Chapter-6

Major findings, Conclusions and Suggestions

6.1- **Introduction**: This chapter includes Major findings, conclusions and suggestions. In this chapter researcher has presented the major findings of the study which are based on the analysis of the data and interpretation. The conclusions enumerated herein are based on the analysis of primary data as well as secondary data used in the present work. However, important and main conclusions are drawn from the analysis of the primary data more particularly derived from the responses of workers/assistants of the selected sample from large scale and medium scale industries. Oral discussions with concerned persons and general observations have also helped to arrive at certain important conclusions. Finally, certain suggestions are made with a view to find out and utilize the hidden talent of the employees for the better situation in the entire organization.

6.2 **Major findings**

1) In case of age of the employee researcher has found that the age of the respondents (employees) is approximately and normally distributed with a mean of 27.16 years and a standard deviation of 3.96 years.

2) Out of 460 respondents there are (331) 71.96 % male respondents which are in the majority and (129) 28.04 % women respondents which are few in numbers as compared with male respondents.
3) In the case of the educational qualification of the employees it has found that out of 460 respondents (121) 26.30% respondents’ qualification is ITI, (77) 16.74% respondents qualification is B.Com, (69) 15% qualification is BA, (63) 13.70 % respondents qualification is the Diploma in Engineering and (42) 9.13% respondents qualification is SSC passed. It means that there are majority of employees in various organizations who have technical qualification.

4) It is found that out of 460 respondents, (119) 25.87 % employees joined in 2010, (73) 15.87% employees joined in 2009, (73) 15.87% employees joined in 2008, (69) 15% employees joined in 2007 and (42) 9.13% employees joined in 2000. It means that the majority of the employees has joined the organization in 2010, and very few employees have joined their organization in the year 2000, and they are still working there. It shows the great attrition trends among the employees in various organizations.

5) It is found that (253) 55% of respondents are from production department, (46) 10 % are from the HR department, (42) 9.13 % respondents are from the marketing department, (38) 8.26% are from material department, (38) 8.26% are from the finance department and (20) 4.35% respondents are from quality department. It means that the majority of employees belong to the production department and others from HR department, marketing department, finance department and from material department. There are very few employees who belong to quality department.

6) It is found that (203) 44.13% of respondents are assistant and (176) 38.26 % are technicians, (31) 6.74% are salesman, (19) 4.13%
are technical assistant, (15) 3.26% are clerks, (12) 2.61% are machine operator and (4) 0.87% respondents are admin assistant. It has found that majority of them working as an assistant in various departments of their organization.

7) It is found that (111) 24.13% of respondents stated that ITI area of their qualification most applicable to the organization, (81) 17.61% respondents stated that computer knowhow is their qualification which is applicable in the organisation,(53) 11.52% respondents stated that finance area of their qualification most applicable to their position and (42) 9.13% respondents stated that marketing area of their qualification most applicable to their position. It means that technical qualification of employees is more applicable to their organization.

8) It is found that (132) 28.70% of respondents stated that commerce area of their qualification is not applicable to their position in the organization, (85) 18.48% respondents stated that mathematics area not applicable and (49) 10.65% respondents stated that economics area not applicable to their current position. It has also found that majority of employee's qualification is suitable for the finance department.

9) It has observed that (161) 35% respondents becomes the expertise in domain area, (107) 23.26 % respondents awarded with Performance award and (100) 21.74 % did the innovation in the present job. (73) 15.87% respondents stated that “other” outstanding achievement in current Job.

For 73 respondents stated “other” outstanding achievement in current Job. (39) 54 % respondents stated that customers are satisfied
with their performance. (17) 23% respondents stated that they have very
good coordination with other departments.

10) The outstanding achievement of the employees in the current
job has also positively impacted on the organization, (185) 41.20 %
respondents stated that it reduced the time of production, (169) 37.64 %
respondents stated that it reduced the cost of production, (41) 9.13%
respondents stated that it gives error free product and (54) 12.03%
respondents stated other impacts.

For (54) other, Impact of achievement on organization in the
current job (13) 24 % respondents stated that it reduced risk, (10) 18 %
respondents stated that it motivate the other colleagues, (09)17%
respondents stated that it increase the profit and (08)15% respondents
stated that it satisfied customers.All these things have also positively
impacted on the motivation of the employees.

11) It has found that (119) 25.87% respondents have the hidden
talent of sports, (92) 20 % respondents have hidden talent of creativity,
(61) 13.26% respondents have the hidden talent of doing the sales and
marketing, (42) 9.13% respondents have the hidden talent of
entrepreneurship, (38) 8.26% respondents have the hidden talent of
information technology, (35)7.61 % respondents have hidden talent of
writing skills and (58)12. 61% respondents have other hidden talents.

For other (58), (19) 33 % respondents have of talent of teaching,
(15) 26% respondents have the talent of driving teacher and (12) 20 %
respondents stated that they have the talent of carpentry work, (8) 14 %
respondents stated that they have the talent of advertising and (4)7 %
respondents stated that they have the talent of electrical wiring. It means
that every person has a hidden talent and inner potentials within him or her.

12) It is found that (157)34.13 % respondents stated that they enjoy the multitasking work, (50)10.87 % respondents stated they enjoy the task of imparting training to others, (46)10 % respondents stated they enjoy the task of creativity, (38) 8.26 % respondents enjoy the task of challenging work, (38) 8.26 % enjoy the task of Interaction, (35) 7.61 % respondents stated that they enjoy the task of troubleshooting and (23) 5.00 % respondents enjoy the task of documentation.

13) It is found that (272)59.13 % respondent stated that their dream is for Career Growth, (127) 27.61 % respondents stated that they want to become entrepreneur, (53) 11.52 % respondents stated other dreams and (8) 1.74 % respondents want to become a teacher.

For other (53) 11.52 %, (22) 42 % employees not yet decided what is their dream, (14) 26 % respondents stated that their dream to become a trainer (10) 19 % respondents stated that their dream to become skill welder and (7) 13 % respondents stated that their dream to become a singer.

14) It is found that (123) 26.74 % respondents stated that if the option is given to them they prefer to work in the administrative department (111) 24.13 % respondents stated that they want in the production department, (69) 15.00 % respondents stated that they want to work in Research and Development, (61) 13.26 % respondents stated that they want to work in teams, (46) 10 % respondent stated that they want to work in the Information Technology department. It means, the majority
of employees are versatile in their work and they have a confidence regarding their skill/Talents.

15) It has found the reasons of their job preference, (157) 34.13% of respondents stated their area of interest, (96) 20.87% respondents stated that they have the experience, (69) 15% they have the ability, (50) 10.87% respondents stated they want the status and (50) 10.87% respondents stated that they want higher salaries.

16) On the basis of the information given by the employees, it has come to know that (84) 18.26% respondents stated that superiors have appreciated their hard work, (77) 16.74% respondents stated that they have been appreciated for management skills, (61) 13.26% respondents stated that they have been appreciated for their dedication, (54) 11.74% respondents have been appreciated for teamwork, (50) 10.87% have been appreciated for punctuality, (49) 10.65% respondents have been appreciated for Innovative ability, (31) 6.74% respondents have been appreciated for communication skills and (23) 5.00% respondents have been appreciated for the skill of customer satisfaction.

17) It is found that (249) 54.13% respondents stated that they play cricket, (42) 9.13% respondents stated that they play football, (31) 6.74% respondents stated that they play volleyball, (27) 5.87% respondents stated they play badminton and (69) 15% respondents stated that they are playing other game.

For other, (19) 28% play kabbadi, (18) 26% play kho-kho, (14) 20% play chess, (11) 16% play table tennis and (7) 10% play basketball.
18) It is found that (278) 60.43% respondents stated that they have not played the district or state or national or international level, (123) 26.74% respondents stated that they have played at district level, (46) 10% respondents stated that they have played at state level, (12) 2.61% respondents stated they have played at national level and (1) 0.22% respondents stated that they have played at international level. It means that very few of them have played at district, state or national/international level sports events.

19) It is found that (115) 25% respondents stated that their hobby is reading, (77) 16.74% respondents stated that they have the hobby of listening or singing song, (65) 14.13% respondents stated that they have the hobby of sports, (54) 11.74% respondents stated that they have hobby of travelling, (23) 5.00% respondents stated that they have hobby of driving, (15) 3.26% respondents stated that they have hobby of teaching and (88) 19.13% respondents stated they have the hobby of other.

For (88) other, (23) 26% respondents have a hobby of making friends, (14) 16% respondents have a hobby of swimming, (13) 15% respondents have a hobby of morning walk and (4) 5% respondents have a hobby of Martial arts.

20) It is found that (395) 87% respondents stated that they have computer skills and (65) 14.13% respondents stated that they do not have computer skills. It comes to know that majority of respondents are having computer skills.

21) Out of 395 respondents who have the computer skills, (197) 49.87% respondents stated that they have basic computer skills, (167)
42.28 % respondents stated that they have average computer skills and (31) 7.85 % respondents stated that they have advanced computer skills.

22) It is found that (338) 73.48 % respondents stated that “Yes” they have taken new responsibility, (69)15.00 % respondents’ stated that “No” and (53) 11.52 % respondents stated that “Can’t Say”. It shows that majority of employees are ready to shoulder new responsibilities.

23) For performance of new responsibility, it is found that (142) 42.01 % respondents stated they have given “Good” performance, (101) 29.88% respondents stated that they have given “Very Good” performance and (34)10.06 % respondents stated that they have given “Excellent” performance. It means that the majority of employees, who accepted new responsibilities of the job, have given very good and satisfactory performance.

24) It is found that (61)13.26 % respondents stated that their employer asked about their hidden talent and (399) 86.74 % respondents stated that their employer did not ask them about their hidden talent. It comes to know that the majority of employers have not asked about a hidden talent of the employees.

25) It is found that (169) 36.74 % respondents stated that they like to tell about his hidden talent to employer and (291) 63.26 % respondents stated that they do not like to tell about their hidden talent to their employer. They stated that, if they tell about their hidden talent to the employer they will take more work from them and they will not pay compensation for the extra work.
26) It is found that (192) 41.74 % respondents stated that they like to tell about their talent to others and (268) 58.26 % respondents stated that they don’t like to tell about their hidden talent to others.

27) It is found that (369) 80.22 % respondents stated that they will tell to the employer if the employer is ready to pay the compensation for the utilization of the hidden talents and (91) 19.78 % respondents stated that they are not ready to tell the employer though they are compensating by their employer.

28) It is found that (338) 73.48 % respondents stated that their hidden talent is not utilised in the organization, (58) 12.61% respondents are regarding this “Uncertain” and (64)13.91% respondents stated that their hidden talent are utilised in the organisation. It shows that very few employers are interested in the hidden talent of the employees.

29) It is found that (203) 44.13 % respondents are “dissatisfy” with the organization and (35) 7.61 % respondents are “strongly dissatisfy” with the organization. Total 51.74 % respondents are "dissatisfied with the organization. (48)10.43% respondents are “Uncertain” about their satisfaction level. Many employees are not satisfied with their organisation because their hidden talent is not utilised.

30) It is found that (290) 63.04 % respondents stated that if their hidden talents are utilized in the organization they will be more motivated, (88) 19.13% respondents stated that they will be more empowered and (49) 10.65% stated that they will be ready to stay in the same company for more period.
31) It is found that (359) 78.04% respondents stated that they require training to enhance their hidden talents and (101) 21.96% respondents stated that they don’t require training.

32) It is found that (314) 68.26% respondents stated that if the hidden talents are utilized in the organization it will increase their efficiency, (90) 19.57% respondents stated that if the hidden talents are utilised in the organisation it will not increase their efficiency and (56) 12.17% respondents stated “Don’t Know”. It means, the majority of employees are of the opinion that if the hidden talents are utilised in the organisation it will increase their efficiency.

33) It is found that (282) 61.30% respondents stated that if their hidden talents are utilized in the organization it will increase the efficiency of the organization, (97) 21.09% respondents stated that if hidden talents are utilised in the organisation it will not increase the efficiency of the organisation and (81) 17.61% respondents stated “Don’t know”. It means, the majority of employees are of the opinion that if the hidden talents are utilized in the organization it will increase the efficiency of the organization.

34) It is found that (150) 32.61% respondents stated that they “Always” give new ideas to improve the working environment, (126) 27.39% respondents stated that “Frequently” they give new ideas to improve the working environment, (130) 28.26% respondents stated that they give “Occasionally” new ideas to improve the working environment, (42) 9.13% respondents stated “Seldom” and (12) 2.61% respondents stated “Never”. It indicates that there are many employees who suggest new ideas for improvement of the working environment.
35) It is found that (302) 65.65% respondents stated that they have some special expertise and knowledge. (123) 26.74 % respondents stated that they “Can’t say” and (35) 7.61 % respondents stated that, “No” they don’t have any special expertise and knowledge.

36) Out of 302 respondents, (87) 28.81% respondents stated that they have special expertise in technical skills, (35) 11.59 % respondents stated that they have special expertise in material skill, (35) 11.59% respondents stated that they have special expertise in communication skills,(28) 9.27% respondents stated that they have special expertise in the account,(25) 8.28% respondents stated that they have special expertise in computer skills., (25) 8.28% respondents stated that they have special expertise in sales and marketing,(18) 5.96% respondents stated that they have special expertise in Design(creativity), (15) 4.97% respondents stated that they have special expertise in Snag rectification, (12) 3.97% respondents stated that they have special expertise in painting, (12) 3.97% respondents stated that they have special expertise in counselling and (10) 3.31 % respondents stated that they have special expertise in cost reduction. Employee’s knowledge will be definitely useful for the overall development of the organization; the only thing is that, there should be interest of employers in finding out or enhancing the hidden talent of their employees.

37) It is found that (372) 80.87% respondents stated that “Yes” they are counselled/mentored to their colleagues/subordinates /superiors and (88) 19.13 % respondents stated that “No” they are not counselled or mentored to their colleague. It means that many employees are having inner potentials of counselling skills.
38) It is found that, out of 372 respondents, (176) 47.31% respondents have given counselling for improvement, (78) 20.97% respondents have given counselling for social guidance (74) 19.89% respondents have given counselling for financial guidance and (44) 11.83% respondents have given counselling for other reason.

For other reason out of 44 respondents, (14) 32% respondents stated that they have given counselling to solve their problem, (10) 23% respondents have counselling for change of attitude, (7)16% respondents have given counselling for a good working environment, (5)11% respondents have counselling for understanding of work, (4) 9% respondents have given counselling for technology mentor and (4) 9% respondents have given counselling for development.

Out of 372 respondents who counsel, it is found that (22) 5.91% respondents success rate is 0-20%, (74) 19.91% respondents success rate is 21-40%, (127) 34.15% respondents success rate is 41-60%, (108) 29.03% respondents success rate is 61-80% and (41) 11.00% respondents’ success rate for counselling is 81-100%. It has found that a majority of employees has got success in counselling activity.

39) It is found that (299) 65% respondents stated that they have attempted most challenging tasks/activity in the organization.

Out of 299 respondents result who attempted most challenging task it is found that (126) 42.14% respondents stated “Good”, (75) 25.08% stated “Very Good” and (45) 15.05% stated “Excellent”, result. It means that the majority of employees are able to accept most challenging tasks or activity, and their attempts have resulted in an excellent manner.
40) It is found that (242) 52.61% respondents have “Good” oral ability to present ideas, (96) 20.87% respondent have “Very Good” oral ability and (30) 6.52% respondents have “Excellent” oral ability to present ideas.

41) It is found that (219) 47.61% respondents have “Good” writing skills, (107) 23.26% respondents have “Very Good” writing skills and (38) 8.26% respondents have “Excellent writing skills.

42) It is found that (218) 47.39% respondents have rated “Good” for most challenging decision taken, (107) 23.26% respondents rated “Very good” for most challenging decision taken and (31) 6.74% respondents rated “Excellent” for most challenging decision taken.

43) It is found that (96) 20.87% respondents stated that “Occasionally” they required to work for a longer period of time, (138) 30.00% respondents stated that “Frequently” they required to work for a longer period of time and (134) 29.13% respondents stated that “Always” they require to work for a longer period of time.

44) It is found that (295) 64.13% respondents stated that they are “agree” to accept the ideas of team members in the middle of activity/Project and (88) 19.13% respondents stated that “Strongly agree” to accept the ideas of team members in the middle of activity/Project.

45) It is found that (192) 41.74% respondents stated that “Agree” they have desire of learning and (250) 54.35% respondents stated that they are “Strongly Agree” for having learning desire.
46) It is found that (215) 46.74 % respondents stated that “Agree” they establish and maintain effective working relationship with others and (180) 39.13 % respondents stated that “Strongly agree” to establish and maintain effective working relationship with others.

47) It is found that (230) 50.00 % respondents stated that “Agree” they work with calmness under pressure and (100) 21.74 % respondents stated that “Strongly agree” they work with calmness under pressure.

48) It is found that that (80) 17.39 % respondents stated that “Occasionally” they find the solution for a problem, (176) 38.26 % respondents stated that “frequently” they find the solution for a problem and (134) 29.13 % of respondents stated that they are “Always” find the solution for a problem.

49) It is found that (183) 39.78 % respondents stated that they have “Good” performance appraisal rating last year, (150) 32.61 % respondents stated “Very good” and (77) 16.74 % stated “Excellent” performance appraisal rating last year. It means rates of performance appraisal of employees are very good.

In brief there are majority of employees who are concerned with the various departments in their organization having variety of talent, which can be useful for their personal development and also organization development.
6.3 **Conclusions**

1). It is concluded that, every employee has hidden talents which may or may not be utilised by the management of the organisations.

2). Most of the employers have not shown any interest in enhancing the hidden talent of their employees. Majority of employers don’t know about the hidden talents of their employees. They also don’t have any awareness regarding the benefits of utilizing these hidden talents for the development and growth of organisations.

3). Employees talent in sports can be utilised for sport competitions on behalf of the organisation, which may increase the branding of the organisation.

4). Many employees have opined that, if their employer came to know about their hidden talents, the employer may take more work from them and will not pay for the extra work. This is the major obstacle in finding out the hidden talents of employees to maximize the potentials of an individuals and its utilization for the organisation.

5). On the contrary some employees are in favour to expose their hidden talent if the employer is ready to pay more for utilizing their hidden talents, for the development and growth of organisation. Very few employees have not ready to expose their hidden talent though their employer is ready to pay more money.
6). Organizations may remove the obstacles in finding out the hidden talents of the employees by just imparting training to them, with a view to enhance the hidden talents of the employees. If the employers are in favour of utilizing hidden talents of their employees, they will feel more motivated; more empowered and will stay in the company for a longer period. It was statistically proved that, utilisation of hidden talents leads satisfaction of employees.

7). Utilization of hidden talents made employees more satisfied and it will create sense of belongingness towards organisation. Employees will be motivated to give more productivity. There may be fewer chances to leave the organisation, and rate of attrition will automatically come down.

8). Talent management systems and processes with talent intelligence provide the insights managers need to have the right talent doing the right work at the right time. That is how talent truly drives better business performance.

9). From a talent management standpoint, employee evaluations concern two major areas of measurement-performance and potential. The employee performance within a specific job has always been a standard evaluation measurement tool of the profitability of an employee; however, talent management also seeks to focus on an employees’ potential, meaning an employee’s future performance, if given the proper development of skills and increased responsibility.

10). It is also statistically proved that, if the hidden talents of employees are not utilised by the employer, it may affect adversely on the
entire organisational and individuals’ efficiency. Total negligence of employer towards employees’ hidden talents may decrease the level of motivation and resulted in decreases in productivity of the employees. There may be an increase in employee attrition rate in the organisation.

11). If employers are utilizing hidden talents of employees there may be the chances of a reduction in the cost of production. The hidden talents of the employees may be useful in the emergency, events like strike, industrial grievance or conflicts etc. and also hidden talents of employees can be useful to the organisation where manpower is less.

12). It is concluded that organization in which talent of employees is the key resource that provides its competitive advantage. In such organizations, the intellectual capital (or intangible assets) far exceeds the tangible assets. A growing proportion of organisation worth being represented by assets that are intangible management thinking, conditioned over countries to extract the greatest value out of physical assets has had to shift focus considerably towards leveraging these intangible assets in building the capabilities required to deliver superior products and solutions.

13). It is concluded that organisations are now band of ‘talented individuals’, many organisations in the traditional industrial also belong, because it is ‘talent’ that is going to help them to build and sustain their competitive advantage.

14). It is concluded that, many employees have an ability to cope with the changing business situation; this is the hidden talent of flexibility. Many employees have a desire of learning continuously. Many
employees have an ability to establish and maintain effective professional relationships with others.

15). It is concluded that very few organisations today, have realised that every employee in an organisation, individually or collectively can be a potential decision maker and thus it is absolutely necessary to create systems and processes that can leverage the talent and knowledge, that is constantly being created and dispersed within the organisation.

16). It is concluded that all management is to a large extent about managing talent, but has so far failed to consider the nature and characteristics of talent. Talent management promises to offer insights into aspects of management not yet understood, including the critical role of talent for coordinating organisations and generating profit from production activities.

17). Majority of employees have an ability of work with calmness under pressure. Many of them always able to find the solutions for the problems. Some employees have very good coordination with other departments. These employees are known as ‘Bridges’- they help to connect individuals who would otherwise not be in contact with one another. They may a productive link between two interdependent department, for example-Sales department and engineering department.

18). Researcher has also concluded that, many employees are having some special hidden talent such as computer skills, counselling, negotiation skills, innovative skills, etc. also having entrepreneurial talent, assertiveness, decisiveness (i.e. ability to accurately assess risk and take decision) and problem solvers.
19). Even though many organizations, have realised the importance of managing talent, there is not much clarity regarding what is the best way to go about the task. This is partly because the entire field of talent management is still emergent and largely because of the practical difficulty in harnessing an intangible concept like talent, which can be looked upon both as an asset and as a process of how knowledge is created and shared.

20). In practically, any business or industry-talent of employee plays a key role in competitive success. It is also concluded that, just as any strategy needs to be aligned with the structure and systems of an organisation for it to be effective, talent management needs some organisation conditions if it is to succeed. Functional or divisional silos, hoarding of information and poor communication are anathema to talent management.

21). In today’s globalization era, apart from consumer marketing skills, the key success factors are two talent intensive activities. a) The ability to evaluate risk and,b) the ability to find out new ways of sharing them with others. Today, when industrial organisation, business firms in India are subject to competition from the best companies in the world on their home turf, paying greater attention to hidden talent and its management is inescapable.

6.4 Suggestions

1). The employer should find out the employees’ hidden talent at the time of employee joins the organization and those employees who are
working in the organization. The employer should make the database regarding employees working and what type of talents they are having. Management of the organisation should frequently update this information as a part of their talent management activity. It helps to employer to identify people who have the talent they need regardless of current job or location. It will helps to the employer at the time of emergency, when the particular employee is not available for the particular job. The update database will help in prevention of hampering of work.

2). It is suggested that, employees who are having sports talent, and who have played at district, state, national or even at international level, they may allow by the employer to play on behalf of the organization. It will increase sense of belonging towards organisation and it will make company’s brand famous.

3). Employers should have to make arrangement for payment of compensation for utilisation of talent of the employees. There should be arrangement of training programmes to enhance the hidden talents of the employees.

4). There should be major efforts by employers for motivation of employees, which will increase the productivity and individual efficiency of employees.

5). The issue with many organisations today is that, their organisations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and
implemented in daily processes throughout the organisation as a whole. It cannot be left solely to the HR department of the organisation to attract and retain employees, but rather must be practiced at all levels of the organisation.

6). The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organisational objectives.

7). Organizations should focus on developing their talent integration plans and processes to track and manage their employee talent including-Sourcing, attracting, recruiting and on boarding qualified candidates with competitive backgrounds, managing and defining competitive salaries, training and development opportunities, performance management processes, retention programmes and promotion and transitioning etc.

8). The talent management strategy should be supported by technology such HRIS (HR information system) or HRMS (HR Management systems). Modern techniques should also be used. Competency based management methodologies to capture and utilise competencies appropriate to strategically drive an organisations long term plans.

9). The term “talent management” is usually associated with competency based management. Talent management decisions are often driven by a set of organisational core competencies as well as position
specific competencies. The competency set should include knowledge, skills, experience and personal traits (demonstrated through defined behaviours). Older competency models should be contain attributes that rarely predict success (for example- education tenure, and diversity factors that are illegal to consider in relation to job performance in many countries and unethical within organisations). New techniques should be involved in creating competency architecture for the organisation that includes a competency dictionary to hold the competencies in order to build job descriptions.

10). Talent of an employee can become more widely held if proper talent management systems or practices are in place. Since management can quite easily articulate this talent, management initiatives need to focus on making it easier for them to share and disseminate it. Some devices that encourage this are seminars, paper presentations, publication of internal reports and documents, and even external publications etc.

11). Organisations that engage in talent management (ie Human capital Management) should be strategic and should be deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation. Research should be done on the value of such systems implemented within companies consistently uncovers benefits in critical economic areas such as revenue, customer satisfaction, quality, productivity cost, cycle time and market capitalization.

12). The major aspects of talent management practiced within an organisation must consistently include- i) Performance management. ii)
Leadership development iii) Workforce planning/identifying talent gaps and iv) recruiting.

13). To develop a clear talent management strategy and to increase awareness of available talent and successors, all organisations should conduct regular ‘talent review’ meeting to be prepared for a variety of business changes, such as mergers, company growth, or a decrease in talent needs. In the same way that all organisations should have regular meeting and reports regarding their financial status designed to review the current talent status and future successor needs in the organisation.

14). The talent review meeting is an important part of the overall talent management process, it should be designed to review the performance and career potential of employees, to discuss possible vacancy risks of current employees, to identify successors and top talent in the organisation and to create development action plans to prepare employees for future roles in the organisation.

This is what talent management is all about, gathering information about talent, analysing their career interest and organization business needs, identify top talent and successes, and developing these individuals to reduce the risk of losing the best people.

6.5. **Fulfillment of Objectives**

In the present research work, the researcher has taken efforts to study of Hidden Talent Management in same status Employees with Special Reference to Industries in Pimpri-Chinchwad area. It is pertinent to note that the various objectives kept in mind before initiating this task of
research have been achieved or fulfilled in the course of the process of this research.

1) **To study and identify the hidden talent of the employees.**

The first objective of the present research is to study and identify the hidden talent of the employees. Table No.5.10, 5.11, 5.12, 5.13, 5.14, 5.15, 5.16, 5.17, 5.20, 5.21, 5.23, 5.25, 5.36, 5.37, 5.38, 5.39, 5.40, 5.42, 5.43, 5.44, 5.45, 5.46, 5.47, 5.48, 5.49, 5.50, 5.51, 5.52 and 5.53 explained about the first objective. After analysis of the data collected for the present research it was observed that every employee has hidden talent which may or may not be utilised in the organization. It has found from the research that employees have the hidden talent of sports, creativity, sales and marketing, entrepreneurial skills, information technology, writing skills, teaching, driving teacher, carpentry work, advertising and electrical wiring, **key knowledge holders** in (Account, communication skills, computer skills, cost reduction, counselling, design, material, painting, sales and marketing, Snag rectification and technical ) negotiation skills, innovation, counsellor for (Financial , Improvement, social guidance), Mentor for (Technology , solve problem, improving the working environment),entrepreneurial talent, teaching, four wheeler driving teacher, assertiveness (most challenging task attempted),decisiveness(Ability to accurately assess risks and take decision) and problem solvers. These talents are very much beneficial for the organisation. Like Problem Solvers help others work thought roadblocks or serve as sounding boards or can work as thoughts partners. They are valuable because they help others to remove obstacles for getting things done.
2). To study the employers’ interest relating to the hidden talent of the employees.

The second objective of the present research is to study the employers’ interest relating to the hidden talent of the employees. Table No.5.26 explained about the second objective. After analysis of the data collected for the present research, Researcher has also come to know that very few employers are curious about the hidden talent of their employees, and majority of employers have not shown any interest towards the hidden talents of their employees and don’t know about hidden talent of the employees.

3). To know what are the obstacles in finding out the hidden talent of the employees.

The third objective of the present research is to study to understand the nature of obstacles in finding out the hidden talent of the employees. Table No. 5.26, 5.27, 5.28 and 5.30 explained about the third objective. After analysis of the data collected for the present research it was observed that most of the employers are not asking employees hidden talent, because they don’t know that employees have hidden talent other than what they work and its benefit of utilisation in the organisation. It was also observed that most of the employees are not like to tell about their hidden talent to their employer and anyone.

When researcher asked the respondents that why they don’t like to tell about their hidden talent to the employer, they said that if they tell about their hidden talent to the employer then the employer will take more work
from them and will not pay for that. This is the obstacles in finding out the hidden talent of the employees.

4). To know how these obstacles can be removed in finding out the hidden talent of the employees.

The fourth objective of the present research is to know measures to remove the obstacles in finding out the hidden talent of the employees. Table No.5.29, 5.33, 5.9, 5.10, 5.11, 5.13, 5.14, 5.15, 5.16, 5.17 and 5.18 explained about fourth objective. After analysis of the data collected for the present research it was observed that most of respondents opinion that they are in favour to tell their hidden talent if the employer is ready to pay the compensation for the utilization of the hidden talents. Obstacles can also remove by asking question to the respondents which job you prefer to do (123) 26.74 % respondent said if option is given then they want to work in administrative department (111) 24.13 % respondent opined that they want to work in production department, (69) 15.00 % respondents want to work in Research and Development, (61) 13.26% respondents are of the view that stated they want to work in a team, (46) 10 % respondent said that they want to work in Information Technology Department because they have ability, experience and area of interest. It also observed by research that obstacles can removed by asking the question to the employee, his dream, hobby, most outstanding achievement in current job and which tasks he enjoys most.

Organisations can also remove the obstacles in finding out the hidden talent of the employees by giving training for the enhancement of the hidden talent of the employees.
5). **To study the utilisation of hidden talent and its relationship with satisfaction of employees.**

The fifth objective of the present research was to study the utilisation of hidden talent and its relationship with satisfaction of employees. Table No. 5.30, 5.31 and 5.32 explained about the fifth objective. After analysis of the data collected for the present research, it has come to know that majority of employees has stated that their hidden talent is not utilized by the employer, and very few employees stated that their hidden talents are utilized by the employer. It shows that very few employers are interested in utilization of the hidden talent of the employees that is why many employees are not satisfied with their organization. It is also observed that if the employee’s hidden talent are utilised in the organisation then they will feel more motivated, more empowered and stay in the company for a longer period.

**6.6 Testing of Hypothesis**

1). Utilization of hidden talent leads to satisfaction of employees.

It was proved statistically by using the Chi-Square Test that **utilization of hidden talent leads to satisfaction of employees.**

To test the utilization of hidden talent leads to satisfaction of employees, researcher used two stages. In first stage researcher tested relationship between Hidden talent and rate of satisfaction level in your organization, and in the second stage, researchers tested the association between hidden talent and feelings of the respondent when hidden talent is utilized at work.
In both the stages, the computed p-value is lower than the significance level alpha=0.05, there is a strong evidence to reject the null hypothesis, and accept the alternative hypothesis.

It is concluded from research that utilization of hidden talent increases the satisfaction of the employees. So employees will be motivated to give more productivity in the organization, There are less chances to leave the organization, so the attrition rate will come down.

2). Hidden talent If not utilized can affect the individuals and organizational efficiency adversely.

It is also proved statistically by using the Chi-Square Test that **hidden talent if not utilized can affect the individual and organizational efficiency adversely.**

To test hidden talent if not utilized can affect the individuals and organizational efficiency adversely, researcher used two stages. In first stage researcher tested relationship between hidden talent and the utilization of hidden talent in the organization will increase individual’s efficiency, and in the second stage, researchers tested the association between hidden talent and the utilization of hidden talent in the organization will increase organizational efficiency.

In both the stages, the computed p-value is lower than the significance level alpha=0.05, there is a strong evidence to reject the null hypothesis, and accept the alternative hypothesis.

It is concluded that Lack of use of hidden talent decreases the motivation level of the employees due to which productivity of the employees comes down which leads to decrease in efficiency of the employees and the organization.
6.7. **Recommendations for further Research**

1). The researcher did the research on worker or assistant. Similar study can be conducted among the hidden talent management of Supervisor or engineer or manager.

2). There is also an area where further research can be undertaken by making model for identification and utilisation of hidden talent.

3). Study can be conducted in the area of how much compensation is given to a particular type of hidden talent of the employee for utilisation in the organisation.


5). Similar study can be conducted on students in colleges.

6). Similar study can be conducted of evaluation of cost and benefit of hidden talent management in the organisation.

7). Similar study can be undertaken as comparative studies between workers of Rural and Urban area.