and genuine responses. They feel free in answering the questionnaire and lot of the respondents showed keen interest to overall answer their views about the organization.

Sources of data collection:

The data can be collected through two methods. They are:

- 1) PRIMARY DATA
- 2) SECONDARY DATA

Primary data:

The data which is collected for the first time is called as primary data. The various sources for collecting primary data are questionnaire, observation, interview, consumer panels etc. the primary source used for this study is questionnaire. Primary data are collected from the employees of “LLM APPLIANCES PRIVATE LIMITED” by circulating a structured questionnaire among them.

Secondary data:

The records and documents pertaining to the overall details of the organization and employees constitute the secondary sources such as books, journals and newspapers. The various sources of secondary data are Books, magazines, statistical data sources etc. Secondary data are obtained from company profile, internet, various other documents, scope need and other reports of the company.

STATISTICAL TOOLS:

SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

Statistical package for social sciences (SPSS) is mean for statistical analysis of data. It has got tools to obtain accurate result. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment. The following statistical tools were used in this study:

- Simple Percentage
- Chi- square
- Correlation
- Regression
- ANOVA

Percentage analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

Percentage = (No of respondents/Total no of respondents)*100

Chi-square Test:

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyz e qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

It has been worked out as follows:

$$\chi^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

Where, O = Observed frequencies E = Expected frequencies

The calculated value of χ^2 is compared with the table value, for given degree of freedom at a specified level of significance (5% and 10%). If the calculated value of χ^2 is more than the table value, then difference between the variables is considered to be significant or otherwise insignificant.

Correlation:

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to -1. When $r = +1$, it means there is a perfect positive correlation between the variables. When $r = -1$, it means there is a perfect negative correlation between the variables. When $r = 0$, it means no relationship between the two variables.

$$r = \frac{\sum xy}{N\sigma_x\sigma_y}$$

Where, $x = (X - \bar{X})$; $y = (Y - \bar{Y})$

σ_x = Standard deviation of series X σ_y = Standard deviation of series Y N = Number of pairs of observations r = the correlation coefficient.

Regression:

Regression is a statistical method used to model the relationship between a dependent variable and one or more independent variables. It aims to predict the value of the dependent variable based on the values of the independent variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

Formula:

$$Y = mX + b$$

Where,

Y = Dependent variable X = Independent variable m = Slope

b = y-intercept (point where line crosses y-axis at $x=0$)

ANOVA:

Analysis of Variance (ANOVA), ONE-WAY AND TWO-WAY

Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied. The process of analysis is given here under:

One-Factor ANOVA (F-statistics):

Sources of Variation	Degrees of Freedom (df)	Sum of Squares	Mean Square (Variance)	F-statistic
Among (Factors)	$c - 1$	SSA	MSA = $\frac{SSA}{(c - 1)}$	MSA/MSW
Within (Error)	$n - c$	SSW	MSW = $\frac{SSW}{(n - c)}$	
Total	$n - 1$	SST = $SSA + SSW$		

Where,

n = total number of observations in all groups
 c = the number of groups

$c - 1 = df_1$

$n - 1 = df_2$

MSA is the mean squares among or between variances. MSW is the mean squares within or error variances.

$$F = \frac{MSA}{MSW}$$

1.9

LIMITATIONS OF THE STUDY

- The study was made depending on the primary and secondary data collected which may even go wrong in some cases.
- It is difficult to understand the different opinion of the employees.
- It is difficult to conclude whether the employees genuinely answered all the questions without any fear.

2.1 DATA ANALYSIS AND INTERPRETATION PERCENTAGE ANALYSIS

Table-2.1 Table showing Age of the respondents

Si.no	Age of the respondents (in years)	No of respondents	Percentage of respondents
1	20-25	80	39.6%
2	25-30	25	12.4%
3	30-35	58	28.7%
4	Above 35	39	19.3%
	Total	202	100%

Interpretation:

Out of 200 respondents, 39.6% are between 20 to 25 years, 28.7% are between 25 to 30 years, 19.3% are above 35 and 12.4% are between 25-30.

Chart No:2.1(a) Chart showing Age of the respondents

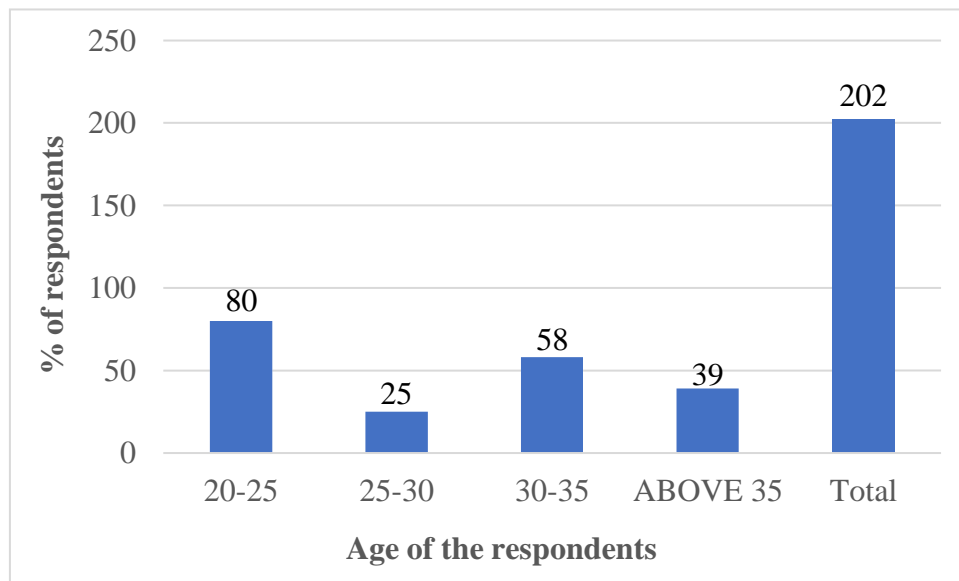


Table-2.2 Table showing Gender of the respondents

Sl.no	Gender of the respondents	No of respondents	Percentage of respondents
1	Male	150	74.3%
2	Female	52	25.7%
	Total	202	100%

Interpretation:

It is inferred from the above table that 74.3% are male respondents and 25.7% are female respondents.

Chart No:2.2(a) Chart showing Gender of the respondents

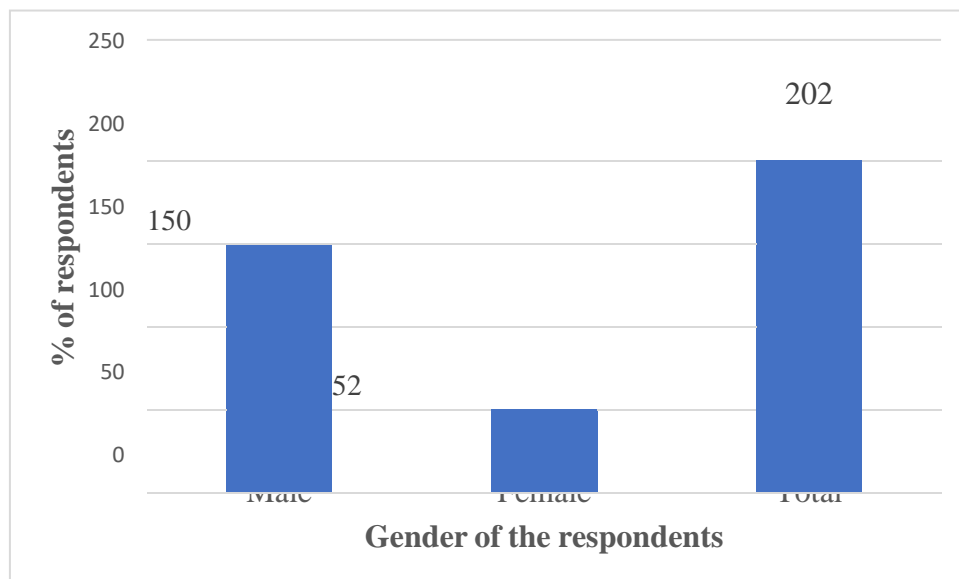


Table-2.3 Table showing Educational level of the respondents

Si.no	Education level of the respondents	No of respondents	Percentage of respondents
1	Secondary School	28	13.9%
2	High School	51	25.2%
3	Bachelor’s Degree	53	26.2%
4	Master’s Degree	70	34.7%
	Total	202	100%

Interpretation:

Among the 202 respondents surveyed, 70 individuals (34.7%) hold a Master’s Degree, 53 (26.2%) have earned a Bachelor’s Degree, 51 (25.2%) possess a High School diploma, and 28 (13.9%) have completed Secondary School.

Chart No:2.3(a) Chart showing Educational level of the respondents

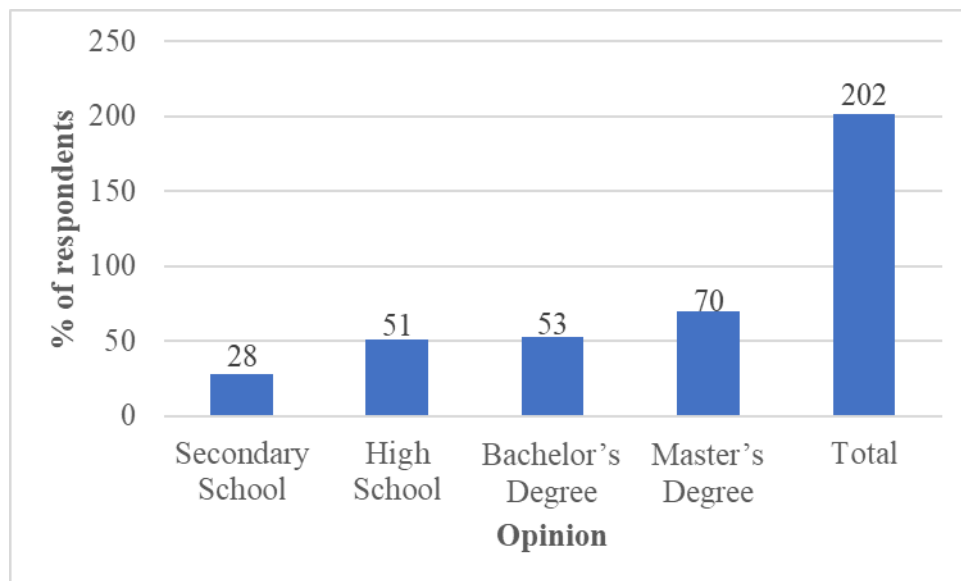


Table-2.4 Table showing Experience of the respondents

Si.no	Experience of the respondents	No of respondents	Percentage of respondents
1	0-5	80	39.6%
2	5-10	25	12.4%
3	10-15	58	28.7%
4	More than 15 years	39	19.3%
	Total	202	100%

Interpretation:

Among the respondents, 39.6% have 0-5 years of experience, 28.7% have 10-15 years of experience, 19.3% have more than 15 years of experience, and 12.4% have 5-10 years of experience.

Chart No:2.4(a) Chart showing Experience of the respondents

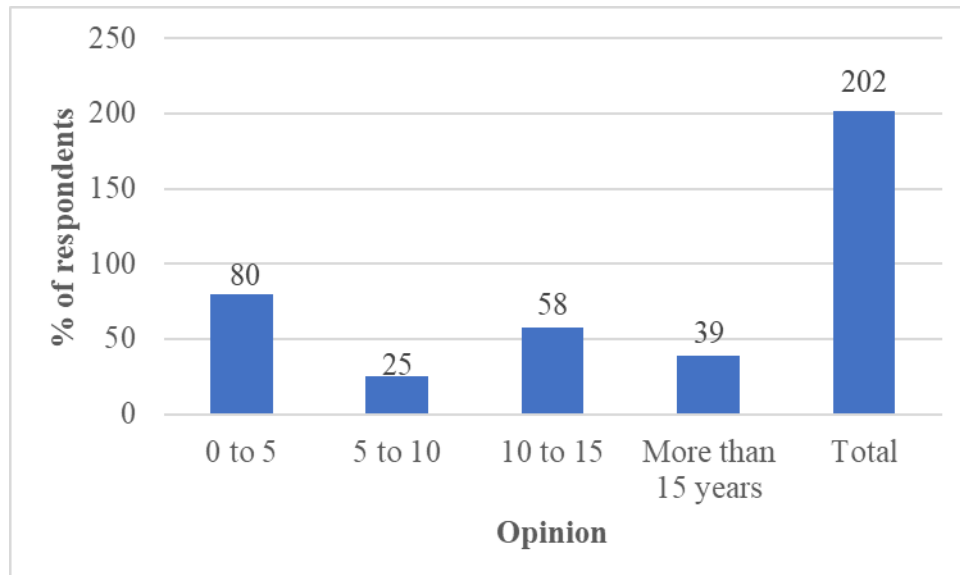


Table-2.5 Table showing job level of the respondents

Si.no	Job level of the respondents	No of respondents	Percentage of respondents
1	Worker	80	39.6%
2	Supervisor	25	12.4%
3	Team leader	58	28.7%
4	Manager	39	19.3%
5	Senior manger	31	15.3%
	Total	202	100%

Interpretation:

Among the 202 respondents surveyed, the distribution is as follows: 80 individuals (39.6%) are Workers, 58 (28.7%) hold positions as Team Leaders, 39 (19.3%) are Managers, 31 (15.3%) are Senior Managers, and 25 (12.4%) are Supervisors.

Chart No:2.5(a) Chart showing job level of the respondents

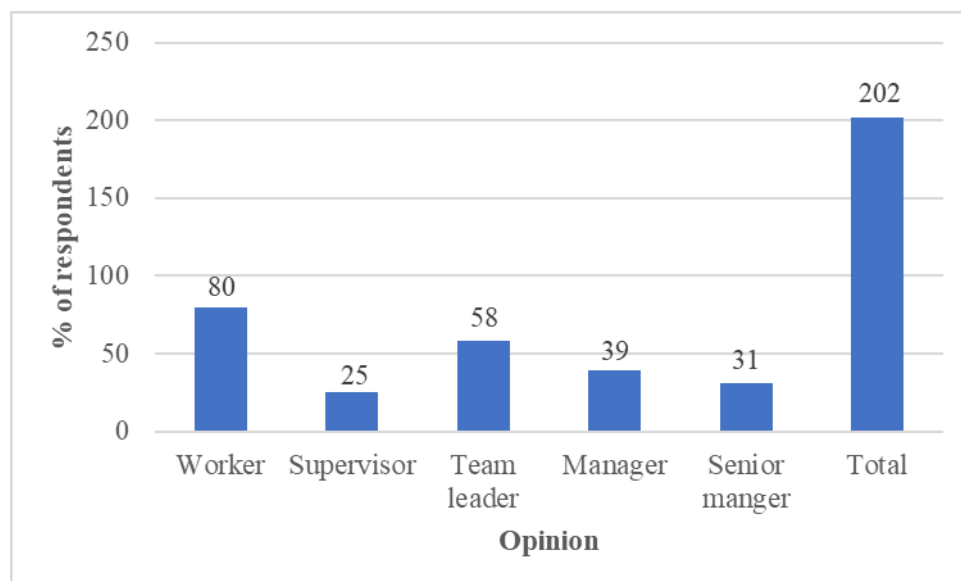


Table-2.6 Table showing effective programs in place to retain top talents

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	104	51.5%
2	Agree	96	47.5%
3	Neutral	1	0.5%
4	Disagree	1	0.5%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

In the survey, 51.5% of respondents strongly agree that effective programs are in place to retain top talent, while 47.5% agree with the effectiveness of these programs. Only 0.5% of respondents disagree with the statement, and an additional 0.5% chose a neutral stance.

Chart No:2.6(a) Chart showing effective programs in place to retain top talents

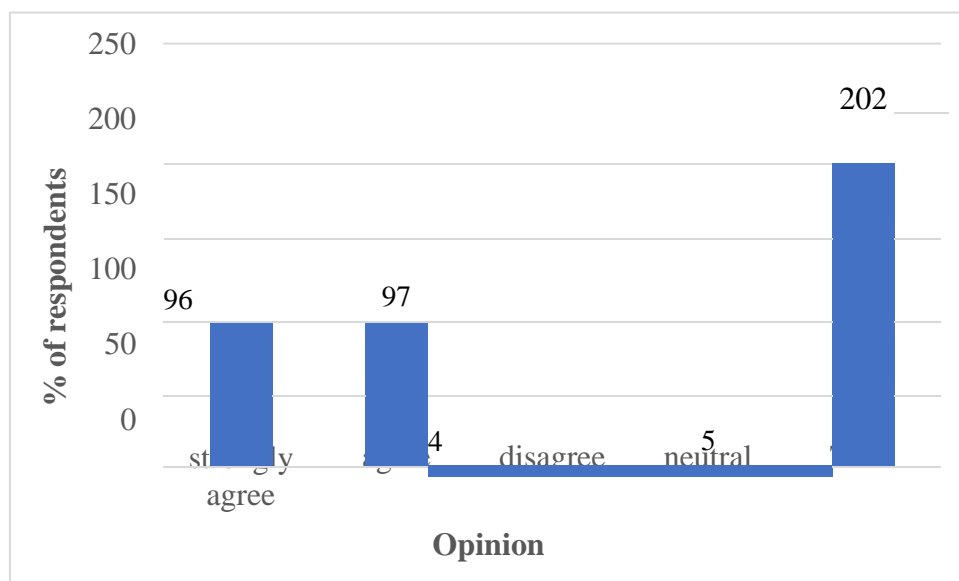


Table-2.7 Table showing Competitive Compensation and Benefits Offered by the Organization

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	13	6.44%
2	Agree	26	12.87%
3	Neutral	76	37.62%
4	Disagree	55	27.23%
5	Strongly Disagree	32	15.84%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 76 individuals (37.62%) are neutral, 55 (27.23%) disagree, 32 (15.84%) strongly disagree, 26 (12.87%) agree and 13 (6.44%) are strongly agreed with competitive compensation offered by the firm.

Chart No:2.7(a) Chart showing Compensation and Benefits Offered by the Organization

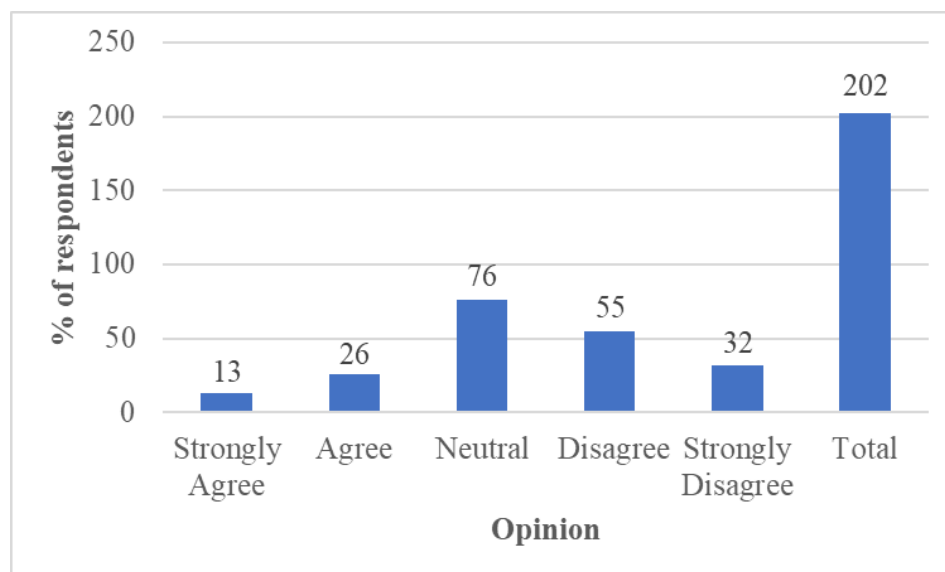


Table-2.8 Table showing proactive addressing of skills gap within the organization

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	95	47.0%
2	Agree	55	27.2%
3	Neutral	52	25.7%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 95 individuals (47.5%) strongly agree, 55 (27.5%) agree, 52 (26%) are neutral, and there were no responses for "Disagree" or "Strongly Disagree."

Chart No:2.8(a) Chart showing proactive addressing of skills gap within the organization

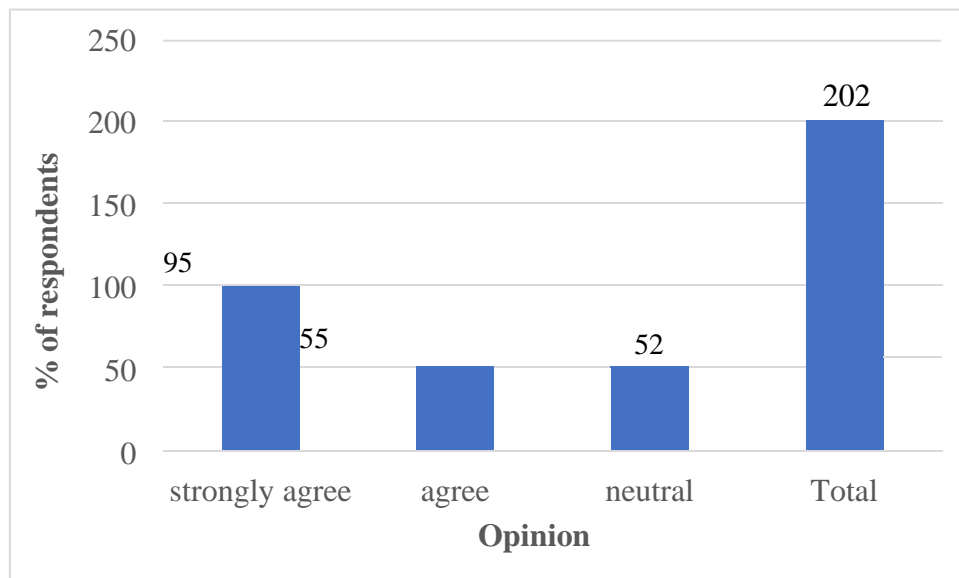


Table-2.9 Table showing effective utilization of technology in talent acquisition processes

Sl.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	66	32.7%
2	Agree	107	53.0%
3	Neutral	28	13.9%
4	Disagree	1	0.5%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 107 individuals (53.5%) agree, 66 (33%) strongly agree, 28 (14%) are neutral, and 1 (0.5%) disagrees. There were no responses for "Strongly Disagree."

Chart No:2.9(a) Chart showing effective utilization of technology in talent acquisition processes

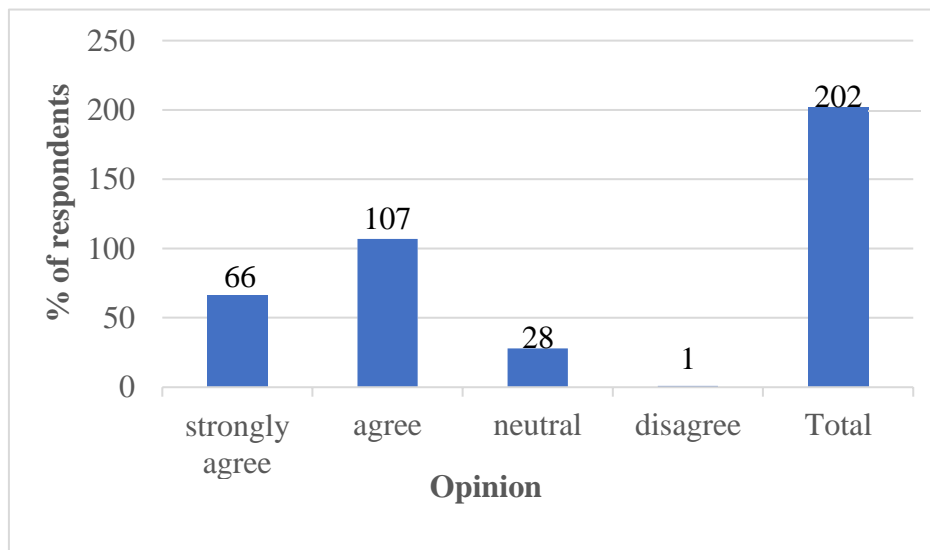


Table-2.10 Table showing efficient feedback channels for employees

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	-	0%
2	Agree	126	62.4%
3	Neutral	25	12.4%
4	Disagree	51	25.2%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 126 individuals (63%) agree, 51 (25.5%) disagree, 25 (12.5%) are neutral. There were no responses for "Strongly Agree" or "Strongly Disagree."

Chart No:2.10(a) Chart showing efficient feedback channels for employees

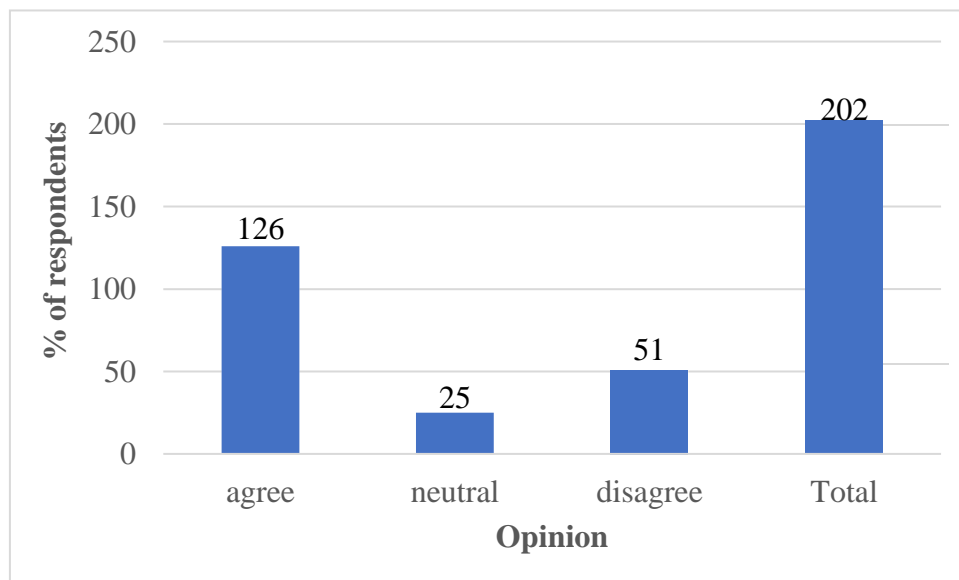


Table-2.11 Table showing contribution of talent management practices to organizational success

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	64	31.7%
2	Agree	86	42.6%
3	Neutral	52	25.7%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 86 individuals (43%) agree, 64 (32%) strongly agree, and 52 (26%) are neutral. There were no responses for "Disagree" or "Strongly Disagree."

Chart No:2.11(a) Chart showing contribution of talent management practices to organizational success

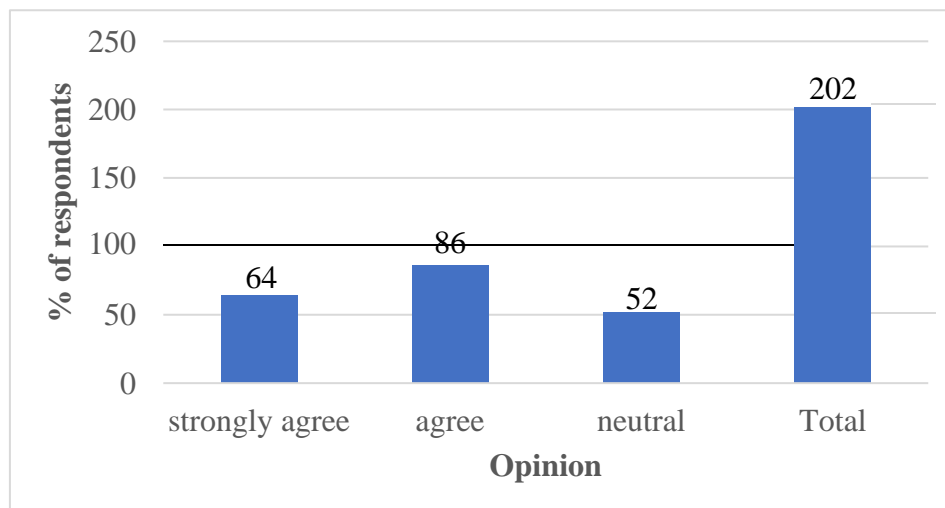


Table-2.12 Table showing organization foster a positive work environment

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	39	19.3%
2	Agree	83	41.1%
3	Neutral	79	39.1%
4	Disagree	1	0.5%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 83 individuals (41.5%) agree, 79 (39.5%) are neutral, 39 (19.5%) strongly agree, and 1 (0.5%) disagrees. There were no responses for "Strongly Disagree."

Chart No:2.12(a) Chart showing organization foster a positive work environment

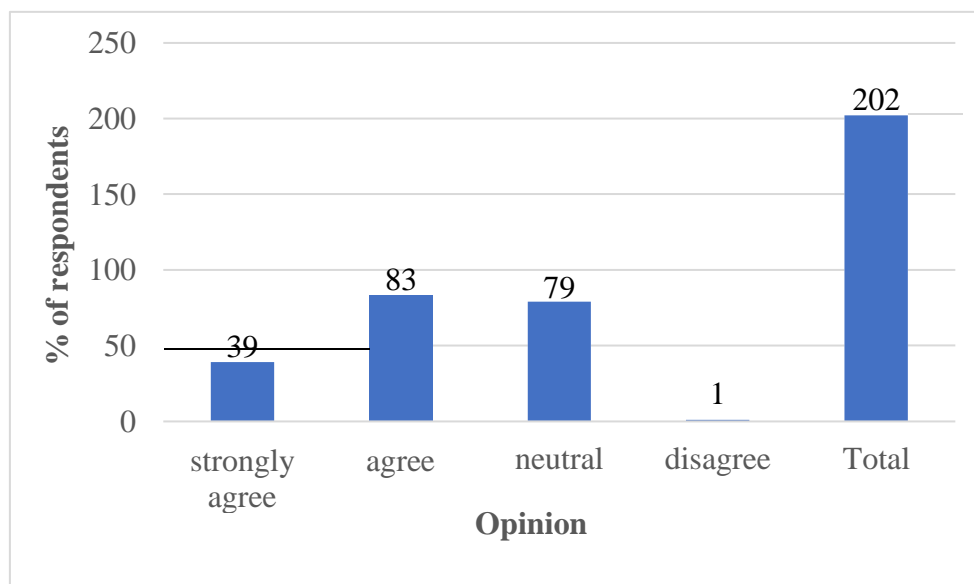


Table-2.13 Table showing effective recruitment process for attracting qualified candidates

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	53	26.2%
2	Agree	149	73.8%
3	Neutral	-	0%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 149 individuals (74.5%) agree, 53 (26.5%) strongly agree. There were no responses for "Neutral," "Disagree," or "Strongly Disagree."

Chart No:2.13(a) Chart showing effective recruitment process for attracting qualified candidates

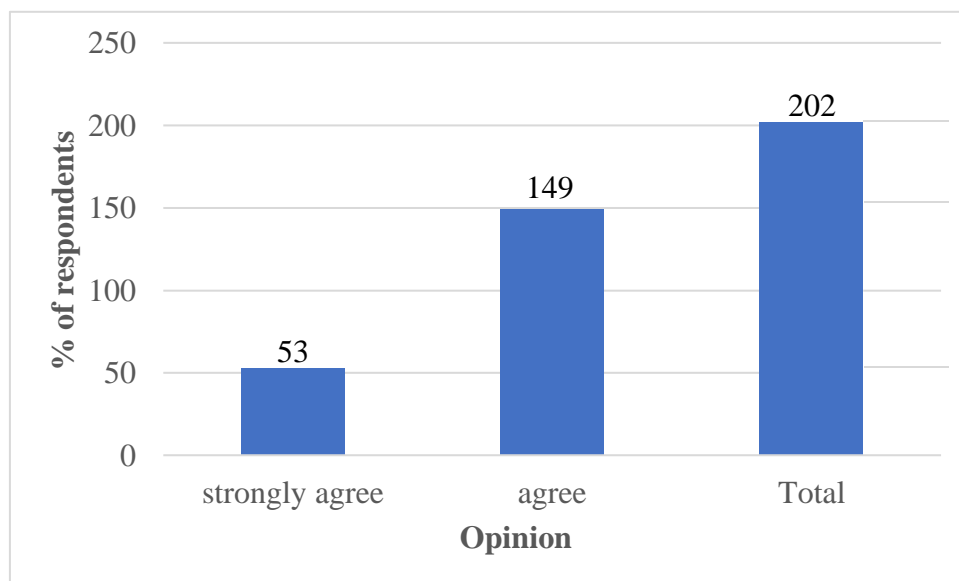


Table-2.14 Table showing clear communication of performance expectations and goalsto employees

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	-	0%
2	Agree	150	74.3%
3	Neutral	52	25.7%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution is as follows: 150 individuals (75%) agree, 52 (26%) are neutral. There were no responses for "Strongly Agree," "Disagree," or "Strongly Disagree."

Chart No:2.14(a) Chart showing clear communication of performance expectations andgoals to employees

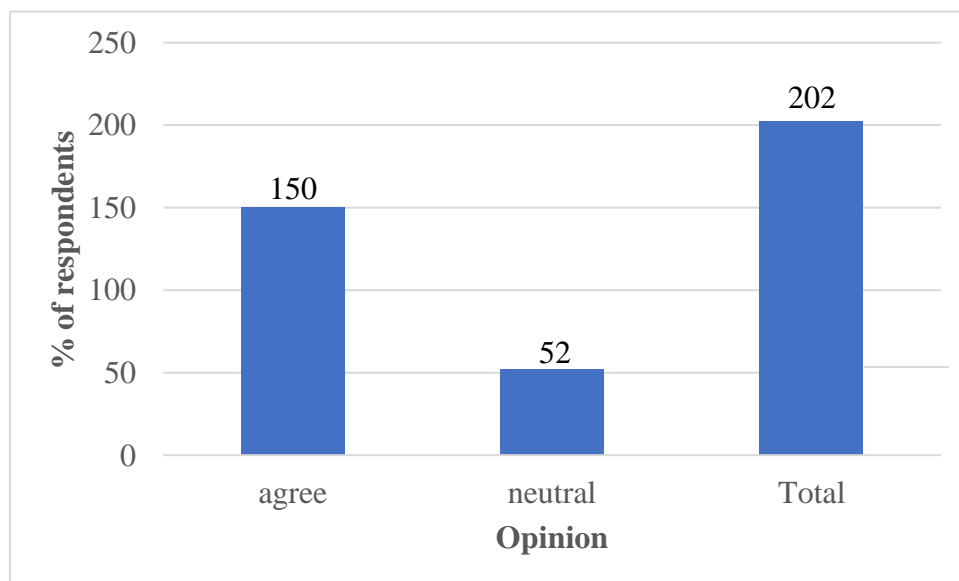


Table-2.15 Table showing fair and respectful treatment of employees from diverse backgrounds

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	27	13.4%
2	Agree	174	86.1%
3	Neutral	1	0.5%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 174 individuals (87%) agreed, 27 (13.5%) strongly agreed, and 1 (0.5%) remained neutral. No respondents chose "Disagree" or "Strongly Disagree."

Chart No:2.15(a) Chart showing fair and respectful treatment of employees from diverse backgrounds

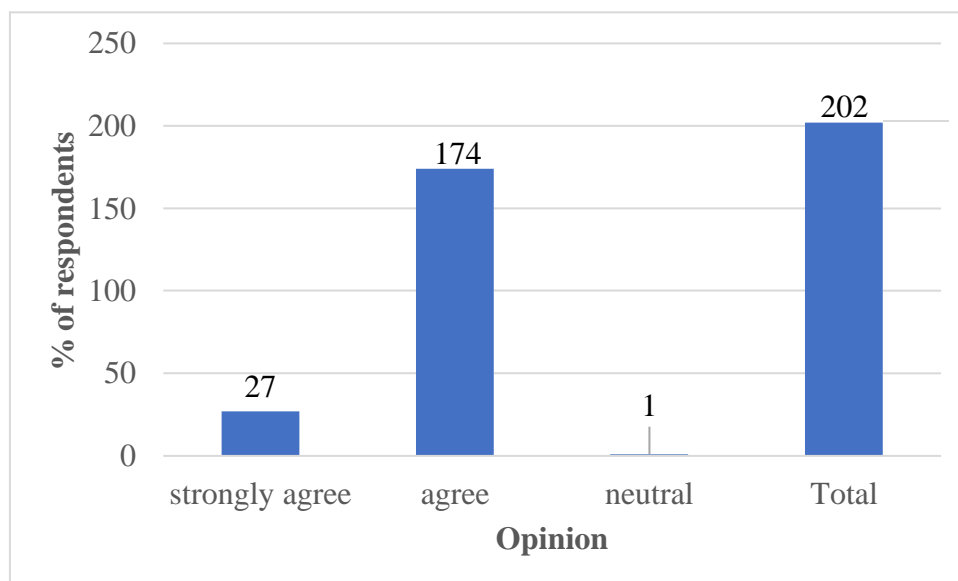


Table-2.16 Table showing prioritization of employee well-being and work-life balance in the organization

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	70	34.7%
2	Agree	56	27.7%
3	Neutral	76	37.6%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 70 individuals (35%) strongly agree, 56 (28%) agree, and 76 (38%) are neutral. There were no responses for "Disagree" or "Strongly Disagree."

Chart No:2.16(a) Chart showing prioritization of employee well-being and work-life balance in the organization

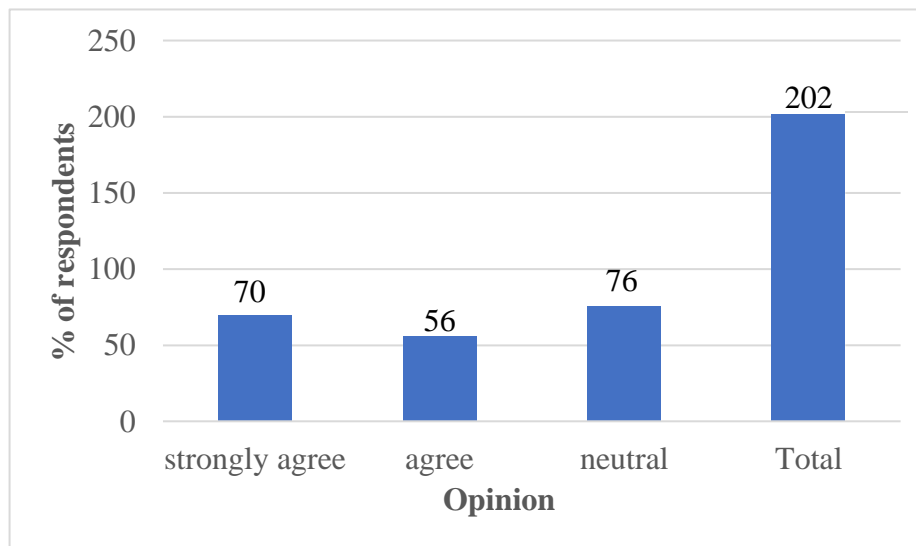


Table-2.17 Table showing alignment of compensation with employee contribution to the organization

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	64	31.7%
2	Agree	86	42.6%
3	Neutral	52	25.7%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 86 individuals (43%) agree, 64 (32%) strongly agree, and 52 (26%) are neutral. No respondents chose "Disagree" or "Strongly Disagree."

Chart No:2.17(a) Chart showing alignment of compensation with employee contribution to the organization

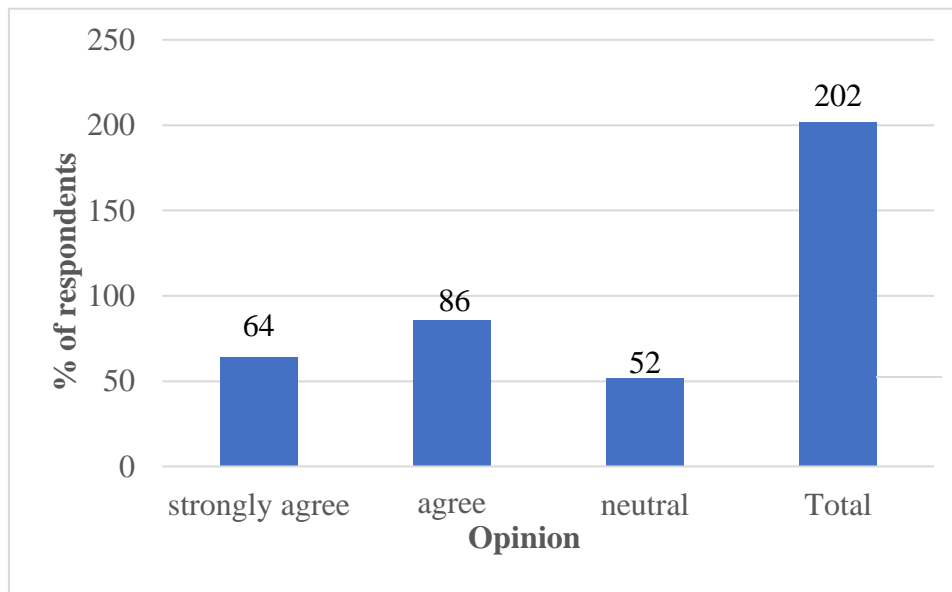


Table-2.18 Table showing Established Career Growth Opportunities within the Organization

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	53	26.2%
2	Agree	66	32.7%
3	Neutral	31	15.3%
4	Disagree	52	25.2%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 66 individuals (33%) agree, 53 (26.5%) strongly agree, 52 (26%) disagree, and 31 (15.5%) are neutral. There were no responses for "Strongly Disagree."

Chart No:2.18(a) Chart showing Established Career Growth Opportunities within the Organization

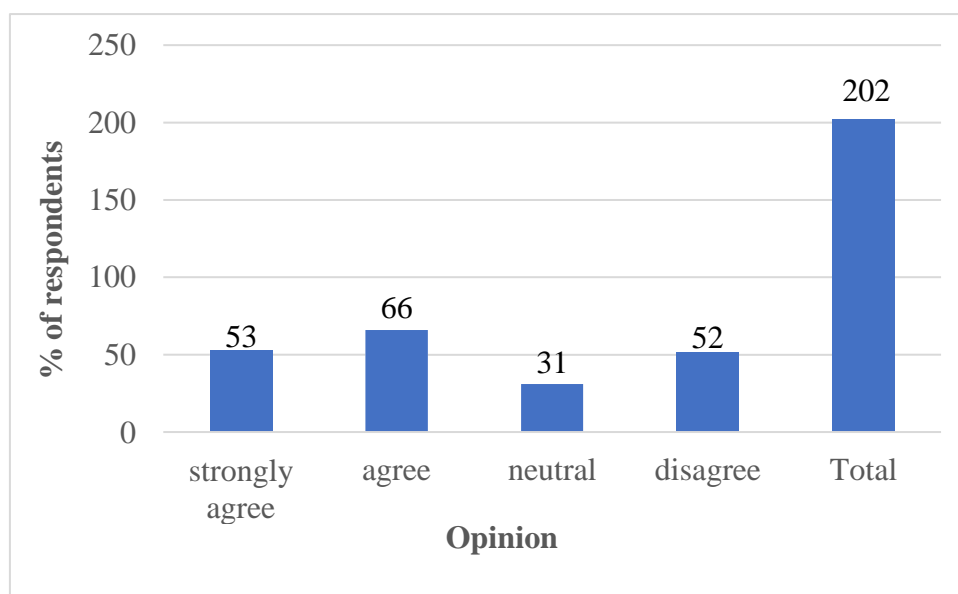


Table-2.19 Table showing clear succession planning strategy within the organization

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	66	32.7%
2	Agree	84	41.6%
3	Neutral	52	25.2%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 84 individuals (42%) agree, 66 (33%) strongly agree, and 52 (26%) are neutral. There were no responses for "Disagree" or "Strongly Disagree."

Chart No:2.19(a) Chart showing Established Career Growth Opportunities within the Organization

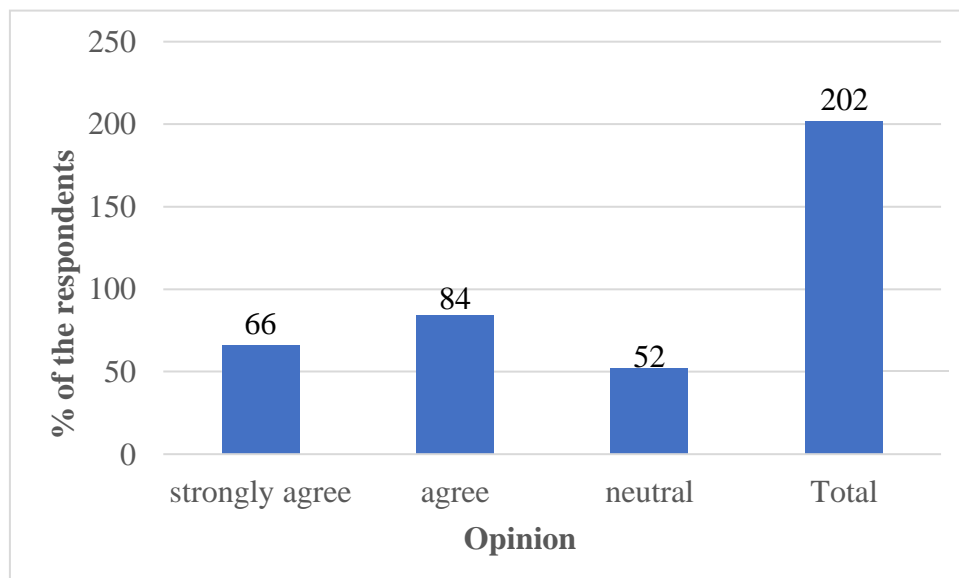


Table-2.20 Table showing impact of organizational facilities on job satisfaction and performance

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	104	51.0%
2	Agree	98	48.5%
3	Neutral	-	0%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 104 individuals (52%) strongly agree, 98 (49%) agree. There were no responses for "Neutral," "Disagree," or "Strongly Disagree."

Chart No:2.20(a) Chart showing impact of organizational facilities on job satisfaction and performance

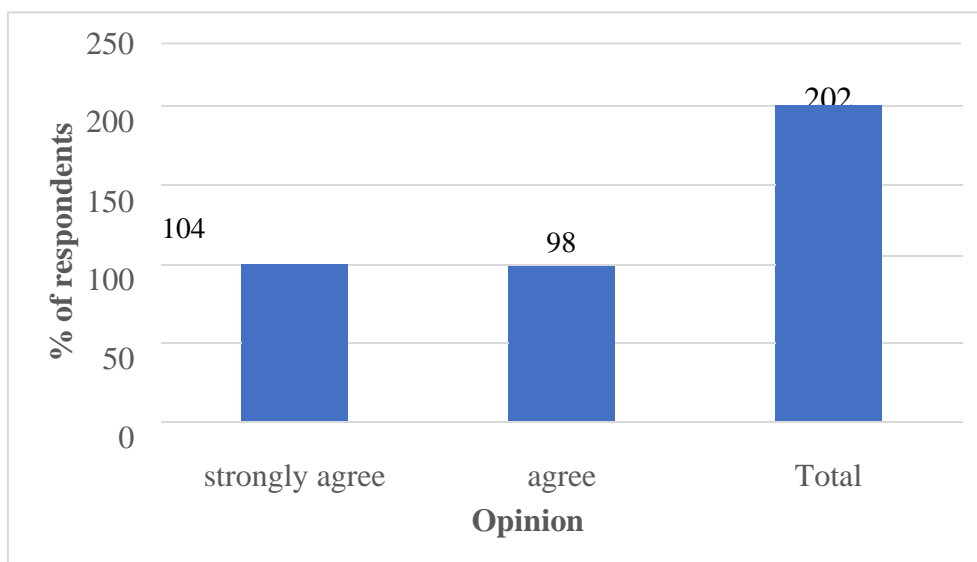


Table-2.21 Table showing rating the quality of facilities in your current environment

Si.no	Opinion	No of respondents	Percentage respondents
1	Poor	-	0%
2	Fair	55	27.2%
3	Good	108	53.0%
4	Very Good	-	0%
5	Excellent	39	19.3%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses regarding quality is as follows: 108 individuals (54%) rated it as Good, 55 (27.5%) as Fair, and 39 (19.5%) as Excellent. There were no responses for "Poor" or "Very Good."

Chart No:2.21(a) Chart showing rating the quality of facilities in your current environment

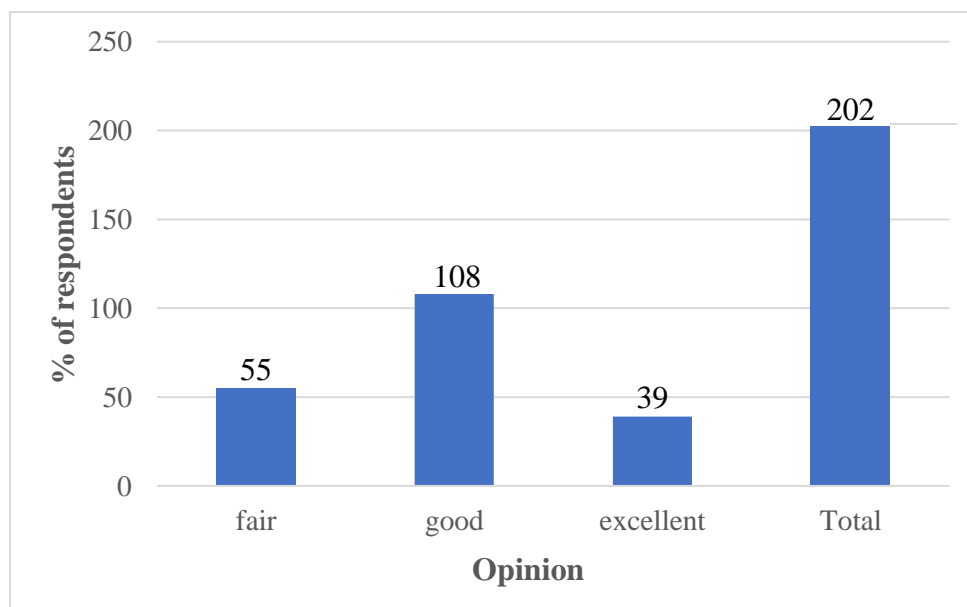


Table-2.22 Table showing likelihood of leaving current position within the next year

Si.no	Opinion	No of respondents	Percentage of respondents
1	Very Unlikely	92	45.5%
2	Unlikely	35	17.3%
3	Neutral	23	11.4%
4	Likely	52	25.2%
5	Very Likely	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses regarding likelihood is as follows: 92 individuals (46%) rated it as Very Unlikely, 52 (26%) as Likely, 35 (17.5%) as Unlikely, and 23 (11.5%) as Neutral. There were no responses for "Very Likely."

Chart No:2.22(a) Chart showing likelihood of leaving current position within the next year

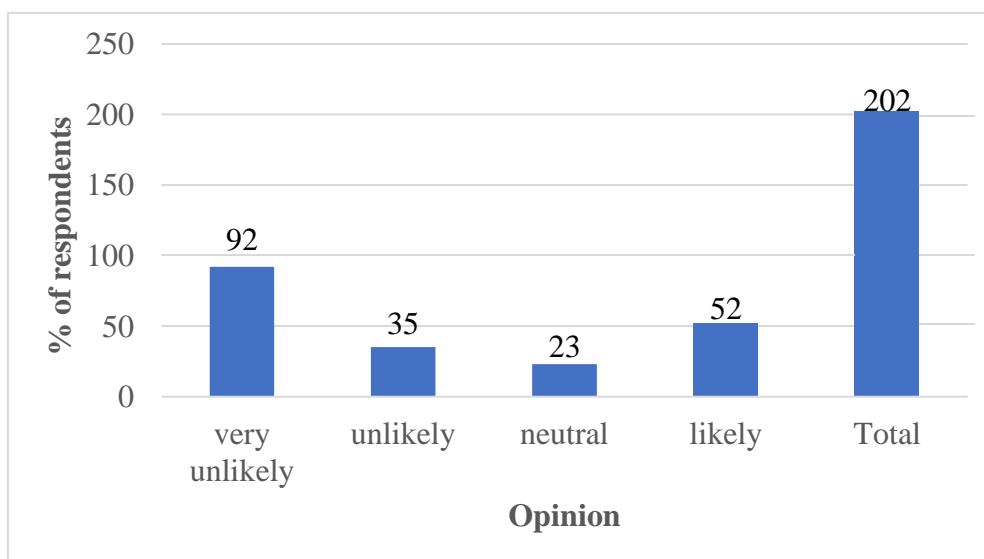


Table-2.23 Table showing recognition and reward for employee contributions and achievements

Si.no	Opinion	No of respondents	Percentage of respondents
1	Not well at all	25	12.4%
2	Not very well	79	39.1%
3	Neutral	-	0%
4	Well	28	13.4%
5	Very well	70	34.7%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses regarding wellness is as follows: 79 individuals (39.5%) rated it as Not very well, 70 (35%) as Very well, 28 (14%) as Well, and 25 (12.5%) as Not well at all. There were no responses for "Neutral."

Chart No:2.23(a) Chart showing recognition and reward for employee contributions and achievements

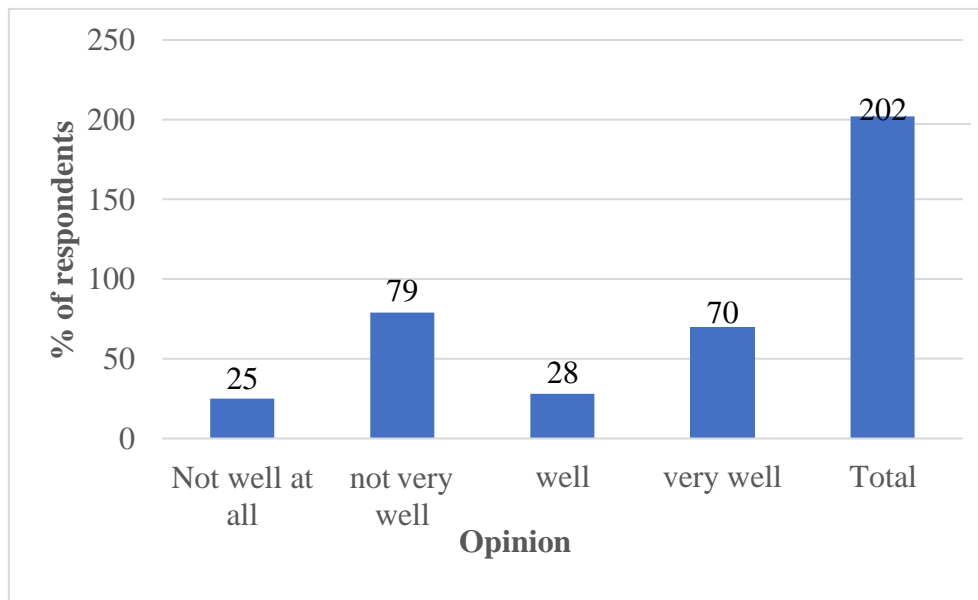


Table-2.24 Table showing active participation in organizational training programs

Si.no	Opinion	No of respondents	Percentage of respondents
1	Strongly Agree	59	28.7%
2	Agree	64	31.7%
3	Neutral	-	0%
4	Disagree	-	0%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 64 individuals (32%) agree, and 59 (29.5%) strongly agree. There were no responses for "Neutral," "Disagree," or "Strongly Disagree."

Chart No:2.24(a) Chart showing active participation in organizational training programs

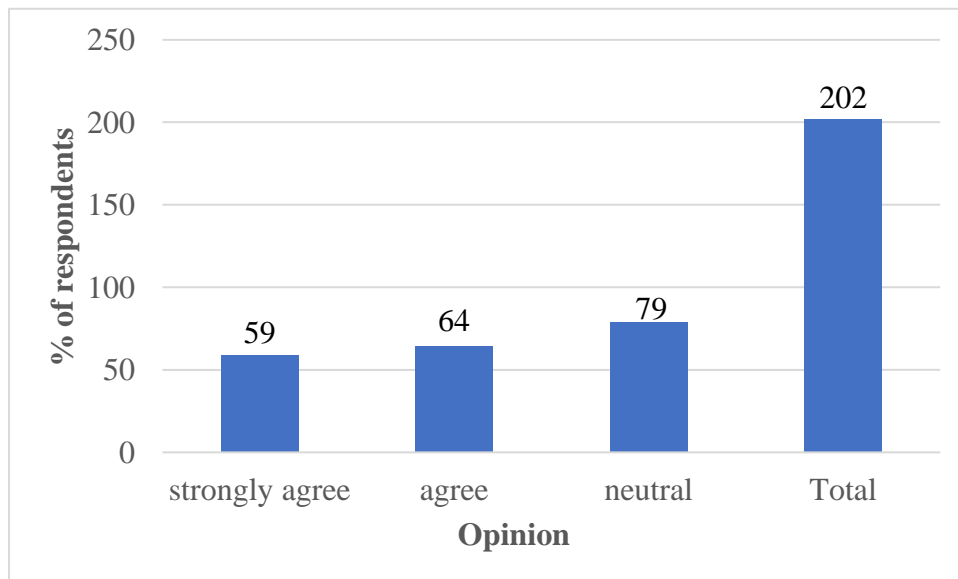


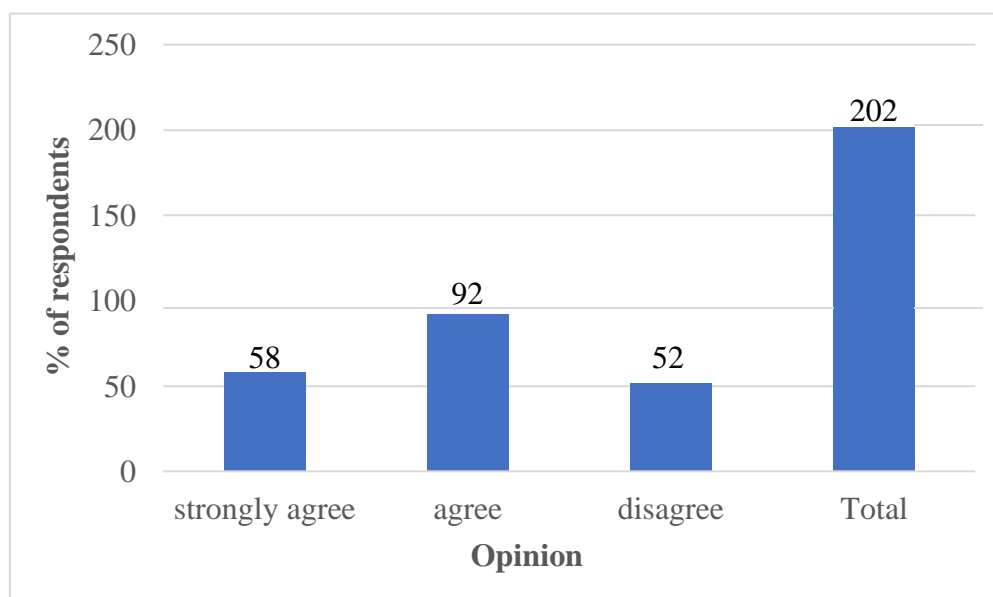
Table-2.25 Table showing satisfaction with organizational training and development

Si.no	Opinion	No of respondents	Percentage respondents
1	Strongly Agree	58	28.7%
2	Agree	92	45.5%
3	Neutral	-	0%
4	Disagree	52	25.2%
5	Strongly Disagree	-	0%
	Total	202	100%

Interpretation:

Among the 200 respondents surveyed, the distribution of responses is as follows: 92 individuals (46%) agree, 58 (29%) strongly agree, and 52 (26%) disagree. There were no responses for "Neutral" or "Strongly Disagree."

Chart No:2.25(a) Chart showing satisfaction with organizational training and development



CHI-SQUARE DIFFERENCE BETWEEN SATISFACTION WITH ORGANIZATIONAL TRAINING AND DEVELOPMENT AND AGE OF THE RESPONDENTS

NULL HYPOTHESIS(H0):

There is no significant difference between satisfaction with organizational training and development and age of the respondents.

ALTERNATIVE HYPOTHESIS(H1):

There is a significant difference between satisfaction with organizational training and development and age of the respondents.

STATISTICAL TEST

Chi-square was used the above hypothesis.

Table-2.26 Table showing chi-square analysis

AGE OF THE RESPONDENT			
	Observed N	Expected N	Residual
20-25	80	50.5	29.5
25-30	25	50.5	-25.5
30-35	58	50.5	7.5
ABOVE 35	39	50.5	-11.5
Total	202		

SATISFACTION OF TRAINING AND DEVELOPMENT PROVIDED BY THE ORGANIZATION			
	Observed N	Expected N	Residual
strongly agree	59	67.0	-9.0
agree	92	67.0	25.0
disagree	51	67.0	-16.0
Total	202		

Test Statistics		
	AGE OF THE RESPONDENT	SATISFACTION OF TRAINING AND DEVELOPMENT PROVIDED BY THE ORGANIZATION
Chi-Square	33.842 ^a	14.358 ^c
df	3	2
Asymp. Sig.	.000	.001
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.5.		
b. Based on 202 sampled tables with starting seed 2000000.		
c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 67.0.		

INTERPRETATION:

Since the significance level was met with a p-value of 0.000 (which is less than 0.05), the null hypothesis is rejected.

RESULT:

There is significant difference between satisfaction with organizational training and development and age of the respondents.

CORRELATION BETWEEN ORGANIZATION FOSTER A POSITIVE WORK ENVIRONMENT AND PRIORITIZATION OF EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE

NULL HYPOTHESIS(H0):

There is no significant difference between organization foster a positive work environment and prioritization of employee well-being and work-life balance.

ALTERNATIVE HYPOTHESIS(H1):

There is a significant difference between between organization foster a positive work environment and prioritization of employee well-being and work-life balance

STATISTICAL TEST

Correlation was used the above hypothesis.

Table-2.27 Table showing correlation analysis

Correlations			
		ORGANIZATION FOSTER POSITIVE WORK ENVIRONMENT	ORGANIZATION PRIORITIZES EMPLOYEE WELL-BEING AND WORK- LIFE BALANCE
ORGANIZATION FOSTER POSITIVE WORK ENVIRONMENT	A	Pearson Correlation	1
		Sig. (2-tailed)	.691**
		N	.000
			202
ORGANIZATION PRIORITIZES EMPLOYEE WELL-BEING AND WORK- LIFE BALANCE		Pearson Correlation	.691**
		Sig. (2-tailed)	1
		N	.000
			202

INTERPRETATION:

Since the significance level was met with a p-value of 0.000 (which is less than 0.05),the null hypothesis is rejected.

RESULT:

There is a significant positive correlation between organization fostering a positive work environment and prioritization of employee well-being and work-life balance.

REGRESSION DIFFERENCE BETWEEN GENDER OF THE RESPONDENTS AND FAIR AND RESPECTFUL TREATMENT OF EMPLOYEES FROM DIVERSE BACKGROUNDS

NULL HYPOTHESIS(H0):

There is no significant difference between gender of the respondents and fair and respectful treatment of employees from diverse backgrounds.

ALTERNATIVE HYPOTHESIS(H1):

There is a significant difference between gender of the respondents and fair and respectful treatment of employees from diverse backgrounds

STATISTICAL TEST

Regression was used the above hypothesis.

Table-2.28 Table showing Regression analysis

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	GENDER OF THE RESPONDENT ^b		Enter
a. Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY			
b. All requested variables entered.			

Model Summary^b

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.249 ^a	.062	.057	.340
a. Predictors: (Constant), GENDER OF THE RESPONDENT				
b. Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY				

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.533	1	1.533	13.258	.000 ^b
	Residual	23.121	200	.116		
	Total	24.653	201			
a. Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY						
b. Predictors: (Constant), GENDER OF THE RESPONDENT						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.621	.073		22.251	.000	1.477	1.764
	GENDER OF THE RESPONDENT	.199	.055	.249	3.641	.000	.091	.307
a. Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY								

Residuals Statistics^a

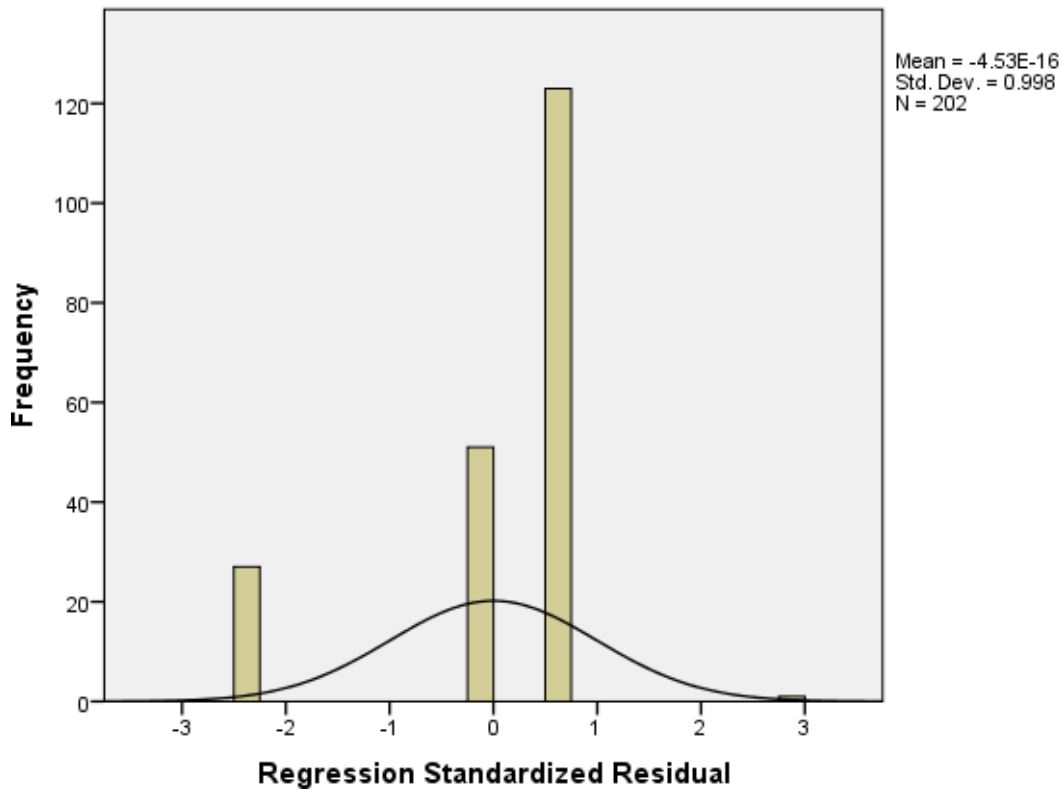
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.82	2.02	1.87	.087	202
Residual	-.820	.981	.000	.339	202
Std. Predicted Value	-.587	1.694	.000	1.000	202
Std. Residual	-2.412	2.885	.000	.998	202

a. Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY

CHARTS

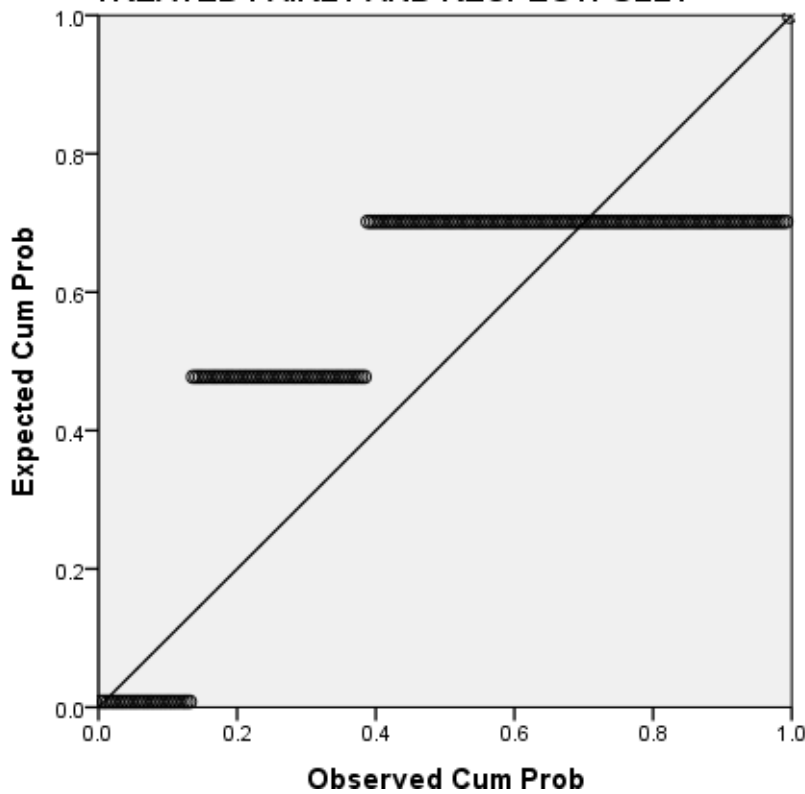
Histogram

Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: EMPLOYEES FROM DIVERSE BACKGROUNDS ARE TREATED FAIRLY AND RESPECTFULLY



INTERPRETATION:

Since the significance level was met with a p-value of 0.000 (which is less than 0.05), the null hypothesis is rejected. There is a significant relationship between the gender of the respondent and their perception of whether employees from diverse backgrounds are treated fairly and respectfully.

RESULT:

The gender of the respondent has a significant effect on their perception of whether employees from diverse backgrounds are treated fairly and respectfully.

ONE-WAY ANOVA DIFFERENCE BETWEEN EXPERIENCE OF THE RESPONDENT AND ACTIVE PARTICIPATION IN ORGANIZATIONAL TRAINING PROGRAMS

NULL HYPOTHESIS(H0):

There is no significant difference between experience of the respondent and active participation in organizational training programs

ALTERNATIVE HYPOTHESIS(H0):

There is a significant difference between experience of the respondent and active participation in organizational training programs

STATISTICAL TEST

One-way ANOVA was used the above hypothesis.

Table-2.29 Table showing one-way Anova analysis

ANOVA					
EXPERIENCE OF THE RESPONDENT					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	215.898	2	107.949	350.752	.000
Within Groups	60.938	198	.308		
Total	276.836	200			

Post Hoc Tests

Homogeneous Subsets

EXPERIENCE OF THE RESPONDENT				
Tukey B ^{a,b}				
FREQUENTLY PARTICIPATE IN TRAINING PROGRAMS PROVIDED BY THE ORGANIZATION	N	Subset for alpha = 0.05		
		1	2	3
neutral	79	1.00		
strongly agree	58		3.00	
agree	64			3.22

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 65.898.

b. The group sizes are unequal. The harmonic mean of the group sizes is used.

Type I error levels are not guaranteed.

INTERPERTATION:

Since the significance level was met with a p-value of 0.000 (which is less than 0.05),the null hypothesis is rejected.

RESULT:

There is a significant difference between the experience of the respondent and their active participation in organizational training programs.

3.1

FINDINGS

- The study found that 51.5% of respondents strongly agrees that effective programs are in place to retain top talent.
- Majority 53.0% of respondents agrees that technology is effectively utilized in talent acquisition processes.
- Majority 62.4% of respondents agrees that efficient feedback channels for employees are in place.
- 42.6% of respondents agrees that talent management practices significantly contribute to organizational success.
- 41.1% of respondents agrees that that the organization fosters a positive work environment.
- 73.8% of respondents agrees that the recruitment process is effective in attracting qualified candidates.
- 86.1% of respondents are agreed that employees from diverse backgrounds are treated fairly and respectfully.
- 45.5% of respondents are agreed that they are satisfied with the training and development provided by the organization.
- 39.1% of respondents are neither agreed nor disagreed regarding their active participation in organizational training programs.
- 45.5% of respondents, stated that it is very unlikely for them to leave their current positions within the next year.
- 37.62% of respondents neutral with competitive compensation and benefits offered by the organization.
- 51.0% of respondents, strongly agreed that organizational facilities have a significant impact on job satisfaction and performance.
- 74.3% of respondents agree that there is clear communication of performance expectations and goals to employees.
- 39.1% of respondents states that recognition and reward for employee contributions and achievements are not very well.
- 42.6% of the total, agreed that the organization aligns compensation with employee contribution.

3.2

SUGGESTIONS

- The company can implement the **quarterly communication** meetings as a strategic initiative to enhance internal communication and alignment.
- The company could schedule regular career development discussions with employees to gain insight into their career aspirations and offer tailored growth plans **every three months**.
- The company may **offer competitive compensation packages**, in order to attract and retain top talent, motivate employees to perform at their best, and foster a culture of excellence and innovation. Conduct a comprehensive benchmarking analysis to ensure that the organization's compensation and benefits packages are competitive within the industry.
- Encourage a culture of **open communication** and continuous improvement where feedback is valued and acted upon.
- The company also **seeks feedback from employees** regarding their preferences and priorities for improving facilities, including workspace design, amenities, and upgrade to equipment.

3.3

CONCLUSION

LLM Appliances Pvt Ltd has implemented commendable talent management strategies. Employees demonstrate high levels of motivation and express satisfaction with various aspects such as career growth opportunities, training and development programs, work hours, and autonomy in their roles. The organization deserves praise for effectively nurturing talent, thereby empowering employees to achieve both personal and organizational objectives.

QUESTIONNAIRE

1. Age: a) 20-25 b) 25-30 c) 30-35 d) above 35. Gender: a) Male b) Female

3. How many years you have been working in this organization?

a) 0-5 years b) 5-10 years c) 10-15 years d) more than 15 years

4. Education Level:

a) Secondary school b) High school c) Bachelor's degree d) Master's degree

5. Position/Job Level:

a) Worker b) Supervisor c) Team Leader d) Manager e) Senior Manager

6. The organization has effective programs in place to retain top talent.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

7. The compensation and benefits offered by the organization are competitive.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

8. Skills gaps within the organization are proactively addressed.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

9. Technology is effectively utilized in talent acquisition processes.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

10. There are effective channels for receiving feedback from employees.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

11. Talent management practices contribute to overall organizational success.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

12. The organization invests adequately in talent management initiatives.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

13. The recruitment process effectively attracts qualified candidates.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

14. Performance expectations and goals are clearly communicated to employees.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

15. Employees from diverse backgrounds are treated fairly and respectfully.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

16. The organization prioritizes employee well-being and work-life balance.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

17. I believe that my compensation reflects my contributions to the organization.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

18. There is a clear pathway for leadership development within the organization.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

19. The organization has a well-defined succession planning strategy in place.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

20. Do you believe that facilities provided by the organization significantly impact your job satisfaction and performance?

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

21. How would you rate the quality of facilities available for use in your current environment?

a) Poor b) Fair c) Good d) Very good e) Excellent

22. How likely are you to consider leaving your current position within the next year?

a) Very Unlikely b) Unlikely c) Neutral d) Likely e) Very Likely

23. How well does the organization recognize and reward employees for their contributions and achievements?

a) Not well at all b) Not very well c) Neutral d) Well e) Very well

24. Have you frequently participate in training programs provided by the organization.

a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

25. How satisfied are you with the organization's training and development programs?

a) Very Dissatisfied b) Dissatisfied c) Neutral d) Satisfied e) Very Satisfied

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