

Employee Awareness on Talent Management Practices in Banking Sector: A Study with Special Reference to Select Banks in Kalaburagi District

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ABSTRACT:

Employees are considered one of the most important assets of any organization. In the banking sector, where competition, technological changes, and customer expectations are continuously increasing, the role of talented employees has become more significant than ever. Talent management helps organizations identify, develop, and retain skilled employees who contribute to organizational growth and success. However, the effectiveness of talent management initiatives largely depends on employees' awareness of the opportunities and programs provided by the organization.

The present study focuses on examining the awareness level of employees regarding talent management practices in selected public and private sector banks in Kalaburagi District. The study is based on primary data collected from 300 employees working in State Bank of India (SBI) and HDFC Bank. Descriptive statistical tools such as mean and standard deviation were used to analyze employees' perceptions of talent management practices. The findings indicate that most employees are aware of the talent management initiatives implemented by their banks. The study also reveals that effective communication, employee participation, and managerial support play an important role in improving awareness levels. The study concludes that employee awareness is essential for the successful implementation of talent management practices and contributes positively to employee engagement, job satisfaction, and retention.

KEY WORDS: Talent Management, Employee Awareness, Banking Sector, Public Sector Banks, Private Sector Banks, Human Resource Management, Employee Retention.

1. INTRODUCTION

In the modern business environment, organizations are increasingly realizing that their success depends not only on financial resources and technology but also on the quality and commitment of their employees. Employees are the driving force behind organizational performance, innovation, and customer satisfaction. As a result, organizations are paying greater attention to managing and developing their human resources effectively.

The banking sector plays a crucial role in the economic development of India. It facilitates financial transactions, supports investment activities, mobilizes savings, and provides various financial services to individuals and businesses. Over the years, the banking industry has witnessed significant changes due to globalization, technological advancements, digital banking services, and increased competition. These changes have created a need for banks to attract, develop, and retain talented employees who can meet organizational objectives and customer expectations.

Talent management has emerged as an important human resource strategy for achieving these goals. It involves identifying talented employees, providing opportunities for skill development, enhancing employee engagement, and creating an environment that encourages long-term commitment to the organization. Effective talent management helps organizations improve productivity, strengthen employee performance, and maintain a competitive advantage.

However, talent management programs can be successful only when employees are aware of the opportunities and initiatives available to them. Employee awareness enables individuals to participate actively in training programs, career development activities, succession planning, and other talent management initiatives. When employees understand the benefits of such programs, they are more likely to feel motivated, satisfied, and committed to the organization.

In the banking sector, employee awareness of talent management practices is particularly important because employee performance directly affects customer service quality and organizational success. Therefore, understanding the level of employee awareness regarding talent management practices can provide valuable insights into the effectiveness of human resource policies and practices adopted by banks.

2. REVIEW OF LITERATURE

1. **Armstrong (2021)**¹ In his study stated that talent management is a systematic process that focuses on attracting, developing, motivating, and retaining employees who possess the skills and capabilities required for organizational success. The author emphasized that effective talent management practices contribute to improved employee performance and organizational effectiveness.
2. **Pandita and Ray (2018)**² examined the relationship between talent management practices and employee engagement. Their study found that employees who receive adequate opportunities for learning, development, and career growth tend to show higher levels of commitment and engagement towards their organizations.
3. **Jyoti and Rani (2014)**³ conducted a study on talent retention strategies in the Indian banking sector and reported that talent management practices have a significant influence on employee satisfaction and organizational loyalty. The study highlighted the importance of employee awareness in ensuring the success of talent management initiatives.
4. **Collings and Mellahi (2009)**⁴ have defined strategic talent management as activities and processes aimed at systematically identifying key positions that contribute significantly to organizational competitive advantage, developing a pool of high-potential and high-performing employees, and creating differentiated human resource practices to retain and motivate these individuals. Their review emphasized that talent management should not be viewed merely as a collection of HR practices but as a strategic function directly linked to organizational performance. The authors also proposed a research agenda encouraging scholars to examine the relationship between talent management practices and organizational outcomes.
5. **Lewis and Heckman (2006)**⁵ conducted a comprehensive review of the talent management literature and identified the lack of a universally accepted definition of talent management. The authors observed that talent management has been interpreted in various ways, including as a collection of traditional human resource practices, a process for managing talent pools, and a strategic approach to workforce planning. Their study highlighted the conceptual ambiguity surrounding talent management and emphasized the need for greater theoretical clarity and empirical research in this field. The authors argued that organizations must develop systematic approaches to identify, nurture, and retain high-potential employees to achieve long-term success.
6. **Cappelli (2008)**⁶ examined talent management from a strategic perspective and emphasized the importance of aligning talent practices with organizational needs. Cappelli proposed a demand-driven talent management model that borrows principles from supply chain management. According to this approach, organizations should balance talent supply and demand by forecasting future workforce requirements, developing internal talent pipelines, and maintaining flexibility in talent acquisition and deployment. The study highlighted that effective talent management enables organizations to respond proactively to changing business conditions and maintain a competitive workforce.

3. OBJECTIVE OF THE STUDY

The specific objective of the study are:

1. To study the awareness level of employees regarding talent management practices in selected public and private sector banks in Kalaburagi District.
2. To offer suitable suggestions for improving employee awareness and effectiveness of talent management practices in selected banks.

4. NEED FOR THE STUDY

The banking industry is experiencing rapid changes due to technological innovations, digital transformation, and increasing customer expectations. These developments require employees to continuously update their knowledge and skills. As a result, talent management has become an essential strategy for banks to develop and retain competent employees. Although banks invest considerable resources in talent management programs, the success of these initiatives depends largely on employee awareness and participation. Employees may not fully benefit from development opportunities if they are not aware of the programs and policies available to them. Therefore, it is important to assess the level of employee awareness regarding talent management practices. It is evident that much work has not been done on the banks selected for the study.

5. RESEARCH METHODOLOGY

The study adopted a descriptive and comparative research design to examine employee awareness regarding talent management practices in selected public and private sector banks in Kalaburagi District. Both primary and secondary sources data were used for the study.

Primary data were collected through a structured questionnaire administered to employees working in State Bank of India (SBI) and HDFC Bank. The questionnaire included statements related to recruitment and selection, training and development, career advancement opportunities, performance management, succession planning, employee engagement, and employee retention. Responses were measured using a five-point Likert scale ranging from Strongly Agree to Strongly. Secondary data were collected from books, journals, research articles, dissertations, annual reports, and relevant websites to support the theoretical framework of the study.

A total of 300 employees participated in the study, consisting of 150 employees from SBI and 150 employees from HDFC Bank. Respondents were selected using a convenience sampling method from different branches located in Kalaburagi District.

The reliability of the questionnaire was tested using Cronbach's Alpha, and the reliability coefficient for Talent Management Practices was found to be 0.841, indicating strong internal consistency. Statistical tools such as frequency, percentage, mean, and standard deviation were used to analyze the data. An Independent Sample t-test was also employed to compare awareness levels between employees of public and private sector banks. The collected data were analyzed using SPSS software, and the findings were interpreted to draw meaningful conclusions regarding employee awareness of talent management practices.

6. ANALYSIS AND INTERPRETATION

6.1 Employees Awareness of Talent Management Practices

The awareness level of employees regarding talent management practices was measured using ten statements covering various dimensions of talent management.

Table No 1: Descriptive Statistics of Talent Management Practices

Statements	N	Mean	Std. Deviation
The banks follow the Talent management practices	300	3.92	.876
Top priority will be given to talent management initiatives	300	3.95	.798
All staff are covered under talent management practices	300	3.93	.880

Talent in the employees are identified through competencies	300	3.91	.864
Talent is identified through results achieved by the employees	300	3.98	.875
Talent is identified through the performance of employees in dealing with challenges	300	3.93	.855
Employees are well aware of the vision and the mission of the Banks	300	3.97	.876
Organization constantly attracts high quality	300	3.99	.784
Strong work culture is created for regular assessment of talent of the workforce	300	3.95	.817
Banking policies encourage the talented employees to grow and sustain	300	3.93	.908

Source: Field survey

The descriptive analysis of Talent Management Practices reveals that employees have a positive opinion about the talent management initiatives implemented in their banks. The mean scores for all statements are close to 4.0, indicating that most respondents agree that effective talent management practices exist in their organizations.

The highest mean score was recorded for the statement Organization constantly attracts high quality talent (Mean = 3.99), showing that employees believe their banks are successful in attracting skilled and capable individuals. Similarly, employees agreed that talent is identified through employee performance and that they are well aware of the vision and mission of their banks. The statements related to the importance given to talent management initiatives and the existence of a supportive work culture for talent assessment also received high mean scores, reflecting employee's confidence in the bank's commitment towards talent development.

Although the statement Talent in the employees is identified through competencies received the lowest mean score (Mean = 3.91), the value still indicates a positive perception among employees. The low standard deviation values suggest that respondents shared similar views regarding talent management practices.

Overall, the findings indicate that employees perceive talent management practices in the selected banks positively. The banks appear to be actively engaged in attracting, identifying, developing, and retaining talented employees, which contributes to improved organizational performance and employee growth.

7. HYPOTHESIS TESTING

H_0 : There is no significant difference in the level of awareness of Talent Management Practices (TMP) between employees of Public Sector (SBI) and Private Sector (HDFC Bank) banks.

H_1 : There is a significant difference in the level of awareness of Talent Management Practices (TMP) between employees of Public Sector (SBI) and Private Sector (HDFC Bank) banks.

Table No 2: Group Statistics for Talent Management Practices

Group Statistics					
	Bank	N	Mean	Std. Deviation	Std. Error Mean
TMP-Score	SBI	150	3.9073	.50820	.04149
	HDFC	150	3.9847	.58479	.04775

Source: Field survey

The above table shows that both SBI and HDFC Bank employees have a positive perception of Talent Management Practices. The mean score of HDFC Bank employees (Mean = 3.9847) is slightly higher than that of SBI employees (Mean = 3.9073), indicating a marginally greater awareness of talent management practices in HDFC Bank. However, the difference between the two groups is small. The low standard deviation values indicate consistency in the responses of employees from both banks. Overall, employees of both banks demonstrate a similar level of awareness regarding Talent Management Practices.

Table No 3: Independent Samples t-Test for Talent Management Practices

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
T M P - S c o r e	Equal variances assumed	3.675	.056	-1.222	298	.222	-.07733	.06326	-.20182	.04716
	Equal variances not assumed			-1.222	292.315	.223	-.07733	.06326	-.20183	.04717

Source: Field survey

An Independent Samples t-test was conducted to examine whether there is a significant difference in Talent Management Practices between employees of SBI and HDFC Bank. Before comparing the mean scores, Levene's Test for Equality of Variances was performed. The result of Levene's Test was not significant ($F = 3.675$, $p = 0.056$), indicating that the assumption of equal variances was satisfied.

The t-test results revealed a t-value of -1.222 with a p-value of 0.222. Since the p-value is greater than the standard significance level of 0.05, the difference between the two groups is not statistically significant. This indicates that employees of SBI and HDFC Bank have similar perceptions and awareness regarding Talent Management Practices implemented in their respective organizations.

Therefore, the null hypothesis (H_0) is accepted. The findings suggest that both public and private sector banks have been equally effective in creating awareness and implementing talent management initiatives among their employees. This reflects a common understanding and positive perception of talent management practices across the selected banks.

8. MAJOR FINDINGS

1. The study on Talent Management Practices reveals that Employees of both SBI and HDFC Bank have a high level of awareness regarding talent management practices.
2. The analysis on Talent Management Practices indicate that Employees perceive that their banks effectively attract and identify talented employees.
3. The data on Talent Management Practices shows that Employees are well aware of the vision, mission, and talent development initiatives of their banks.
4. The results on Talent Management Practices (TMP) reflects Talent management initiatives are considered a priority in both banks.
5. The study reveal that no significant difference exists between SBI and HDFC Bank employees regarding awareness of talent management practices.

9. SUGGESTIONS

1. It is suggested that Banks should Organize regular awareness and training programs on talent management practices.
2. To retain the employee's, Strengthen communication regarding career growth and development opportunities.
3. It is suggested that Banks should Encourage employee participation in talent development and succession planning activities.
4. To enhance the effectiveness of existing employees Performance Conduct periodic feedback surveys to assess employee awareness levels.
5. It is suggested that to banks Enhance managerial support and guidance to improve employee engagement in talent management initiatives.

10. CONCLUSION

Talent management has become a critical component of human resource management in the banking sector. The present study concludes that employees of both SBI and HDFC Bank in Kalaburagi District possess a satisfactory level of awareness regarding talent management practices implemented by their organizations. The results indicate positive perceptions toward talent identification, employee development, organizational communication, and talent retention initiatives. Furthermore, the study found no significant difference between public and private sector bank employees in terms of awareness of talent management practices. This suggests that both sectors have made considerable efforts to promote talent management among their workforce. Therefore, banks should continue to strengthen communication, employee engagement, and developmental opportunities to further enhance awareness and maximize the effectiveness of talent management practices, ultimately contributing to organizational growth and employee retention.

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