

# **Project Dissertation**

## **TALENT MANAGEMENT AT HCL**

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**CERTIFICATE FROM INSTITUTE**

This is to certify that the Project Report titled **Talent Management at HCL** is a bonafide work carried out by Mr. **Aditya Dayal** of MBA 2014-16 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

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## **DECLARATION**

I, **Aditya Dayal**, student of MBA 2014-16 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declares that dissertation Report on **Talent Management at HCL** submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This Report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship

Name of the student  
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Date:

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## **EXECUTIVE SUMMARY**

This project titled “TALENT MANAGEMENT AT HCL”. Whether the HCL organization manufactures products, provides call center services, drives R&D and harvests produce, the key competitive differentiator remains the selection, development and deployment of human capital. In this project the study in on the challenges of talent management faced by the organization and the ways to retain the best talent in the organization. The primary data collection through questionnaires covering the sample of fifty employees within the organization. In that the data collected by their views about how they feel about their job, their satisfaction, the organizations method to satisfy their employee needs.

In this report, study on the base of that whether the employees were getting the opportunities for their growth, they were having enough knowledge regarding the roles and responsibilities they have to play. Most the employees had a clear knowledge about the company’s vision, mission and objectives and they know how to achieve these objectives.

From this study the finding is some of the important factors which help in retaining the talent and factors those act as challenges for the talent management. Factors like financial incentives and non-financial inventive, performance appraisal system, good relationship with co-workers, promotional opportunities in the present job, employee participation in decision making are very much effect the talent management.

The human resources should be managed with utmost care to inspire, encourage and impel them to contribute their maximum for the achievement of the business objectives.

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# **1. INTRODUCTION**

## **1.1 Introduction of the Project**

**Talent management** refers to the skills of attracting highly skilled workers, of integrating new workers, and developing and retaining current workers to meet current and future business objectives. Talent management in this context does not refer to the management of entertainers. Companies engaging in a talent management strategy shift the responsibility of employees from the human resources department to all managers throughout the organization. The process of attracting and retaining profitable employees, as it is increasingly more competitive between firms and of strategic importance, has come to be known as "the war for talent." Talent management is also known as HCM (Human Capital Management).

The term "talent management" means different things to different organizations. To some it is about the management of high-worth individuals or "the talented" whilst to others it is about how talent is managed generally i.e. on the assumption that all people have talent which should be identified and liberated.

Talent Management seeks to address how organisations can make best use of the talents of the people they employ. It is commonly accepted that the skills, knowledge and attributes that employees demonstrate can be a significant asset to organisations. Research demonstrates that there is a direct relationship between the employment of high contributing individuals and the long term performance of the organisation, most usually measured in terms of shareholder return and sustainable profitability.

Talent Management can be broken down into four important constituent parts:

- Recruitment - how organisations identify and recruit talented individuals in to their organisation
- Development - how organisations develop the individuals to unleash the talent they possess

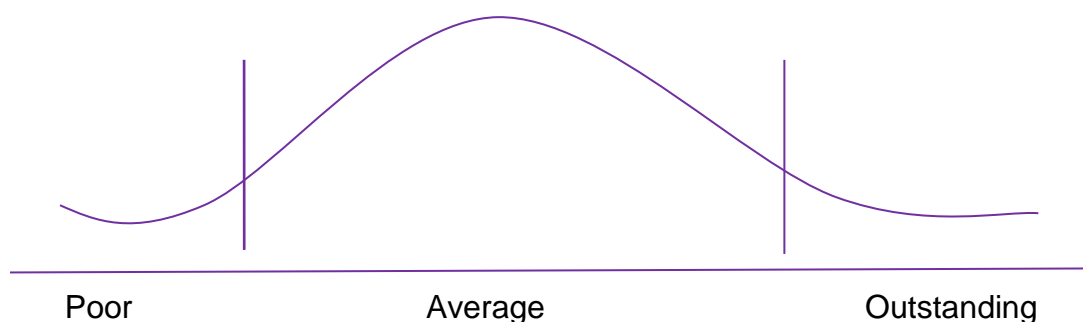
- Deployment - how organisations match the talent of the individuals to the critical roles
- Retention - how organisations keep hold of their best performers

### 1.1.1 TALENT DEVELOPMENT

Talent refers to the ability of learning and its expansion to face and cope with the new challenges of the dynamic environment. Talent deals with the forthcoming potential instead of past tracks.

Talent Development, part of HR development, is the process of changing an organization, its employee, its stakeholder and group of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization.

- It is a selective attention paid to the top 10% of employee either by potential or performance.
- It encompasses a variety of component such as training, carrier development, carrier management and organizational development and training and development.



(Fig 1.1: Talent Development)

- Research shows that outstanding performers typically deliver four to six times more performance than average.



- Selecting or developing just one outstanding performer has a huge impact on overall performance.

Identify what differentiate outstanding performer from average can be used to: -

- Coach and develop less effective performer.
- Inform the succession planning process.
- Produce a template to inform selection of outstanding performer.
- Whatever the economic backdrop, organization will continue scare talent and identifying, developing and managing talent throughout the business.

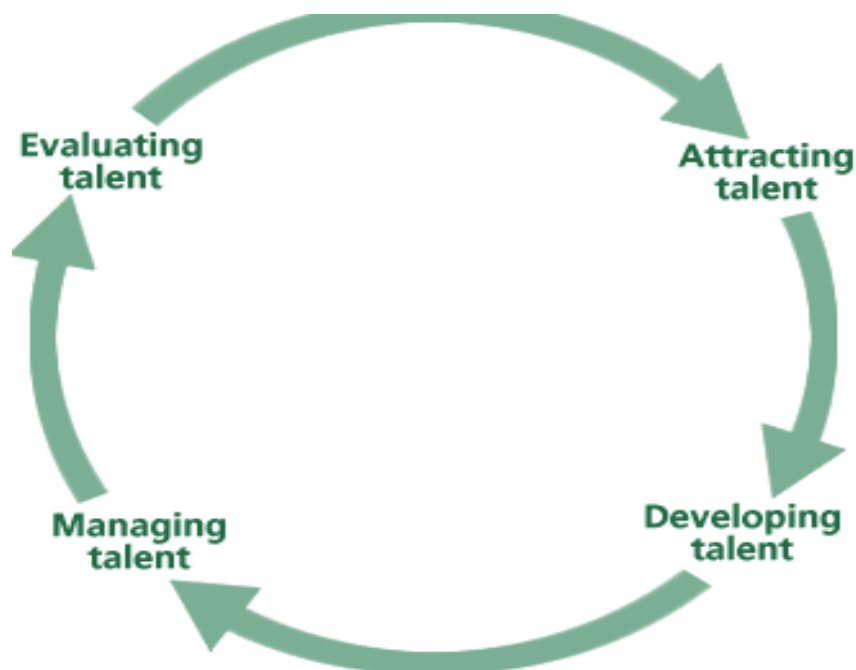
#### **1.1.2 DESIGN PREPARATION**

- Create a Talent Management panel from “engaged” senior management and ensure one senior manager with sufficient authority has overall responsibility.
- Develop a terms and definition use in relation to talent management.
- Classify and agree how you will evaluate success, monitor and improve the process.
- Classify how the process will be linked to current and future strategy direction.
- Agree how it will be embedded into corporate culture-driven and support from the top.
- Use transparent method of assessment evaluation to identify talent.
- Make sure any process does not breach employment law.
- Specific Software package for talent management

### **1.1.3 TALENTED PEOPLE AND THEIR CHARACTERISTICS**

Talent management is a complex collection of connected HR processes that delivers a simple fundamental benefit for any organization. It is the systematic attraction, identification, development, engagement/retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles.

It is also important to focus attention on the four areas of the talent management loop.



(Fig 1.2: The Talent Management Loop)

### **1.1.4 Attracting Talent**

The ability to attract external talent depends upon how potential applicants view the organization, the industry or sector it operates in and whether they share the values of that organization. The creation of an attractive employer brand is an important factor in attracting external talent. Where needed, lower financial rewards can be countered with alternative benefits and employer values such as social responsibility.

### **1.1.5 Developing Talent**

Talent development should be linked to other learning and development initiatives. Appropriate learning and development interventions are required at relevant stages in a career path for talented individuals to achieve their maximum potential. Developing talent needs informal as well as formal learning interventions. These interventions will include conventional development activities but there is also the opportunity to use creative alternatives such as talent coaching and mobility.

### **1.1.6 Managing Talent**

Active steps, plans and activities are needed to retain and engage talent required for the future health of the organization. Investment in management, leadership and other development activities will positively impact on talent retention. Organizations should develop a performance culture where individuals take responsibility for the continuous improvement of business processes and their own skill development.

### **1.1.7 Tracking and Evaluating Talent Management**

Evaluation of talent management is difficult but necessary to ensure that the investment is meeting organizational needs. Evaluation requires both quantitative and qualitative data which is valid, reliable and robust.

## **1.2 Objectives of the Study**

### **Primary objectives**

1. To identify the challenges of talent management through literature review.
2. To identify the ways to retain the best talent through Literature review.

### **Secondary Objectives**

1. To measure the satisfaction level on monetary benefits provided by the organization to the employees.
2. To measure satisfaction level on non-monetary benefits provided by the organization to the employees.
3. To measure the employee's satisfaction on the interpersonal relationship exists in the organization.
4. To provide the practical suggestion for the improvement of organization's performance.

## **2. LITERATURE REVIEW**

Today's business environment wedges the role human resource plays with the organizations. Human resource is playing its role as a strategic partner instead of supporting administrative tasks in the organizations because greatest assets of the organization are its people. People though belong to diverse backgrounds therefore possess diverse talents. So, this is an organization's responsibility to effectively manage the talent of its workforce to achieve business objectives. Industry is seeing many organizations are implementing integrated Talent management processes.

Talent management is of core to the vitality of the business to meet and exceed current as well as future business strategies and goals. Framework of talent management proactively anticipates and meets business talent demand which is necessary to successfully execute the business strategy. It insights into the business strategy, then accordingly develops as well as retains prior talent and attracting new talent to cope with the strategic needs in order to get best utilization out of tools and processes to deliver talent management solutions.

The concept of talent management was derived from World War II, however its strategic importance has been realized when McKinsey consultants group claimed the human resource as "War for Talent" in late 1990's. This war for talent was prompted by the realization that talent shortages were increasingly becoming one of the biggest human resource concerns for multinational corporations. Thus, the organizations interested in maximizing productivity and effectiveness adopted systematic and rigorous approaches for attracting, selection, development and retention of talented key employees.

Broadly defined, talent management encompasses the instrumentation of unifying strategies or processes in order to enhance the output of a work place by deploying ameliorate systems and processes for attracting, development, retention and utilization of required skills and

abilities of work force and their aptitude matched with the current and upcoming business needs. Talent management strategies centralize around five basic areas such as attracting, selecting, engaging, developing and retaining employees. It is generally concerned with practices associated with developing strategy, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating and retaining talented employees human resource through a variety of initiatives. Many authors regard talent management as a managerial strategic priority of the 21st century. Employees' knowledge, skills and competencies are an important competitive weapon, hence talent needs to be maximized and recognized as one of the discrete source of organizational competitive advantage.

Talent management is striking for numerous reasons. Executives considers the value of talent and its implication in organization and in this context they focused on organizational core need such as workforce development for the upcoming challenges and talent management makes it more enhanced while the left over individuals have liberty to choose their careers.

Talent management is an approach and a process to view the things those entrust the talent management. Talent management system not only works strategically as a part of overall business strategy but also implements in the organizational routine processes throughout the organization. It cannot be left exclusively on human resource department to attract and retains of workforce instead it shall be proficient at all levels of hierarchy along the organization. Aggressive recruit talent management of valuable employees still occurs, and the retention of high performers remains critical.

Under the talent management category, the two most imperative business strategies that are used to build up and maintain talent are leadership development and succession planning. Succession planning involves preparing for the organization's next senior team, developing a talent pool for internal recruitment of talent management by cross skilling employees, and/or ensuring the organization is future proofed with respect to

availability of skills. In the talent management context, succession planning focuses on how the organization plans to replace key knowledge holders and how to ensure that high potential successors have been prepared to fill these key roles. Succession planning that involves continually recruiting, training and promoting employees is not only necessary to prevent a brain drain of corporate knowledge, but is also important in identifying required competencies and communicating needed skills (Jones, 2008).

Talent management needs to continue to train and develop high performers for potential new roles, identify their knowledge gaps, and implement initiatives to enhance their competencies and ensure their retention. Hills suggest five strategies for effective succession planning; 1) aligning succession planning with business strategy; 2) assessing leadership potential based on the 3Cs of fit – competence, connection and culture; 3) involving talent in the succession planning process; 4) using a mix of experience, outside or executive coaching and formal learning experiences in talent development and; 5) drawing from a wider net of potential successors.

Managing talent cannot be completed within a quarter or a year, because it involves integrated planning and is not merely the responsibility of the Human Resources Department, but other factors are included in managing talent. Even though talent management is difficult and time consuming, it is very rewarding.

Talent = Capacity to learn + capacity to think + capacity to relate + capacity to act accordingly and the values of the organization.

## **2.1 Studies on Impact of culture and work-life balance on Talent Management**

Organizational culture will have a substantial effect on whether talent management activities will succeed and contribute to improving results. Organizations will be more effective in their talent management if they encourage active leadership by managers and the coaching of their people.

An organization has to establish the value of ongoing learning in its culture. This means developing the role of managers in enabling learning among their people. To stimulate innovation and creativity, the development of talent is essential, and managers must take the lead with the support of their HR colleagues in Learning and Development.

New age HR managers must be able to find out different ways of retaining talent, assess effectiveness of training imparted, quickly find out gaps between the available knowledge and the requisite talent for roles. On the whole, modern HR managers are required to be facilitators of organizational transformation.

An effective work-life balance strategy is not simply about complying with the law. It is finding out about employee's needs and priorities and considering how they can be met in ways that are consistent with the needs of the business. Employers are increasingly concerned to protect their reputation and 'employer brand'. Work-life balance policies are an important way for employers to identify their commitment to quality of life and social responsibility. Quality of Work Life (QWL) may be defined as subjective well-being. It is the quality of relationship between employees and their total working environment. It seeks to create those conditions in the organization which promote individual learning and development. The feeling of a worker about his or her job tends to be stable over a period of time and might be a product of specific personality trait. Extrovert people have more positive affect in their daily life than introvert people. Neurotic people have more negative daily affects.

## **2.2 Relationship of Talent Management with Employee Work Engagement**

Although, this is commonly understandable that employees remain engaged with their work in favourable work settings because they are paid for it, however, literature also hints that work engagement comes from jobs satisfaction which in most cases is derived from effective talent management



practices. Effective talent management procedures and systems demonstrate the commitment of talent management to human resources resulting in lower rate of employee turnover with higher volume of employee commitment and engagement. Consequently, employee engagement has significant effect on productivity or output of employees and in retention of talent. Despite many citations of an organizational lack of proficiency in talent management.

Much has been written in the talent management literature on factors contributing to talent engagement and retention. Research in India found that the key predictors of employee's intention to leave are satisfaction with and pride in the organization and perception of the employer as being socially responsible. The previous studies reveal that corporate social responsibility, which fosters employee engagement in social activities, is also associated with work engagement. Other key factors include building trust and open communication channels into the employer-employee relationship and fostering employee engagement.

Employee performance and talent retention can be enhanced by cogitation through incentives, monetary benefits and rewards. Research studies related to employee engagement and organizations success stories throws light upon the fact that employees who are entirely contented/satisfied at their workplace was four times such like unsatisfied employees who are having routine recognition as the workplace have formal employee appraisal processes. Furthermore, 82% claims that recognition made them motivated to enhance their job performance. According to the Corporate Leadership Council, "when done well, practices that support talent management also support employee engagement".

### **2.3 Relationship of Talent Management with Employee Turnover Avoidance**

Despite the wide spread studies on employee turnover, there are numerous resources which effectively and expansively bridges over the scholar confirmations that concerns with the employee retention and

practices and efforts. There is wide range of reasons of employee turnover which includes better salary, leaving an obnoxious supervisor, getting fired etc. All these factors may take place when talent is not managed properly. Although there may be shared characteristics and outcomes associated with each incidence of turnover, there are different types of turnover, each with its own implications.

In the present competitive business environment, aggressive recruitment of talent management of valuable employees occurs, and the retention of high performers remains critical. This is because they contribute valuable addition to the organizational productivity. Therefore, they are regarded as key asset. The turnover reduction of these positions or individuals may be particularly important for organizational success; however, improving retention beyond a certain point may present diminishing marginal returns. The research highlights that dissatisfaction in job may not be the major cause of individual's turnover decision. For example, research could uncover that the turnover decisions of a particular subgroup of employees are more strongly influenced by certain issues or interventions (e.g., changing work-life balance policies and resources).

Finally, even if a firm endows considerably to retain its key employees, several employees would leave even. Although some turnovers are avoidable, some turnovers will always be unavoidable. Avoidable turnover appears for reasons that the firm may be able to influence such as low job satisfaction, poor supervision, or higher pay in other firms. For instance, analysis of research portrays that decreasing turnover rates is connected to sales growth and improved employee morale. Furthermore, research also unfolds that high standard human resources practice contribute to the firm's profitability and market value in part by decreasing the organization's turnover rates.

Research shows that organizational performance has significantly negative impact on employee turnover with higher social capital. In specificity, it is discovered that what leads these employees to these other

opportunities is that the pay level and pay satisfaction are comparably delicate predictors of individual turnovers. To effectively develop and implement evidence-based guidelines for managing turnover requires knowledge of underlying talent management principles and cause-effect relationships.

#### **2.4 Relationship of Talent Management with Employee Value Addition**

Employee skills and capabilities that adds varying degrees of value to the organization, hence the “everybody counts mantra” is an overly simplified view of organizational talent. Ultimately, this is where talent management differs from other human resource approaches. Talent management is concerned with identifying the core designation arrangements which have the prospective to differentially effects on the organizational competitive advantage and consecutively, fill these with “A performers”.

Effective talent management practices for identifying key knowledge workers involve initially considering how individuals can help the organization to achieve its vision, mission and strategic goals, and highlighting what skills and talents are required. Hence, the organization’s strategic direction determines which jobs and which employees are most important to achieving success. To help ensure that the most appropriate talent is effectively deployed the human resource throughout the organization, some researchers focus on those pivotal talent positions that may impact on organizational competitive advantage. Talented employees are subsequently identified to fill those positions human resource tough recruiting ahead of the curve. This is similar to the Exclusive Positions perspective of talent management which seeks to fill “A positions” with “A players”, fill support positions with “B players”, and outsource “C players”.

At the same time talent management endeavours to be an effective and organizational need based on formal processes those involved several people who argued a strengthen linkage between leadership and talent that interpret it into a specific organizational competitive advantage. It is claimed

that every employee on organizational hierarchy at any position adds value to the organization in multiple ways, the assertion of talent management eventually has only a small number have the prospective which provides an above-average effect on performance. Certainly, it is claimed that the combination of talent management along with knowledge management holds significant competitive edge and implications for modern organizations.

## **2.5 PRINCIPLES OF TALENT MANAGEMENT**

There are some guiding principles that organisations must adhere to when developing effective talent management strategies and programmes for their finance professionals.

➤ **Understand the objectives of the talent management programme**

It is important to understand what you want the outcome of the talent management programme to be. For example, the purpose of the programme may be to develop specific technical skills in specialised financial areas, or to develop leadership capabilities cross functionally.

➤ **Agree the company definition of “talent”**

Different organisations will define talent differently depending on individual business needs and organisational culture. For example, a public practice firm of accountants may decide the critical talent its partners must demonstrate is the ability to win new clients from competitors.

➤ **Plan the activities required to recruit, develop, deploy and retain the talent**

A whole range of activities are available to successfully recruit, develop, deploy and retain the talent. For example, organisations may benchmark their employee value proposition to ensure it reflects leading market standards. This will assist with retention.

➤ **Obtain “buy-in” to the talent management programme**

There are two fundamental requirements in obtaining buy-in to the programme, firstly; the programme must be managed by someone with operational responsibility for delivery of the programme. Secondly, it is vital to obtain sponsorship at senior levels within the organisation, and to communicate the benefits.

➤ **Align the talent management programme to the organisation strategy**

Successful talent management strategies are driven by overall organisational strategy. The organisation strategy should be supported by the finance strategy. The finance strategy should identify critical finance roles within the organisation which support delivery of strategic aims

➤ **Establishing timescales and who the programme applies to**

It is important to establish timescales so that individuals understand the development period and the expectations of the organisation. Establishing timescales enables greater measurability of performance - is the individual operating at the level we expected them to after this development time.

There should be absolute clarity on who the programme applies to and why this is the case. This will help in driving transparency of the programme and help ensure other staff excluded from the programme does not feel demotivated.

➤ **Establish critical success factors**

The talent management programme will cost the organisation money. It is therefore important that organisations develop key performance indicators to measure whether or not the programme is working and achieving the stated objectives. This will be particularly important in establishing the initial business case.

## **2.6 THE FOCUS OF THE TALENT MANAGEMENT**

At the heart of talent management is developing the following intrinsic human capacities:

## **2.7 Capacity to learn (measured as learning quotient LQ)**

Enhancing an individual's capacity to learn improves the person's awareness. It adds to the person's quest to know more and delve into newer areas. This capacity is developed by holistic education that teaches how to learn, an enabling environment and good mentoring. Capacity to learn comprises of the following:

- Introspection is the individual's willingness to look back and learn ability to learn from mistakes and identifying areas of improvement.
- Reflection and contemplation is the individual's ability to observe his own thoughts, actions and emotions/feelings and using the awareness to improve further and perform better.
- Getting into the flow is the individual's ability to get into a new experience and flow with the experience. It is the person's child-like ability to derive joy out of learning.

## **2.8 Capacity to think (measured as conceptual quotient CQ)**

An individual's quest to know more leads his mind to create images. Enhancing an individual's capacity to think helps the people not only take learning to a higher level of intellect but also improves creativity. Capacity to think comprises of the following:

- Analysis is about asking the right questions and breaking complex things into simpler elements.
- Creativity is about generating new thoughts and breaking the existing patterns of thought.
- Judgment requires both. This is what helps individual take quality decisions.

## **2.9 Capacity to relate (measured as relationship quotient RQ)**

It is important for an individual to be able to relate to his learning and thoughts. This leads the person to be able to relate to other individuals and the environment around him. The outcome is indeed a sense of

belongingness and an environment of trust at the organizational level and team spirit at the individual level. Capacity to relate comprises of the following:

- Listening is the individual's ability to listen with warmth and respect. Active listening is free of biases, evaluation and pre-conceived notions.
- Empathizing is the ability to put self in someone else's shoes and getting out of one's own shoes.
- Trust requires a combination of both empathizing and listening. It is about authenticity, openness and genuineness.

### **2.10 Capacity to act (measured as action quotient AQ)**

Action is how the above three capacities of an individual are manifested. It is the individual's ability to enact his intentions. Following are components of capacity to act:

- Organizing refers to the individual's ability to organize his time and resources so as to enable him to convert intentions into reality.
- Implementing means delegating, attention to detail, and focus on the right process.
- Perform under pressure means the ability to work under pressure and time constraints and handle multiple tasks without negative stress.

The individual's values help in discriminating amongst alternatives and act as the bedrock for decisions. They act as multipliers in enhancing the individual's capacities, a sigma of which reflects the individual's true talent.

**Thus: (LQ + CQ + RQ + AQ) X Values = Talent**

Organizations provide individuals the opportunity and space for physically manifesting their talent into performance for achieving individual and organizational vision. Talent manifests into performance as follows:



(Fig 2.1: Talent manifests into performance flow chart)

Thus the domain of talent management focuses not only on development of individual's intrinsic capacities, but also on culture building and change management to provide the other elements listed above for manifestation of talent into performance.

The service and consulting areas of talent management that thus emerge are:

- Talent appreciation
- Potential enhancement
- Acquisition of talent
- Knowledge management

Grow Talent offers services in all the above areas. Grow Talent's



offerings are based on the models discussed above and follow a unique methodology.

### **2.11 Talent appreciation (TAP)**

TAP services from Grow Talent are focused on assessing the way individuals learn, think, relate to others, and act. Tap is used to evaluate the capacities, competencies and values of individuals for assessment of potential for career development and succession planning.

This is intricately linked to helping organizations map their capacity and competency requirements and then assessing talent to draw up individual development plans. The talent profiling thus done for organizations helps them identify critical competencies to be developed and capacities to be enhanced in order to meet future business requirements and achieve plans.

### **2.12 Potential enhancement (PEP)**

The focus of PEP is to create learning experiences and solutions for individuals that will help convert their talent into competence. It also involves designing learning events and processes that enhance the potential of individuals.

Two intrinsic components of Grow Talent PEP are:

- Capacity building modules - which focus on enhancing the four capacities of individuals.
- Competence building modules – which focus on specific areas like consulting skills, problem solving, service quality, strategic selling, process designing, interviewing skills, etc.

### **2.13 Acquisition of talent (ACT)**

Grow Talent's approach to helping organizations acquire talent is based on the following:

- Helping organizations define roles for specific leadership positions

based on 'preferred futures' and strategy

- Identifying the competencies required for each of these jobs
- Determining the levels of fundamental capacities of learning, thinking, relating and acting needed to acquire these competencies
- Defining the values which are needed to display the desired behaviours
- Identifying individuals who would fit into these positions
- Enable organizations and individuals to establish mutually acceptable contracts for employment and lay the foundation of win-win relationships

#### **2.14 TALENT MANAGEMENT WITH RETENTION MANAGEMENT**

The Development Dimensions International (DDI) identified a number of best practices in which we believe should serve as the foundation for a talent management system:

- Best Practice 1: Start with the end in mind-talent strategy must be tightly aligned with business strategy.
- Best Practice 2: Talent management professionals need to move from a seat at the table to setting the table.
- Best Practice 3: You must know what you're looking for—the role of Success Profiles.
- Best Practice 4: The talent pipeline is only as strong as its weakest link.
- Best Practice 5: Talent Management is not a democracy.
- Best Practice 6: Potential, performance and readiness are not the same thing.
- Best Practice 7: Talent management is all about putting the right people in the right jobs.
- Best Practice 8: Talent management is more about the “hows” than the “whats.”
- Best Practice 9: Software does not equal talent management

### **3 METHODOLOGY**

#### **3.1 Data collection sources/techniques**

##### **3.1.1. Research Design**

The present study is Descriptive in nature. i.e. to describe the talent management strategies and challenges in IT sectors. Respondents considered for the study were employees from the HR and executive cadres of the organization.

##### **3.1.2 Data Collection Techniques**

Primary data was collected through questionnaire as shown in annexure, which was distributed to the present employees of HCL.

Secondary data was collected through journals and research papers, newsletters, HR websites and website of HCL Infosystem, citehr, etc.

##### **3.1.3 Sample design**

Sampling Design consists of sampling universe, sampling frame and sampling method. The sampling universe tells about the sample population. Sampling frame which tells about type of the company (IT) taken for sample to study.

##### **3.1.4 Population**

The population consists of the total respondent. The research population consists of all the employees at HCL Infosystem, Noida.

##### **3.1.5 Sample size**

For exploring the contribution of Talent management and challenges of present study, 50 executive-level employees of the HCL were selected and questionnaire was circulated among the employees.

### **3.1.6 Sampling method**

For present employees who have worked in HCLI for more than a year.

Sample technique – Random Sampling as a tool for selection of sample group was used in the talent management. In this technique population elements are select randomly and select the sample population.

### **3.1.7 Instrument for data collection**

The instrument for data collection for this study is the questionnaire as shown in annexure which was distributed to the employees of this organization.

Monetary Benefits	Salary, incentives , Medical Benefits
Non- Monetary Benefits	Leaves, supervisor appreciation , flexible timing
Personnel Benefits	Good Physical working Condition, Social Security

(Table 3.1: Categories of benefits to the employees)

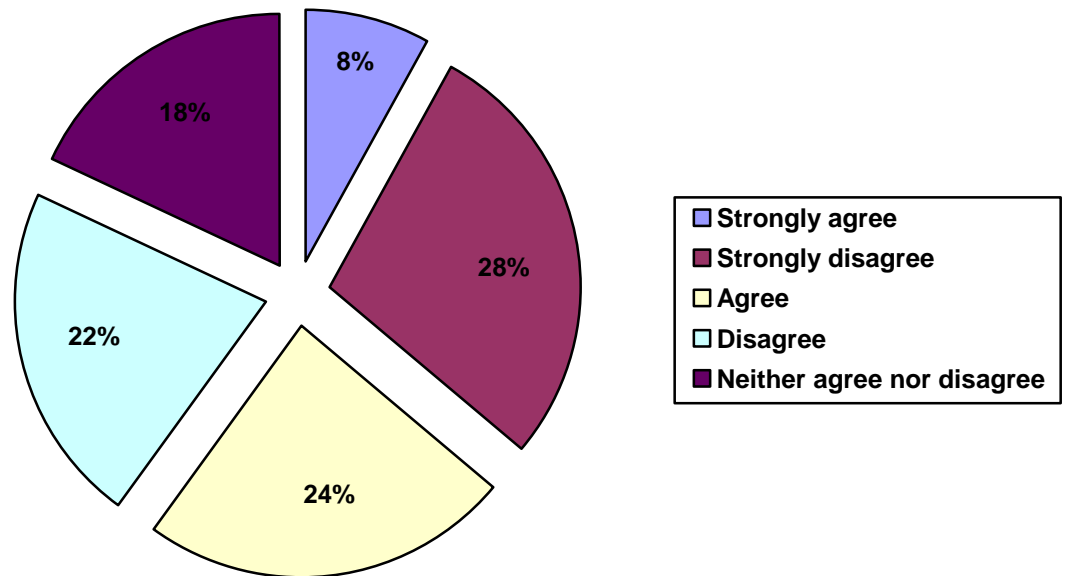
## 4 DATA ANALYSIS

### 4.1 Analysis of Questionnaire:

#### 1. I am satisfied with the salary I draw at present.

Table 4.01: I am satisfied with the salary I draw at present

Options	No. of responses	% of response
Strongly agree	4	8
Strongly disagree	14	28
Agree	12	24
Disagree	10	22
Neither agree nor disagree	9	18



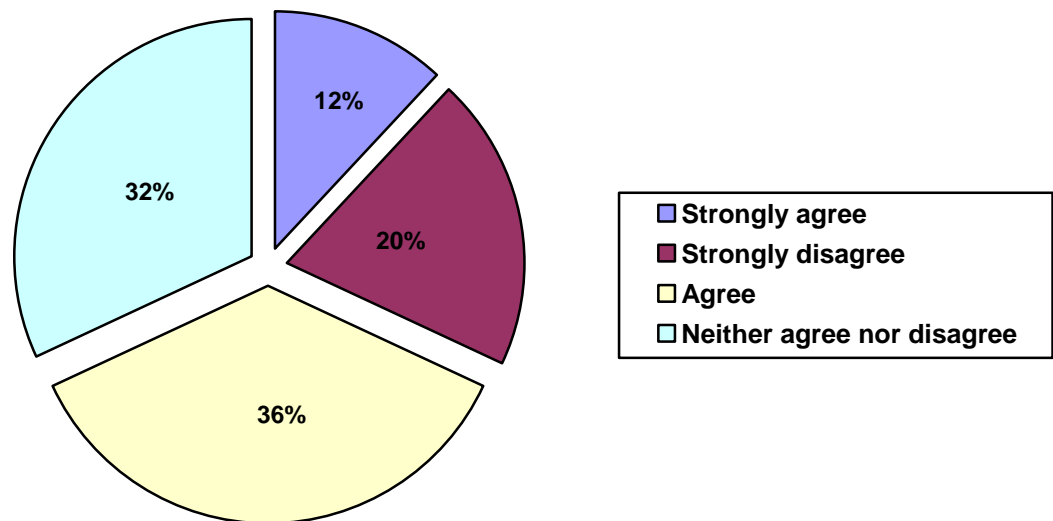
(Fig 4.01: I am satisfied with the salary I draw at present)

**Interpretation:** The employees were asked whether they are satisfied with the salary. It was observed that 28% were strongly disagreed and 24% agreed that they are satisfied with their current salary.

## 2. I am satisfied with the leaves provided by the company.

Table 4.02: I am satisfied with the leaves provided by the company

Options	No. of responses	% of response
Strongly agree	6	12
Strongly disagree	10	20
Agree	18	36
Neither agree nor disagree	16	32



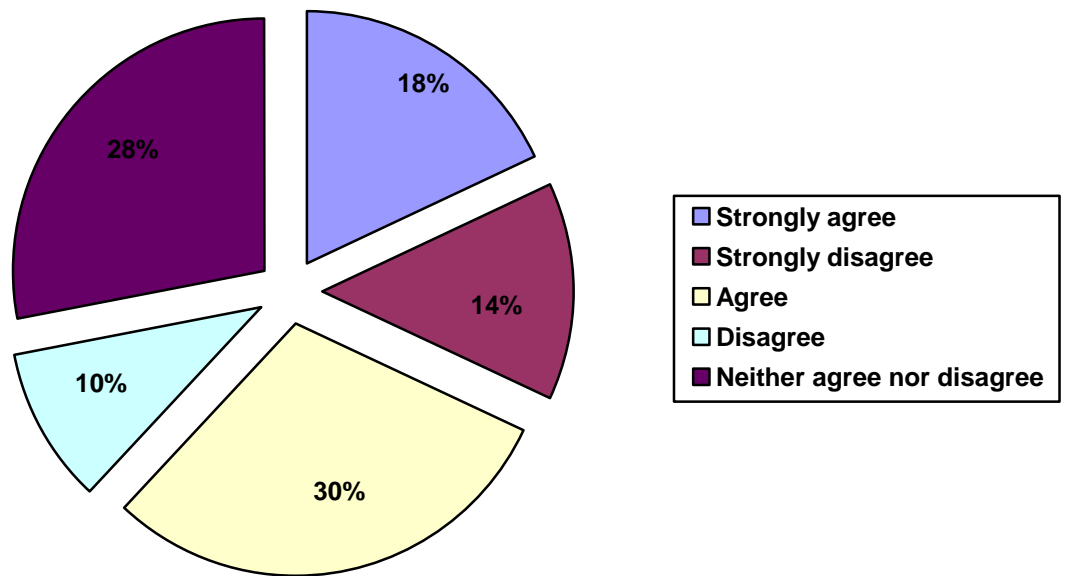
(Fig 4.02: I am satisfied with the leaves provided by the company)

**Interpretation:** This showed that 36% of the employees responded that they were satisfied with the leaves provided to them by the organization.

### 3. Financial incentives motivates me more than non financial incentives.

Table 4.03: Financial incentives motivates me more than non financial incentives

Options	No. of responses	% of response
Strongly agree	9	18
Strongly disagree	7	14
Agree	15	30
Disagree	5	10
Neither agree nor disagree	14	28



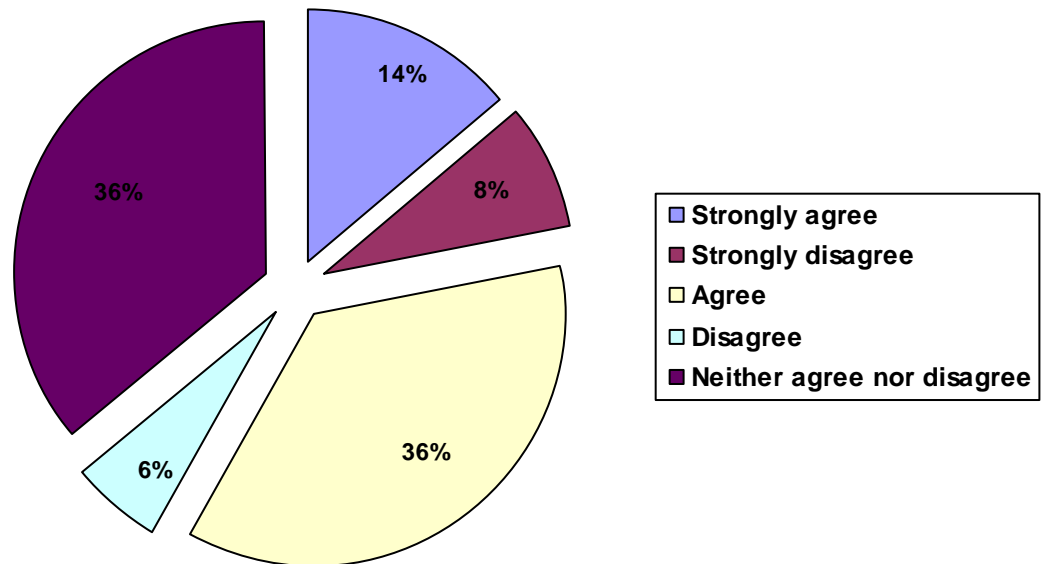
(Fig 4.03: A financial incentive motivates me more than non financial incentives)

**Interpretation:** It was observed from the responses available that 30% of employees agreed and 28% of employees neither agreed nor disagreed that they get easily motivated by the financial incentives.

#### 4. Good physical working conditions are provided in the organization.

Table 4.04: Good physical working conditions are provided in the organization

Options	No. of responses	% of response
Strongly agree	7	14
Strongly disagree	4	8
Agree	18	36
Disagree	3	6
Neither agree nor disagree	18	36



(Fig 4.04: Good physical working conditions are provided in the organization)

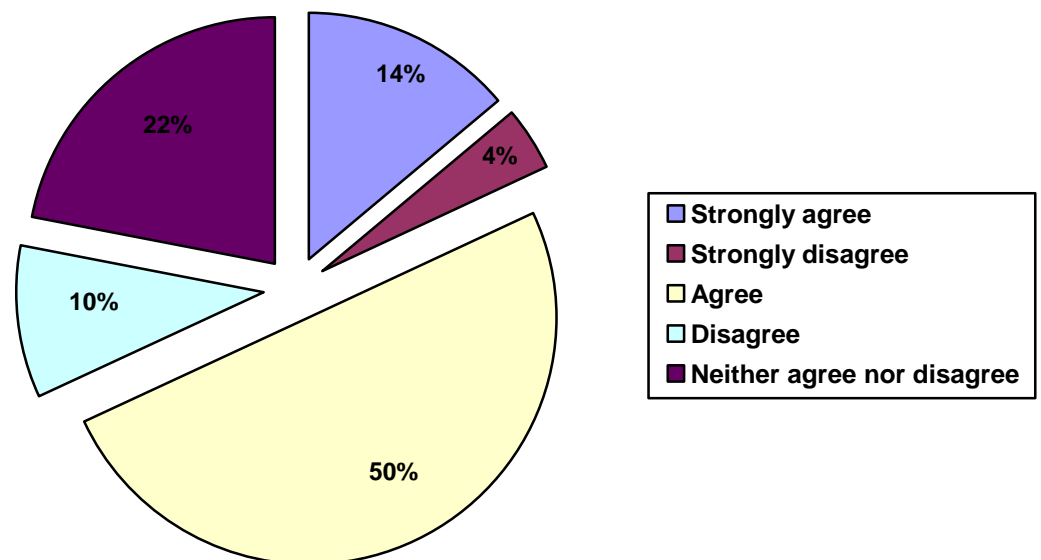
**Interpretation:** Most of the employees were satisfied with the working conditions provided by the HCL InfoSystems. Only 6% of employees disagreed and 8% totally disagreed that they were not comfortable about the working conditions as they may be new employees recruited to the company who will take more time to adapt.



## 5. I feel secured on the job.

Table 4.05: I feel secured on the job

Options	No. of responses	% of response
Strongly agree	7	14
Strongly disagree	2	4
Agree	25	50
Disagree	5	10
Neither agree nor disagree	11	22



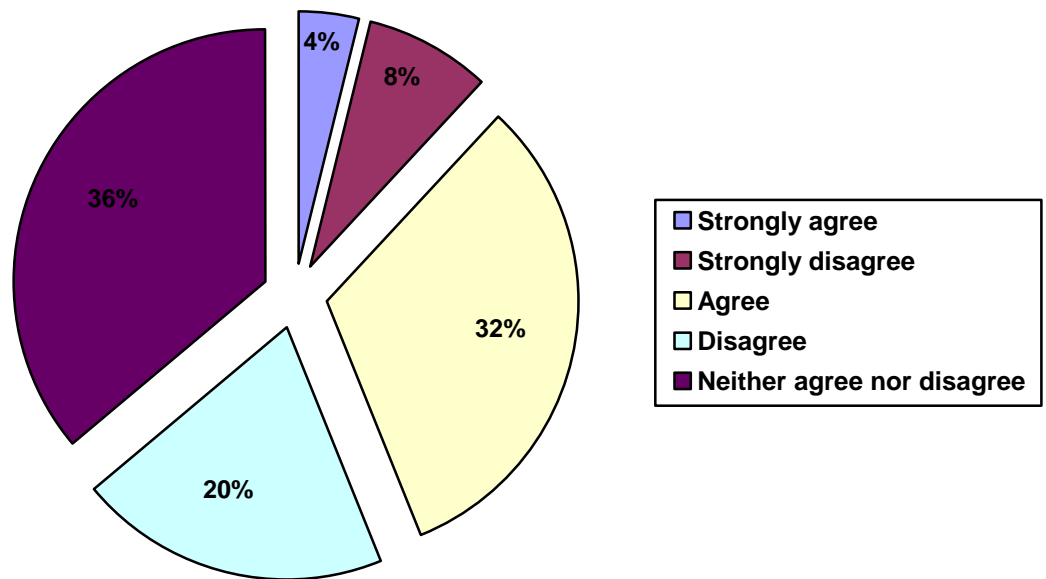
(Fig 4.05: I feel secured on the job)

**Interpretation:** It was observed that half of the population of employees in the organisation feel secured on the job and 27% were the ones who neither agreed nor disagreed.

**6. The medical benefits provided by the organization are satisfactory.**

Table 4.06: The medical benefits provided by the organization are satisfactory

Options	No. of responses	% of response
Strongly agree	2	4
Strongly disagree	4	8
Agree	16	32
Disagree	10	20
Neither agree nor disagree	18	36



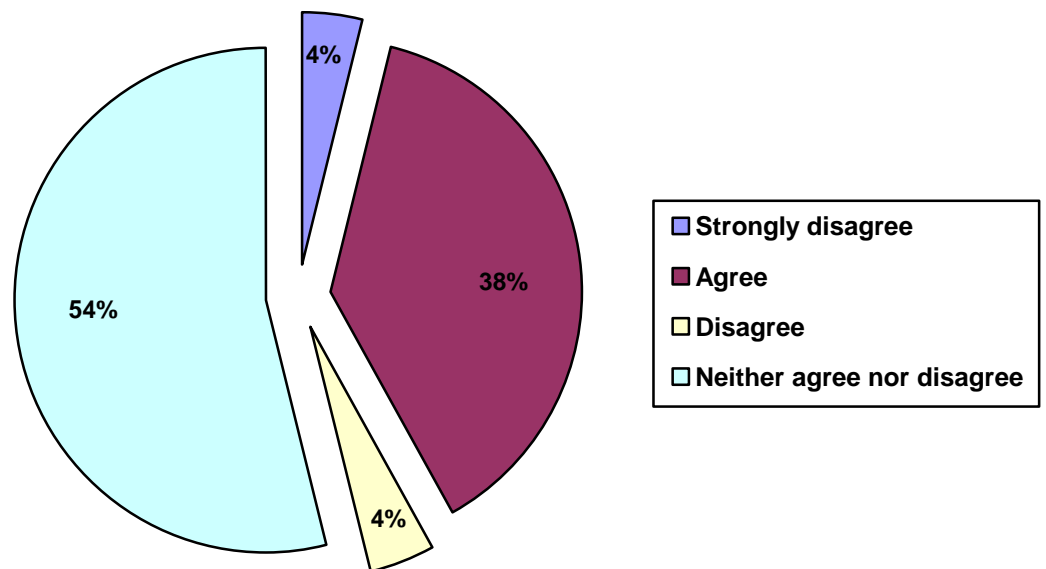
(Fig 4.06: The medical benefits provided by the organization are satisfactory)

**Interpretation:** The organization provided medical benefits to their employees and it was found that 32% response was of total agreement and 36% responses were of neither agreeing nor disagreeing. Only 4% responded that they were not satisfied with the medical benefits being provided to them.

### 7. I feel that the job I do gives me a good status.

Table 4.07: I feel that the job I do gives me a good status

Options	No. of responses	% of response
Strongly disagree	2	4
Agree	19	38
Disagree	2	4
Neither agree nor disagree	27	54



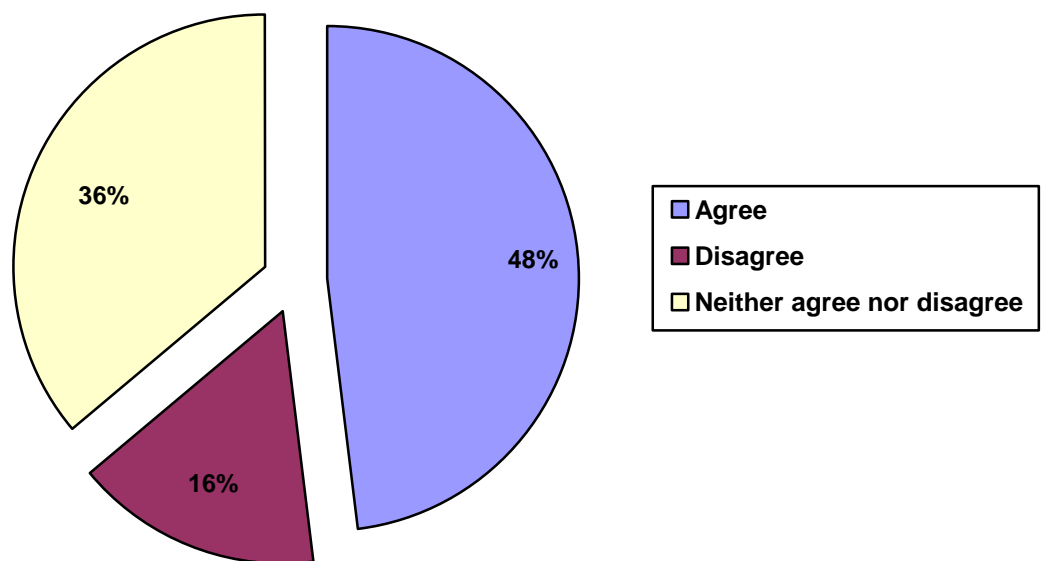
(Fig 4.07: I feel that the job I do gives me a good status)

**Interpretation:** It showed that 54% neither agreed nor disagreed and 38% employees agreed that the organization provide the job which gives good status.

### 8. I feel that my supervisor always appreciate the work done by me

Table 4.08: I feel that my supervisors always appreciate the work done by me

Options	No. of responses	% of response
Agree	24	48
Disagree	8	16
Neither agree nor disagree	18	36



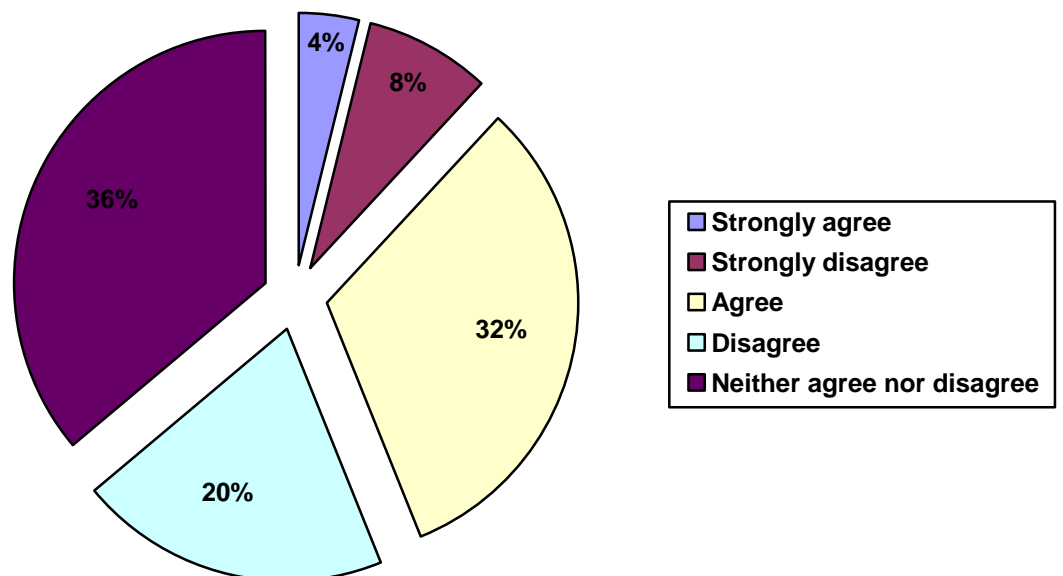
(Fig 4.08: I feel that my supervisor always appreciates the work done by me)

**Interpretation:** It was observed that the 48% employees felt that their supervisor appreciates their work.

## 9. Top management recognizes my work.

Table 4.09: Top management recognizes my work

Options	No. of responses	% of response
Strongly agree	2	4
Strongly disagree	4	8
Agree	16	32
Disagree	10	20
Neither agree nor disagree	18	36



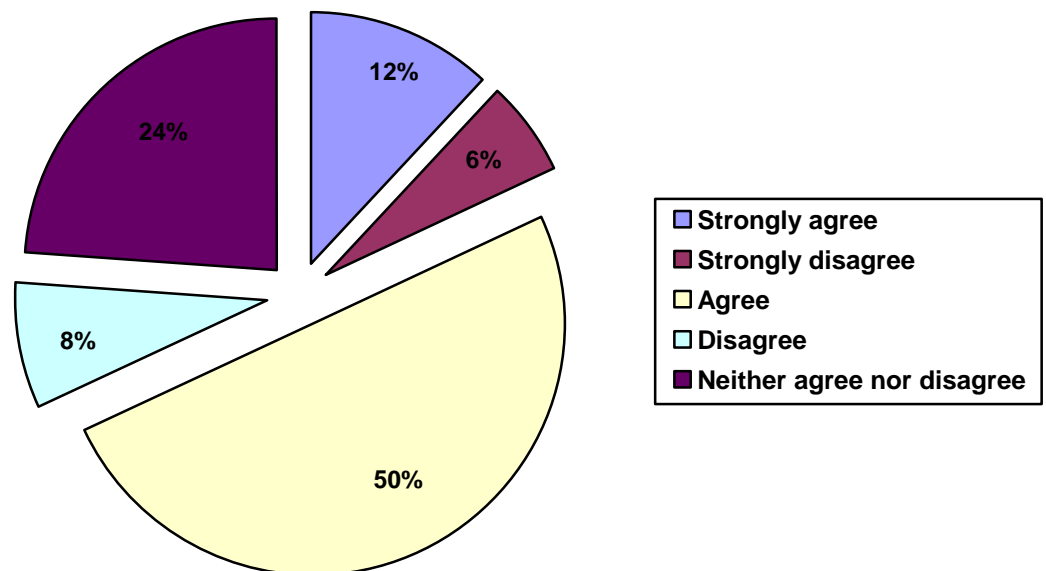
(Fig 4.09: Top management recognizes my work)

**Interpretation:** It has been observed that most of the employees agreed that the management recognizes their work and only 8% strongly disagreed.

### 10.I enjoy doing my work.

Table 4.10: I enjoy doing my work

Options	No. of responses	% of response
Strongly agree	6	12
Strongly disagree	3	6
Agree	25	50
Disagree	4	8
Neither agree nor disagree	12	24



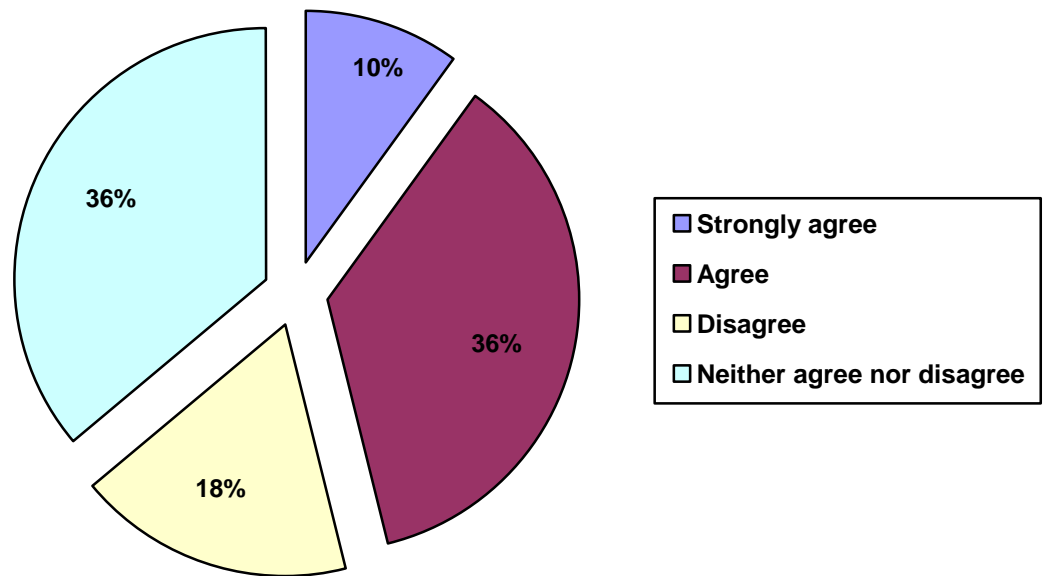
(Fig 4.10: I enjoy doing my work)

**Interpretation:** The data showed that 50% employees enjoy doing their work and 24% neither agrees nor disagrees about the enjoying the work which is given to them by the management.

## 11. I find my job challenging.

Table 4.11: I find my job challenging

Options	No. of responses	% of response
Strongly agree	5	10
Agree	18	36
Disagree	9	18
Neither agree nor disagree	18	36



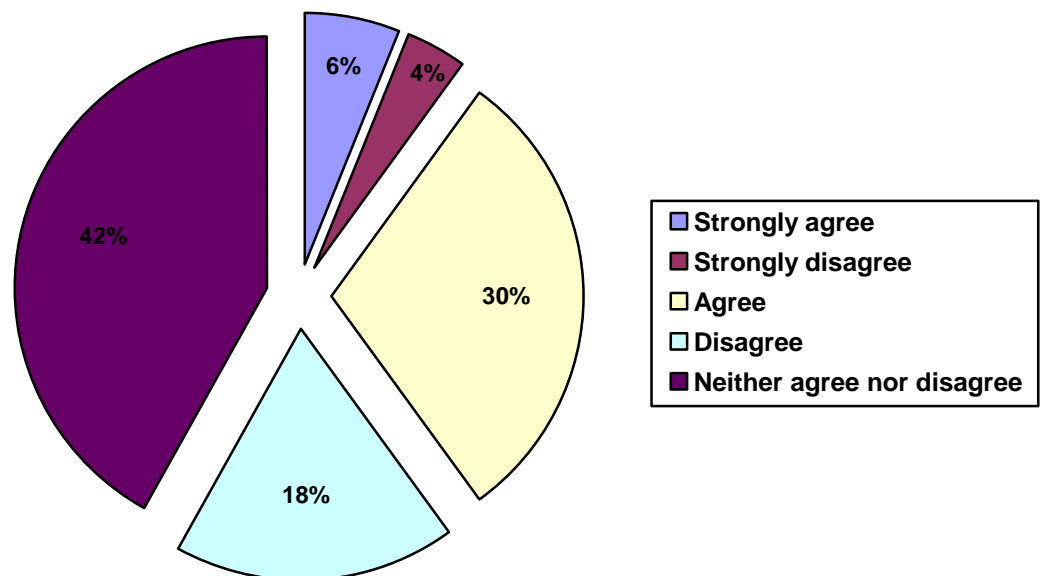
(Fig 4.11: I find my job challenging)

**Interpretation:** It was seen that 36% of responses were there for both agreement and neither agreement nor disagreement equally that employees find their job challenging leading to motivation.

## 12. I find my opportunities for advancement in this organization.

Table 4.12: I find my opportunities for advancement in this organization

Options	No. of responses	% of response
Strongly agree	3	6
Strongly disagree	2	4
Agree	15	30
Disagree	9	18
Neither agree nor disagree	21	42



(Fig 4.12: I find my opportunities for advancement in this organization)

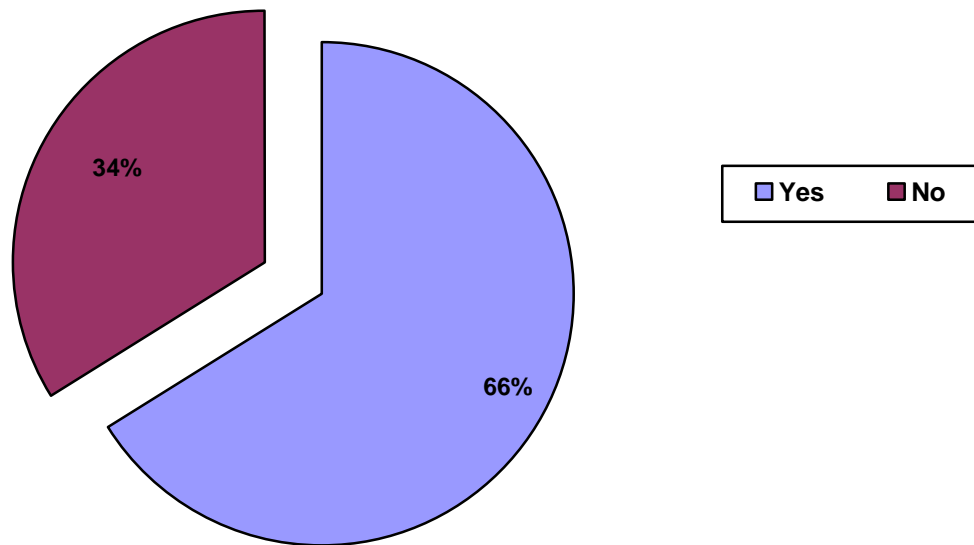
**Interpretation:** The organization helps in advancement of their employees as it was easily been showed from the data that 30% employees agreed to it.



### 13. I would like to work in flexible time shifts.

Table 4.13: I would like to work in flexible time shifts

Options	No. of responses	% of response
Yes	33	66
No	17	34



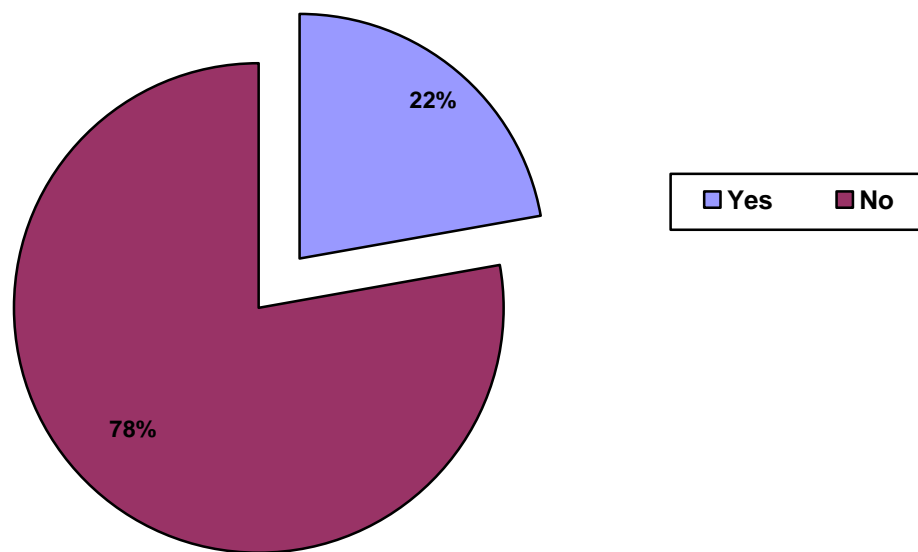
(Fig 4.13: I would like to work in flexible time shifts)

**Interpretation:** The data showed that 66% of employees were ready to work in flexible time in the organization.

**14.I will not do my work properly if someone is not monitoring/ watching me.**

Table 4.14: I will not do my work properly if someone is not monitoring/ watching me

Options	No. of responses	% of response
Yes	11	22
No	39	78



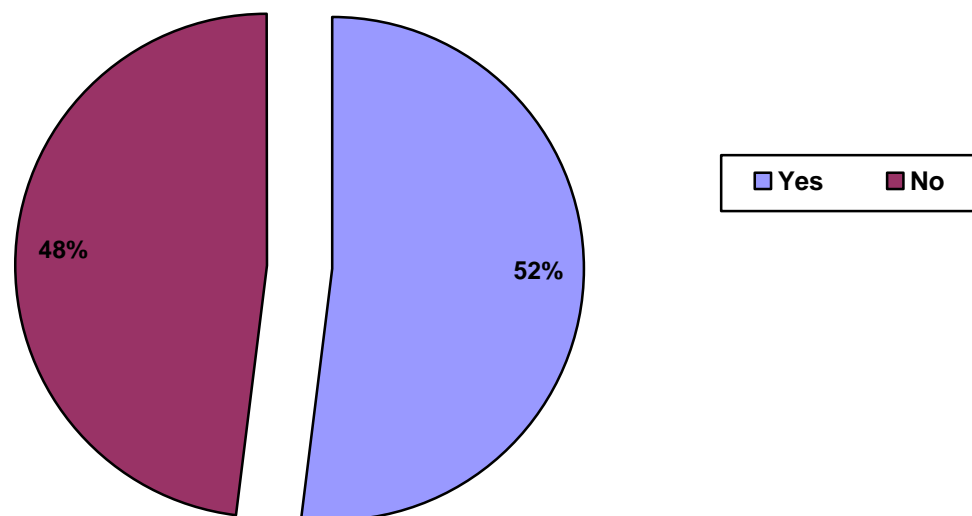
(Fig 4.14: I will not do my work properly if someone is not monitoring/ watching me)

**Interpretation:** It has been observed that 22% employees feel cautious when someone is watching them.

### 15. I feel comfortable working under targets.

Table 4.15: I feel comfortable working under targets

Options	No. of responses	% of response
Yes	26	52
No	24	48



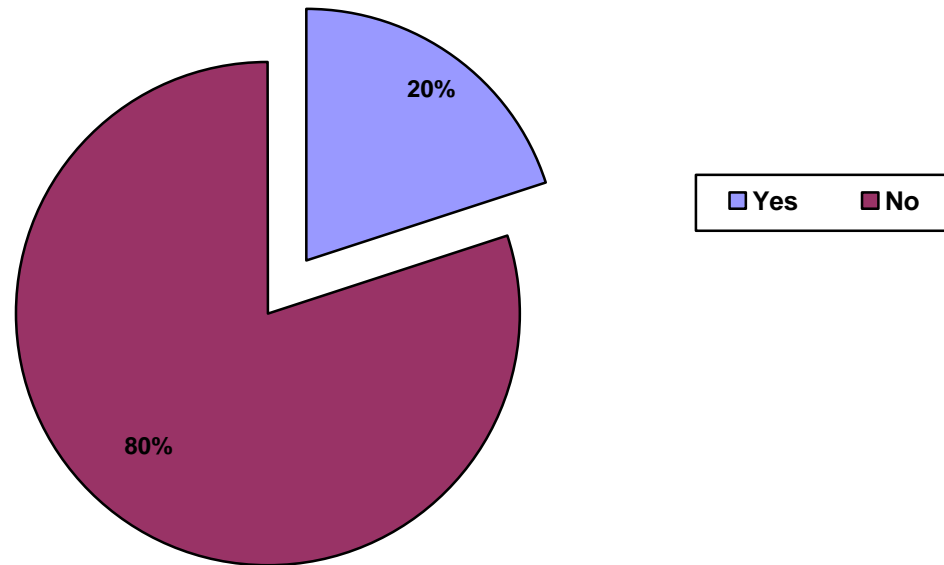
(Fig 4.15: I feel comfortable working under targets)

**Interpretation:** It has been observed that 52% employees responded that they comfortable working under targets.

**16. I use office resources for personal use.**

Table 4.16: I use office resources for personal use

Options	No. of responses	% of response
Yes	10	20
No	40	80



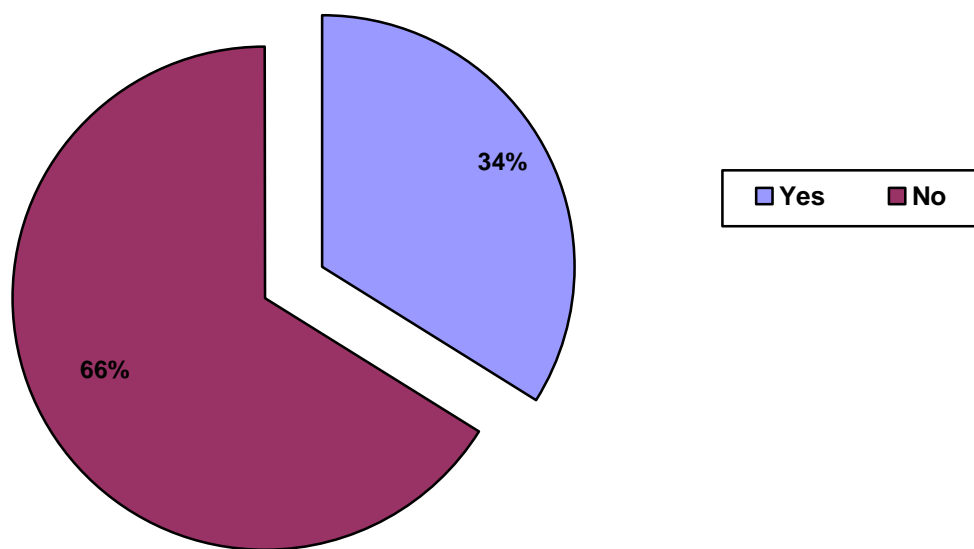
(Fig 4.16: I use office resources for personal use)

**Interpretation:** Most of the employees (80%) denied that they don't use office resources for their personal use.

**17.I feel there is power politics prevailing in the organization which is hampering my growth.**

Table 4.17: I feel there is power politics prevailing in the organization which is hampering my growth

Options	No. of responses	% of response
Yes	17	34
No	33	66



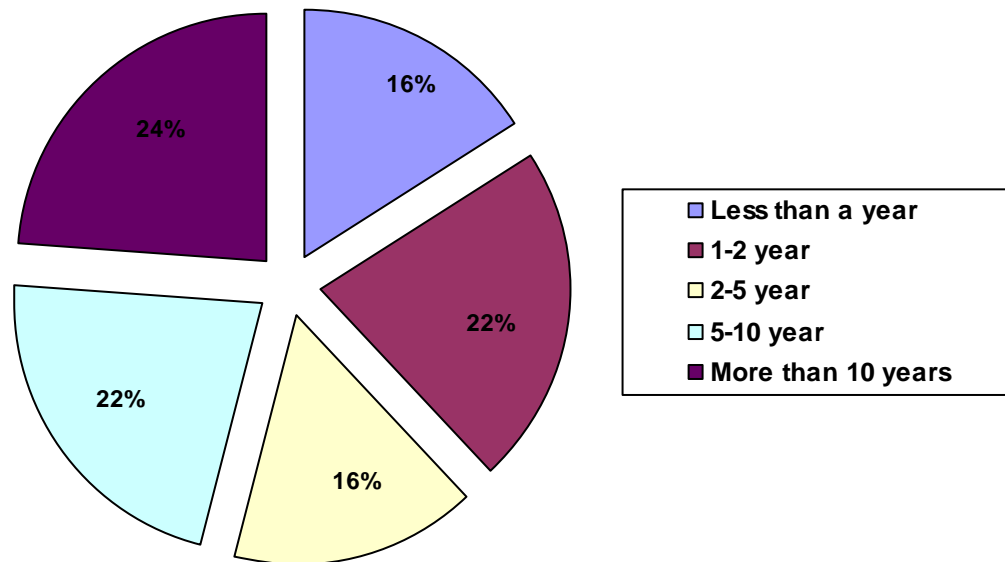
(Fig 4.17: I feel there is power politics prevailing in the organization which is hampering my growth)

**Interpretation:** Most of the time, the efficiency of the employees gets effected by the politics prevailing in the organization but it was observed that no such conditions prevails in HCL as 66% response was of disagreement.

### 18. How long have you been working for the company?

Table 4.18: How long have you been working for the company?

Options	No. of responses	% of response
Less than a year	8	16
1-2 year	11	22
2-5 year	8	16
5-10 year	11	22
More than 10 years	12	24



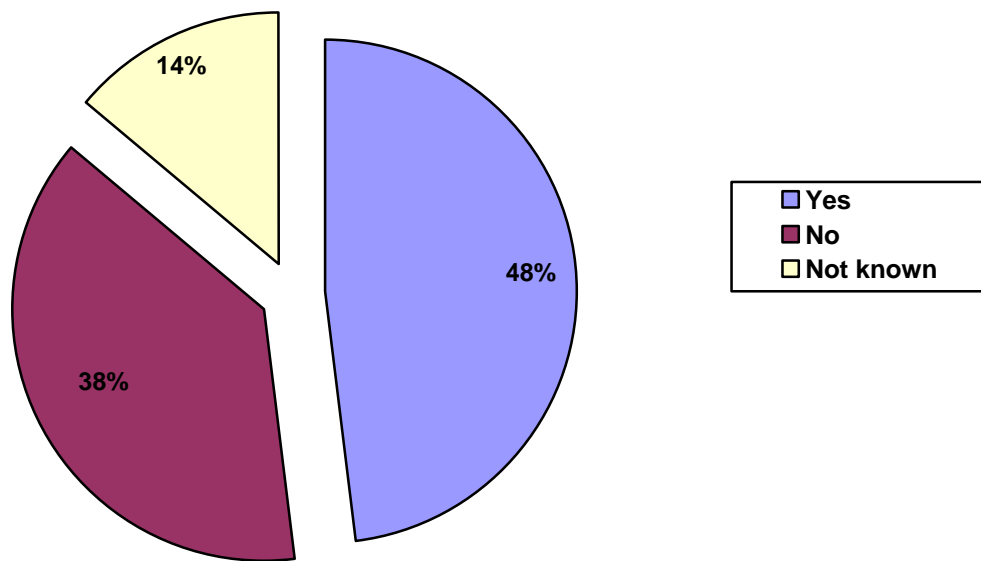
(Fig 4.18: How long have you been working for the company?)

**Interpretation:** It was found out that employees prefer to stay long in the organization. 24% employees were those who were working for past 10 years and more and 22% employees had 5-10 years working experience of the same organization.

### 19. I would like to stay in the organization for long.

Table 4.19: I would like to stay in the organization for long

Options	No. of responses	% of response
Yes	24	48
No	19	38
Not known	7	14



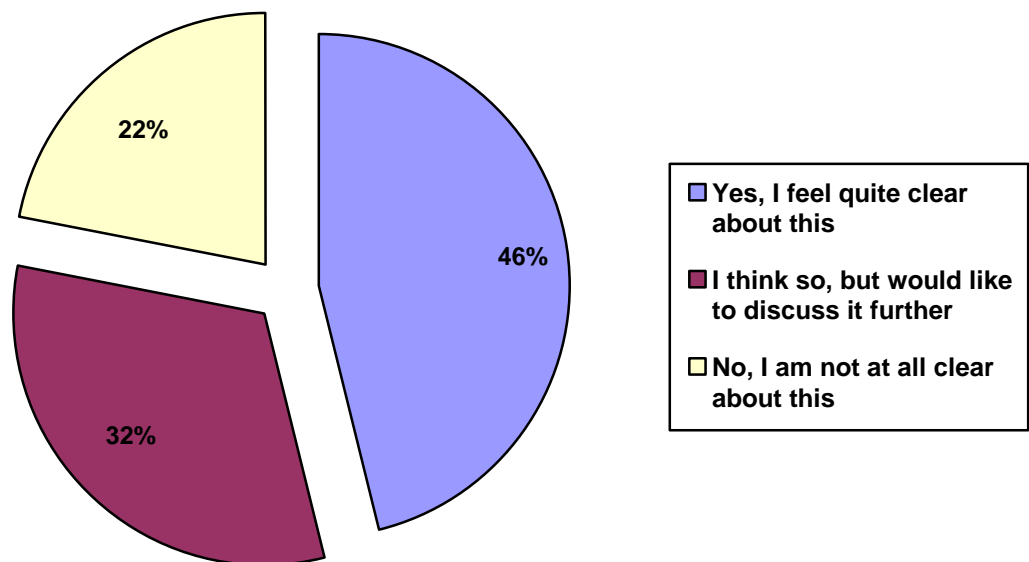
(Fig 4.19: I would like to stay in the organization for long)

**Interpretation:** Data showed that 48% employees would like to stay in the organization for longer period this may be due to the benefits being provided to them etc.

**20. Do you know how you can help the organization to achieve its aims?**

Table 4.20: Do you know how you can help the organization to achieve its aims?

Options	No. of responses	% of response
Yes, I feel quite clear about this	23	46
I think so, but would like to discuss it further	16	32
No, I am not at all clear about this	11	22



(Fig 4.20: Do you know how you can help the organization to achieve its aims?)

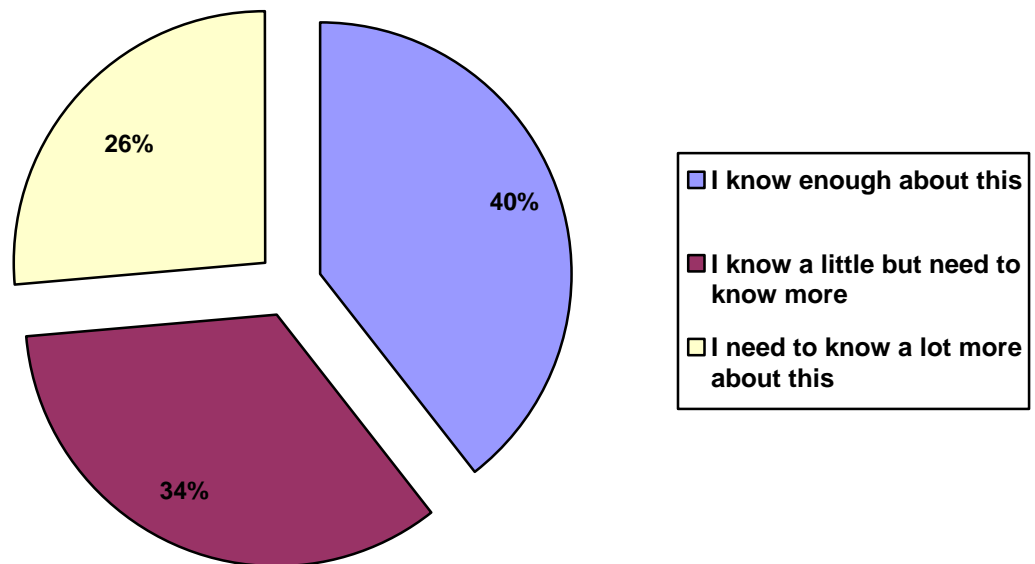
**Interpretation:** 46% of the employees were clear about how they can help organization to achieve organizational aims.



**21. What do you know about your job, and what would you like to know more about?**

Table 4.21: What do you know about your job, and what would you like to know more about?

Options	No. of responses	% of response
I know enough about this	20	40
I know a little but need to know more	17	34
I need to know a lot more about this	13	26



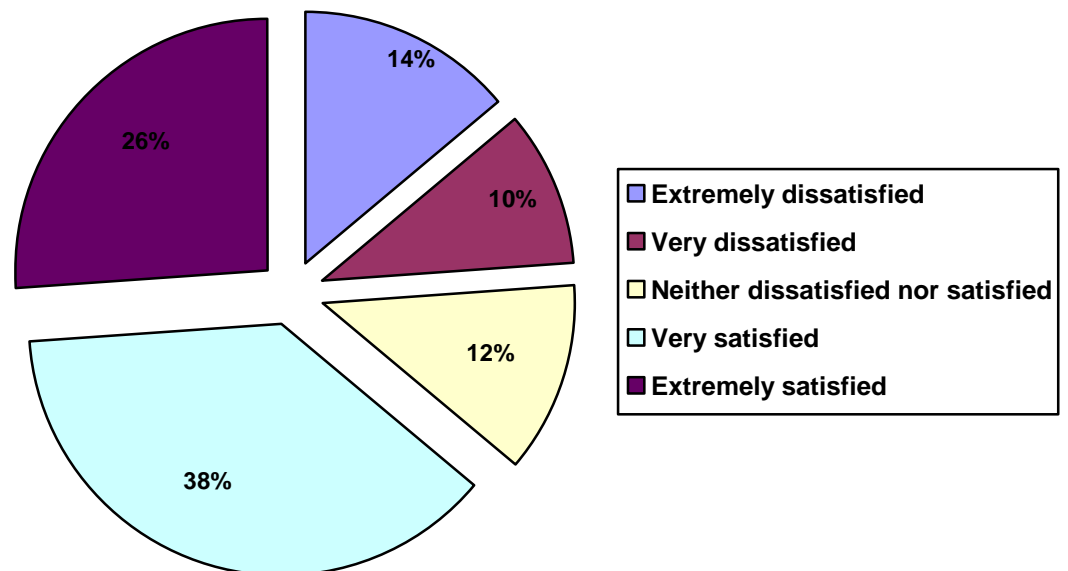
(Fig 4.21: What do you know about your job, and what would you like to know more about?)

**Interpretation:** It was observed that 40% employees had enough knowledge about their job.

## 22. How satisfied are you with your company's personnel policies?

Table 4.22: How satisfied are you with your company's personnel policies?

Options	No. of responses	% of response
Extremely dissatisfied	7	14
Very dissatisfied	5	10
Neither dissatisfied nor satisfied	6	12
Very satisfied	19	38
Extremely satisfied	13	26



(Fig 4.22: How satisfied are you with your company's personnel policies?)

**Interpretation:** The data showed that 38% were very satisfied with the company's personnel policies.

## **4.2 Findings and Recommendations**

The findings of the study are as follows:

- HCL provides a good environment at workplace. Most of the people feel secured on the job.
- Most of the people are dissatisfied with their salary.
- Most of the people are satisfied with the leaves provided by the company.
- People agree that financial incentives motivate them more than non financial incentives.
- Most of them feel that they are always appreciated by their supervisor for their work.
- But most of them also agree with the fact that that top management do recognize their work.
- Here employees are happy to walk with team so that they find good team spirit in the organization.
- They find their job challenging and find opportunities for promotions in the organization.
- Analysis says that employees are clear about the task and responsibilities which are assigned to them. Because when they would like to know more about their job they made it clear that organization has made understand them what is being required so they know enough about the job.
- At here employees also see their good future in this organization as they agreed to stay in the organization for long.
- Most the employees have a clear knowledge about the company's vision, mission and objectives. And they know how to achieve these objectives.

## **Recommendations**

1. Communicate is the key to proving solving.
2. The perception of fairness and equitable treatment is important in employee retention.
3. Your best employees, those employees you want to retain, seek frequent opportunities to learn and grow in their careers, knowledge and skill.
4. Organizations must have meaningful descriptions of the capabilities (skills, behaviours, abilities and knowledge) required throughout the organization.
5. Organizations must be able to relate those skills and capabilities to a role or a center of demand, such as a job position, project or leadership role.
6. Talent management processes must create a comprehensive profile of their talent. They must be able to track meaningful talent related information about all of their people - employees, contractors, or candidates.
7. The working culture of the organization should be improved and maintained to retain talent in long run.
8. More certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation.
9. The organization should identify the crucial talent initiative to attract and retain the employee. They should know which talent management elements can have the greatest impact on the business and therefore provide a better basis for prioritization and implementation.
10. To create a sophisticated talent management environment, organizations must:
  - Define a clear vision for talent management
  - Develop a roadmap for technology and process integration
  - Integrate and optimize processes
  - Apply robust technology to enable processes

- Prepare the workforce for changes associated with the new environment

### **4.3 Limitations of the Study**

- It is find difficult while distributing questionnaire to HCLI employees regarding project “Talent Management”. Many employees refused to fill the questionnaire. Some of them fill the questionnaire without reading questions which makes difficult to analysis and to interpret them correctly.
- It was impossible to gather the current branding strategy applied by the company because as a part of secret information of the company they have not disclosed it.

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- [www.shrm.org](http://www.shrm.org)

## 6. ADHERENCE SHEET

<b>Particulars</b>	<b>Last Date</b>	<b>Signature of Mentors</b>	
<b>Title of the Project/Area of Topic Finalization</b>	21-Jan-16		
<b>Literature Review/Objectives of the study</b>	02-Feb-16		
<b>Methodology</b>	18-Feb-16		
<b>Questionnaire/Data Collection tools</b>	03-Mar-16		
<b>Data Collection</b>	17-Mar-16		
<b>Analysis</b>	24-Mar-16		
<b>Conclusion and Recommendations</b>	01-Apr-16		
<b>First Draft</b>	15-Apr-16		
<b>Final Report/Binding and Submission</b>	03-May-16		

## **7. ANNEXURE**

### **Questionnaire:**

The following questionnaire is the work of Aditya Dayal, student of MBA, DSM, DTU. This questionnaire is designed solely to carry out a study on talent management at HCL. In this regard you are requested to kindly fill in the questionnaire to the best of your knowledge to help me achieve the purpose of study. Your kind support will not only help me in preparing in qualitative project report but also help me in giving suggestions to the organization for the betterment of its employees.

### **PERSONAL DETAILS:**

**Age:**

**Sex:**

**Designation:**

**No. Of years in the organisation:**

1. I am satisfied with the salary I draw at present?
  - a) Strongly Agree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) Disagree [ ]
  - e) Strongly Disagree [ ]
2. I am satisfied with the leaves provided by the company?
  - a) Strongly Agree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) Disagree [ ]
  - e) Strongly Disagree [ ]
3. Financial incentives motivates me more than non financial incentives?
  - a) Strongly Agree [ ]



- b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) Disagree [ ]
  - e) Strongly Disagree [ ]
4. Good physical working conditions are provided in the organization?
- a) Strongly Agree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) Disagree [ ]
  - e) Strongly Disagree [ ]
5. I feel secured on the job?
- a) Strongly Agree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) Disagree [ ]
  - e) Strongly Disagree [ ]
6. The medical benefits provided by the organization are satisfactory?
- a) Agree [ ]
  - b) Neither Agree nor Disagree [ ]
  - c) Disagree [ ]
  - d) Strongly Disagree [ ]
7. I feel that the job I do gives me a good status?
- a) Strongly Agree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
  - d) d. Disagree [ ]
  - e) Strongly Disagree [ ]
8. I feel that my supervisor always appreciate the work done by me?
- a) Disagree [ ]
  - b) Agree [ ]
  - c) Neither Agree nor Disagree [ ]
9. Top management recognizes my work?
- a) Strongly Agree [ ]
  - b) Agree [ ]

- c) Neither Agree nor Disagree [ ]
- d) Disagree [ ]
- e) Strongly Disagree [ ]
10. I enjoy doing my work?
- a) Strongly Agree [ ]
- b) Agree [ ]
- c) Neither Agree nor Disagree [ ]
- d) Disagree [ ]
- e) Strongly Disagree [ ]
11. I find my job challenging?
- a) Strongly Agree [ ]
- b) Agree [ ]
- c) Neither Agree nor Disagree [ ]
- d) Disagree [ ]
12. I find my opportunities for advancement in this organization?
- a) Strongly Agree [ ]
- b) Agree [ ]
- c) Neither Agree nor Disagree [ ]
- d) Disagree [ ]
- e) Strongly Disagree [ ]
13. I would like to work in flexible time shifts?
- a) Yes [ ]
- b) No [ ]
14. I will not do my work properly if someone is not monitoring/watching me?
- a) Yes [ ]
- b) No [ ]
15. I feel comfortable working under targets?
- a) Yes [ ]
- b) No [ ]
16. I use office resources for personal use?
- a) Yes [ ]
- b) No [ ]

17. I feel there is power politics prevailing in the organization which is hampering my growth?

- a) Yes [ ]
- b) No [ ]

18. I would like to stay in the organization for long?

- a) Yes [ ]
- b) No [ ]
- c) Not known [ ]

19. How long have you been working for the company?

- a) Less than a year [ ]
- b) 1-2 years [ ]
- c) 2-5 year [ ]
- c) 5-10 years [ ]
- d) More than 10 years [ ]

20. Do you know how you can help the organization to achieve its aims?

- a) Yes, I feel quite clear about this [ ]
- b) No, I am not at all clear about this [ ]
- c) I think so, but would like to discuss it further [ ]

21. What do you know about your job, and what would you like to know more about?

- a) I know enough about this [ ]
- b) I know a little but need to know more [ ]
- c) Need to know a lot more about this [ ]

22. How satisfied are you with your company's personnel policies?

- a) Extremely dissatisfied [ ]
- b) Very dissatisfied [ ]
- c) Neither dissatisfied nor satisfied [ ]
- d) Very satisfied [ ]
- e) Extremely satisfied [ ]