CHAPTER 6

SUMMARY OF RESEARCH FINDINGS, RECOMMENDATIONS, CONCLUSION AND THE FUTURE RECOMMENDATIONS

6.1 FINDINGS

- The alpha value of 0.795 obtained for the Attraction, Retention is .914, Motivation is .843, Development is .596 and Succession planning is .937 and over all Cronbach Alpha for talent management is .817, which is quiet, satisfactory. The reliability test result has given the confidence to researcher about the questionnaire settings to the respondents.

- As per the survey, attribute mean score for attraction is 3.68 (Std. Deviation is 0.56), for Retention mean is 3.71 (Std. Deviation is 0.64), for Motivation it is 3.79 (Std. Deviation is 0.62), and for Development and Succession Planning mean is 3.46 and 3.73 respectively (Std. Deviation 0.76 and 0.66) respectively. It is very clear all the variables what the researcher has fixed under the attributes are correct.

  Based on this value initially the researcher can confidently say the organizations are really giving more importance to motivational factors. It is a good thing and it is indirectly helps to attract the employees also. The result shows the employee expectations about their development in the organization.

- The correlation of four constructs with various factors including, attraction, retention, motivation, development. The Pearson Bi-Variate correlation is employed to know the significant relationship among the talent management constructs. The present analysis showed the linked relationship with one constructs with others of talent management. Attraction related with Retention is .816 or 82%, Retention related with Motivation is .7777 or 78%, Motivation
related with Development is .573 or 57% and at last, Development related with Success Planning is .678 or 68%. All these linked relationship showed the minimum relationship is 57% and maximum relation is 82% and all the combination of relations are significant at 1% level. Talent management is a drive, the organization want to implement this concept in automobile industries means they have meet five talent management dimensions junctions. The selected automobile industries employees are attracted in a right way through selection, induction and organization culture that shows the highest result in correlation test. The employee attraction by the organization is a gate pass to enter the employee retention area. The workers shift timings, safety and security, horticultural pleasant environment, concentration in employee stress level, participative leadership will create pleasant work environment in the organization to the manager level. The autocratic leadership never helps to the organization to improve the performance level. Team management is a root cause to motivate the best performers in the organization. Open hall appreciation, dinner with boss, more holidays, travel and entertainment coupons to the manager and team members will stimulate the performance level. On the job training method is apt to the automobile industries managers and employees. Temporary promotion and job rotation methods will develop the manager knowledge and experience. The career guidance will give idea to managers to develop their career growth in the organization. The effective performance appraisal should give suggestion about the employee performance level. The performance appraisal should be loyal to the employees thereby each employee should think and asses their skill set on their own. The talent management travel finally reaches the succession planning station. The loyal and experienced performers must be used to involve in the succession planning. These performers should be clear with all the roles and responsibilities of the department or organization. Focus on organization policies and procedures will create these employees to express their performance and to improve organization performance level. Whenever an employee feels that his performance would result
in increasing organizational performance he or she can be a part of talent management initiators.

- R is coefficient of correlation, which is .816, and R square is coefficient of determination i.e. .665 which explains change in Attraction of employees may leads to change in Retention in terms of ratio. More the R square better the model. F value is 1037.40 which is more than threshold value of 4 , Since significant value is <.05 the model 1 is significant at minimum 5% level. coefficient showed the unstandardized coefficient to predict the dependent variable based on independent variable(s) and t values is 32.209 which is higher than the threshold value of 1.96 and significant value showed is less than .05, hence model is significant at 5% level. So the null hypothesis is rejected alternative is accepted. It concluded that there is linear relation between Attraction and Retention. The maximum numbers of respondents are having good opinion about the selected automobile industries organizational culture. The culture variable is the effective to compare with other variables to improve the manager’s performance level. Culture can develop the employee satisfaction and it can reduce the employee absenteeism. The peaceful organizational culture will develop the manager’s mindset to the positive approach in work and relationship with the followers or co-workers.

- R is coefficient of correlation which is .77 and R square is coefficient of determination i.e. .604, which explain change in Retention of employees, may leads to change in Motivation in terms of ratio. More the R square better the model, F value is 794.647 which is more than threshold value of 4 , Since significant value is <.05 the model is significant at minimum 5% level. coefficient showed the unstandardized coefficient to predict the dependent variable based on independent variable(s) and t values is 28.189 which is higher than the threshold value of 1.96 and significant value showed is less than .05, hence model 2 is significant at 5% level. So the null hypothesis is rejected alternative is accepted. It concluded that there is linear relation between Retention and Motivation. The exit
interview is a tool to retain the employees and to identify the employee need and problems to increase their performance level. The skilled performers will give good suggestion in exit interview to improve the organizational performance level. The exit interview should be conducted by the senior person in human resource department. The direct and open type of questions is essential to get suggestion from the employee. The organization should accept and analyze their poor contribution towards the employees the reason for reliving from the organization.

- R is the coefficient of correlation which is .573 and R square is the coefficient of determination i.e. .328 which explains change in Retention of employees may leads to change in Motivation in terms of ratio. More the R square better the model, F value is 254.989 which is more than threshold value of 4, Since significant value is <.05 the model 3 is significant at minimum 5% level. Coefficient showed the unstandardized coefficient to predict the dependent variable based on independent variable(s) and t values is 15.968 which is higher than the threshold value of 1.96 and significant value showed is less than .05, hence model 3 is significant at 5% level. So the null hypothesis is rejected alternative is accepted. It concluded that there is linear relation between motivation and development. Team management is a highly valuable concept to stimulate the employee performance. Team management is a source to gain the remaining two variables interpersonal skill and employee personal motivation. The team member’s contribution is big or small the manager should not feel bad to motivate the performance level. It will stimulate the other member’s performance level in team. Team management helps to identity the employee development needs and expectation and it will open the talent management next-door employee development.

- R is the coefficient of correlation which is .678 and R square is the coefficient of determination i.e. .459 which explains change in Retention of employees may leads to change in Motivation in terms of ratio. More the R square better the
model, F value is 443.518 which is more than threshold value of 4. Since significant value is <.05 the model 4 is significant at minimum 5% level. coefficient showed the unstandardized coefficient to predict the dependent variable based on independent variable(s) and t values is 21.060 which is higher than the threshold value of 1.96 and significant value showed is less than .05, hence model 4 is significant at 5% level. So the null hypothesis is rejected alternative is accepted. It concluded that there is linear relation between development and succession planning. Training variable helps to develop the employee performance level when compared to the other variables in talent management. To provide the training to the managers, the organization should identify the development need of the employee expectation. The retried employees only have depth knowledge about the organization and the employee developmental needs. However, the organization cannot use the retried employees as a trainer to develop the manager’s interpersonal skills. In this stage, the organization can use the retried employee as an advisor. These initiations will surely help the organization to develop the employee performance level. The manager’s experience should give knowledge about the organization role identification and policies and procedures clarity. Focus on policies and procedures are scoring good opinion with respondents. This regression analysis shows that the linear relationship between the talent management dimensions.

The objective of performing cluster analysis is to understand the homogeneity characteristics among the managers on the basis of talent management process. K means cluster is employed, the default cluster is 2 in SPSS software, the researcher tried both 2 and 3 clusters. The latter one showed promising and clear-cut distinction among the groups, so 3-cluster model is retained. The below table showed the output of cluster analysis. Out of 524 managers, 3 clusters are emerged, on this, cluster 1 showed very high score which is more than 4 out of 5 on all constructs of talent management, the cluster 2 showed the medium range of
score ranging from 3.2 to 3.7 out of 5. The last cluster showed low range score ranging from 2.4 to 2.9. From these results, cluster name is given: cluster 1 is highly understand the talent management of the organization, cluster 2 is medium understanding and cluster 3 is low understand on talent management process. The graph 5.3 is depicted the mean score which showed the visual representation of cluster mean score of all the three clusters. Cluster analysis done by researcher is based three major cluster groups. The respondents grouped in the name of high, medium and low. This analysis helps to find which particular variable, in all the talent management dimensions, stimulating the manager’s performance well based on the cluster group. In the cluster groups high, medium and low the selection process and recruitment are the basic initiation of employee attraction, the effective induction by the organization and culture helps more to attract the employees to perform well in the organization. In the cluster groups high, medium and low the leadership and work environment aspects are the basic initiation for the manager’s retention. The organization in need of retain the best performers in manager’s level means, organization should give more importance to the exit interview variable. The employee satisfaction is a root cause to retain the best performers in the organization. When best performers are ready to stay in the organization as a loyal employee, the organization can improve the performance level. In the cluster groups high, medium and low, the team management is an essential option to motivate the managers and the followers. The manager or follower in need of motivation means they should be in effective team. That team should have effective performers to work. The social relationship between the managers and followers is a spark to develop the team member’s performance. In the cluster groups high, medium and low, the organization should believe the training is a effective tool to improve the managers performance level. The training is a cost investment to the organization but it will give great output of the employee performance. A survey is essential with managers to identify the training area needs. In the cluster groups high, medium and low, the focus and clear
understanding of policies and procedures of the managers is essential variable to succession planning work. The organization should find the right performer based on this succession planning. The organization should conduct the regular survey and its helps to evaluate the best performers in the organization. These performers only will help to maintain the soul of the organization in future.

- The objective of the cluster is grouping the respondents on common characteristics and also identifying the factors which can make large level of discriminate among the respondents. To understand this, one way ANOVAs is performed based on talent management constructs by clusters. The result showed, F value is very high, that is, 262.66 for Retention, so the Retention is playing vital role in making difference or dissimilarities on agreement of talent management process in their organization. However all the constructs are created significant difference among the clusters and sig value is < .05 for all the constructs. Hence, cluster analysis showed three types of managers on understanding talent management process in their respective organization.

- Respondents between the age group of 21 to 30 years gave this attribute a mean score of 3.83 while respondents in the age group of 31 to 40 years gave it a mean score of 3.52. The respondents in the age group of 40 to 50 years gave a mean score of 3.78 to this attribute and above 50 years, age group gave it a mean score of 3.51. The ANOVA table brings out that the F value is 12.78 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about this attribute are significant at 5% level. Hence the null hypothesis is rejected. The organization can attract the 21-30 years age group of employees based on the selection and recruitment and Induction manner. The remaining age groups of employees are attracted by the organizational culture. Culture is a good stimulation of employee attraction as it can develop the social relationship and the good performers in the organization. Attraction is a main thing
to gain loyal performers to work in the organization. The loyal performers only can help to achieve the organization growth level and objective.

- Respondents between the age group of 21 to 30 years gave this attribute a mean score of 3.89 while respondents in the age group of 31 to 40 years gave it a mean score of 3.57. The respondents in the age group of 40 to 50 years gave a mean score of 3.78 to this attribute and above 50 years, age group gave it a mean score of 3.29. The ANOVA table brings out that the F value is 12.10 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about this attribute are significant at 5% level. Hence, the null hypothesis is rejected. 21-30 age group of employees maximum retained by the leadership. This age group of employees has more expectation about their leader or superior. These age groups of employees are maximum new employees or fresher to the organization. The first expectation of a new employee is a comfortable support with the superior. 31-40, 40-50, 50 above age group of employees retaining aspect maximum ranks goes to work environment and Exit Interview. The pleasant organization work environment can retain loyal employees to perform in the organization. The Exit Interview is a way to retain these groups of employees. Exit Interview is a valuable process to identify the reason of the leaving of the employee from the organization.

- Respondents between the age group of 21 to 30 years gave this attribute a mean score of 4.01 while respondents in the age group of 31 to 40 years gave it a mean score of 3.61. The respondents in the age group of 40 to 50 years gave a mean score of 3.84 to this attribute and above 50 years age group gave it a mean score of 3.30. The ANOVA table brings out that the F value is 20.24 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about this attribute are significant at 5% level. Hence the null hypothesis is rejected. The researcher has chosen the motivation attributes variables are Interpersonal skill, team management and personal motivation. All
these variables are applicable to all age group of employees. When the organization in need of good performers to work in the organization they should give more importance to their employees interpersonal skill. The skilled employees can perform well in team manner. When the employees are working under a team, they will get stimulation through their team members.

- Respondents between the age group of 21 to 30 years gave this attribute a mean score of 3.76 while respondents in the age group of 31 to 40 years gave it a mean score of 3.17. The respondents in the age group of 40 to 50 years gave a mean score of 3.51 to this attribute and above 50 years age group gave it a mean score of 3.86. The ANOVA table brings out that the F value is 25.87 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about this attribute are significant at 5% level. Hence the null hypothesis is rejected. Training is need to all age group of employees but it is more important to the 21-30 age group employees. All age group of employees expectation is career growth in the organization. If there is no career opportunity to the employees, the organization can find the decline level of employees performance level. Performance appraisal and reward can stimulate the employee development aspects and it can improve the all age group of employees performance level.

- Respondents between the age group of 21 to 30 years gave this attribute a mean score of 3.93 while respondents in the age group of 31 to 40 years gave it a mean score of 3.55. The respondents in the age group of 40 to 50 years gave a mean score of 3.81 to this attribute and above 50 years age group gave it a mean score of 3.44. The ANOVA table brings out that the F value is 13.63 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about this attribute are significant at 5% level. Hence the null hypothesis is rejected. Succession planning is applicable the age group 40-50 and 50 above. Because the organization can finalize based on this age group of
employees only who is the right person to take in charge to a particular position in the organization. Age is an important concern to do a succession planning work. This age group of employees only can have a great view and experience about the organization.

- The male respondents gave this attribute a mean score of 3.67 while the female respondents gave a mean score of 4.13. The ANOVA table brings out that the F value is 10.76 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing about this attribute across gender is significant at 5% level. Hence the null hypothesis is rejected and alternate hypothesis is accepted. Effective selection process, recruitment, and induction programme can attract both male and female employees. However, the way of attracting approach will differ between the genders. However, the equity concept in selection, recruitment and Induction can develop good organizational culture.

- The male respondents gave this attribute a mean score of 3.70 while the female respondents gave a mean score of 4.17. The ANOVA table brings out that the F value is 8.72 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing between respondents about retention attribute across gender is not significant at 5% level. Hence the null hypothesis is rejected. To retain the female employees in the organization work environment is playing a vital role. The employee shift timing is main cause to retain the female employees. The female employees first preference in attraction area is work environment. To conduct exit interview is a good process to the female employees to get best understanding about the retaining causes. Retaining the male employees is easier than the female employees.

- The male respondents gave this attribute a mean score of 3.77 while the female respondents gave a mean score of 4.30. The ANOVA table brings out that the F value is 11.57 and significance is 0.00. Since the significance value is less than
0.05, the mean difference existing about this attribute across gender is significant at 5% level. Hence, the null hypothesis is rejected and alternate hypothesis is accepted. Equity in motivation is important between male and female employees. Appreciation in front of other employees for female employees will stimulate their satisfaction level at the same time it can develop their performance level in team manner. The organization responsibility should identify the employees’ interpersonal skill level to give opportunity to develop their skills. The skilled employees only can work or perform effectively in the organization.

The male respondents gave this attribute a mean score of 3.43 while the female respondents gave a mean score of 4.55. The ANOVA table brings out that the F value is 36.52 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing between respondents about development attribute across gender is not significant at 5% level. Hence, the null hypothesis is rejected. The development procedure will differ male employee to female employee in the organization. The organization should concentrate the training method differentiation between male and female employees. Based on this the organization can easily understand the need for developmental things between male and female employees. Career guidance and counseling method also will differ from male to female employee.

The male respondents gave this attribute a mean score of 3.71 while the female respondents gave a mean score of 4.29. The ANOVA table brings out that the F value is 12.16 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing about this attribute across gender is significant at 5% level. Hence the null hypothesis is rejected and alternate hypothesis is accepted. Succession planning is applicable for both male and female employees. Male or female the employee should clear with their role and organization policies and procedures. This kind of employees only can show the best performance and gain more experience in the organization. Clarity in roles and policies and
procedures and efficiency in performance and knowledgeable experience in the same organization is essential one for both male and female employees to make a good succession planning in the organization.

- The single respondents gave this attribute a mean score of 3.56 while married respondents gave a mean score of 3.80. The ANOVA table brings out that the F value is 25.28 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing about this attribute across marital status is significant at 5% level. Hence the null hypothesis is rejected and alternate hypothesis is accepted. To attract a single based employee is easy one compare with married employee. The expectation is playing a vital role in employee attraction area. In selection and recruitment, process the single employee’s maximum expectation salary and a good place to work. These two things can develop the single employee performance level. The married employee attraction expectation is fully based on their family. The attraction aspect should create a way to balance the work life.

- The Single respondents gave this attribute a mean score of 3.62 while married respondents gave a mean score of 3.81. The ANOVA table brings out that the F value is 11.55 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing between respondents about retention attribute across marital status is not significant at 5% level. Hence, null the hypothesis is rejected. The married employee’s generally are loyal performers and workers in the organization. The organization can expect employee maturity from these employees. They know their personal and official responsibility. Because of this commitment, they can be good performers in leadership. They are in need of work environment pleasant at the same time these employees can adjust and create great good work environment. These employees will give good suggestions in exit interview process to retain the loyal performers to work in the organization.
The Single respondents gave this attribute a mean score of 3.73 while married respondents gave a mean score of 3.85. The ANOVA table brings out that the F value is 5.04 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing about this attribute across marital status is significant at 5% level. Hence the null hypothesis is rejected and alternate hypothesis is accepted. The married employees will not give much importance to the development of their interpersonal skill. These employees are good performers only in the organization. the organization should identify these employees skill level and motivate them to perform more in the organization. The employee’s performance maximum it is based on the organization motivation stimulation. The married employees always will get more stimulating monetary benefits. It will give satisfaction to the employees, at the same time it can increase the employee performance level.

The Single respondents gave this attribute a mean score of 3.30 while married respondents gave a mean score of 3.63. The ANOVA table brings out that the F value is 25.66 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing between respondents about development attribute across marital status is not significant at 5% level. Hence, the null hypothesis is rejected. Career guidance is a essential one for good performers to develop their career growth in the organization. Career growth is playing a vital role in this analysis. Married or single; without showing the performance level to organization it is difficult to develop their career in the organization. Career growth is necessary for employee loyalty and performance.

The Single respondents gave this attribute a mean score of 3.56 while married respondents gave a mean score of 3.92. The ANOVA table brings out that the F value is 41.90 and significance is 0.00. Since the significance value is less than 0.05, the mean difference existing about this attribute across marital status is significant at 5% level. Hence, the null hypothesis is rejected and alternate
hypothesis is accepted. Based on the result the researcher has a decision which employees are involving in succession planning are married and single category. These employees’ loyalty and performance is valuable one to do the succession planning work. These employees have clear idea and view about role and policies of the organization. From these employees organization can expect a growth level in future.

- The respondents with education of post graduation gave this construct a mean score of 3.81 while the undergraduate graduate respondents gave it a mean score of 3.71. The respondents with education of diploma gave a mean score of 3.92 to this construct, respondents of ITI qualification gave it a mean score of 3.75 and respondents having other qualification gave it a mean score of 3.26. The ANOVA table brings out that the F value is 23.99 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about attraction of this construct across various education levels are significant at 5% level. Hence, the null hypothesis is rejected and alternative hypothesis is accepted. A successful selection and recruitment process of the organization based on organization needs and candidate qualification. The organization should provide the right designation to the right qualified people. Qualification is an essential one to find the best performers in the organization. The employee qualification division is a best way to attract the employees in different manner.

- The respondents with education of post graduation gave this construct a mean score of 3.90 while the undergraduate graduate respondents gave it a mean score of 3.82. The respondents with education of diploma gave a mean score of 3.68 to this construct, respondents of ITI qualification gave it a mean score of 3.75 and respondents having other qualification gave it a mean score of 3.31. The ANOVA table brings out that the F value is 15.51 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between
respondents about attraction of this construct across various education levels are significant at 5% level. Hence, the null hypothesis is rejected. The basic facilities expectation of the employees should fulfilled by the organization. When the employees have qualification and experience, they can play good role in leadership. The organization good performers are maximum qualified and experienced employees only. The organization can expect good feedback and suggestion in exit interview from the qualified employees.

The respondents with education of post graduation gave this construct a mean score of 3.95 while the undergraduate graduate respondents gave it a mean score of 3.89. The respondents with education of diploma gave a mean score of 3.69.to this construct, respondents of ITI qualification gave it a mean score of 3.87 and respondents having other qualification gave it a mean score of 3.46. The ANOVA table brings out that the F value is 12.50 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about attraction of this construct across various education levels are significant at 5% level. Hence the null hypothesis is rejected and alternate hypothesis is accepted. Employee’s qualification division is an easy way to identify the employee’s interpersonal skill level. Based on their qualification and designation need the organization will motivate the employee interpersonal skill level. The organization performers qualification and designation in need of communication and personality. Through the team encouragement, the organization can develop the employee’s qualification more. Through this, the organization will develop the employee performance.

The respondents with education of post graduation gave this construct a mean score of 3.69 while the undergraduate graduate respondents gave it a mean score of 3.58. The respondents with education of diploma gave a mean score of 3.48 to this construct, respondents of ITI qualification gave it a mean score of 4.04 and respondents having other qualification gave it a mean score of 2.83. The ANOVA
The respondents with education of post graduation gave this construct a mean score of 4.02 while the undergraduate graduate respondents gave it a mean score of 3.81. The respondents with education of diploma gave a mean score of 3.76 to this construct, respondents of ITI qualification gave it a mean score of 3.96 and respondents having other qualification gave it a mean score of 3.19. The ANOVA table brings out that the F value is 29.10 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about attraction of this construct across various education levels are significant at 5% level. Hence, the null hypothesis is rejected. The organization will suggest the qualified employees only can be in succession planning process. The qualified employees only can understand clearly about the roles, responsibility, organization policies, and procedures of the organization. This qualified employees should have the experience in the organization is essential. The employee qualification, experience and knowledge are an essential one from the organization point of view to select a person to a fixed job. These qualified
employees can improve the organization performance level and growth of the organization.

- The respondents who held 1-2 years in current position gave this construct a mean score of 3.56 while the respondents who held 3-5 years in current position gave it a mean score of 3.85. The respondents who held above 5 years in current position gave a mean score of 3.63 to this construct. The ANOVA table brings out that the F value is 13.04 and the significance is 0.00. Since the significance value is less than 0.05, the mean differences existing between respondents about years held in current position of this construct across various years are significant at 5% level. Hence, the null hypothesis is rejected. The good performers want to be in long-term manner in the organization means the organization employee attraction in an essential one. The organization culture is always playing a vital role in employee attraction. A good organization culture can develop performance-oriented employees inside the organization. Whether the employees attracted by the selection or induction after entering into the organization the culture, will develop or make the employee to gain year of experiences in the organization. The organization culture will make the employee to never mind the stress level in the organization. It will reduce the absentee’s level in employee’s side. This attraction can develop the productivity level in the organization.

- The respondents who held 1-2 years in current position gave this construct a mean score of 3.73 while the respondents who held 3-5 years in current position gave it a mean score of 3.76. The respondents who held above 5 years in current position gave a mean score of 3.66 to this construct. The ANOVA table brings out that the F value is 1.03 and the significance is 0.36. Since the significance value is more than 0.05, the mean differences existing between respondents about years held in current position of this construct across various years are not significant at 5% level. Hence the null hypothesis is accepted. The employee feel comfort to work in the organization the employee will take a decision to gain experience in the
organization. The employee comfortableness will reach after only providing a nice and pleasant work environment to the employees. This is the initial stage of employee retention. The organization have social relationship in leadership means it will give a good confidence about the work environment. The participative leadership will allow the performers to gain more experience in the organization.

The respondents who held 1-2 years in current position gave this construct a mean score of 3.73 while the respondents who held 3-5 years in current position gave it a mean score of 3.76. The respondents who held above 5 years in current position gave a mean score of 3.66 to this construct, The ANOVA table brings out that the F value is 1.03 and the significance is 0.36. Since the significance value is more than 0.05, the mean differences existing between respondents about years held in current position of this construct across various years are not significant at 5% level. Hence, the null hypothesis is accepted. The organization will motivate the employees regularly the performers of the organization will become the loyal employees and performers of the organization. These performers can gain good experience in the organization. When the organization will have the regular employees to work in the organization they can find the performance improvements level in the organization. Without motivation and encouragement to find loyal performers in the organization is highly a difficult one.

The respondents who held 1-2 years in current position gave this construct a mean score of 3.44 while the respondents who held 3-5 years in current position gave it a mean score of 3.52. The respondents who held above 5 years in current position gave a mean score of 3.43 to this construct, The ANOVA table brings out that the F value is 0.80 and the significance is 0.45. Since the significance value is more than 0.05, the mean differences existing between respondents about years held in current position of this construct across various years are not significant at 5% level. Hence, the null hypothesis is accepted. The career guidance is a two way process it can develop the individual performance and the organization
performance level also. Training is also a two way process it can develop the individual needs and organizational needs. Effective performance appraisal will develop the employees to gain more experience in the organization and to be a loyal employee to the organization.

- The respondents who held 1-2 years in current position gave this construct a mean score of 3.61 while the respondents who held 3-5 years in current position gave it a mean score of 3.84. The respondents who held above 5 years in current position gave a mean score of 3.74. to this construct, The ANOVA table brings out that the F value is 5.00 and the significance is 0.01. Since the significance value is less than 0.05, the mean differences existing between respondents about this construct across various years are significant at 5% level. Hence, the null hypothesis is rejected. The succession planning is possible to the regular employee of the organization. The organization can expect the role clarity and focus on policies and procedures of the organization form the regular employees. The professionalism will reach the employee after many years of the experience. The professionalism will make the employee to perform well in the organization.

- Chi square value is 265.91 and sig value is .00, which is lesser than .05, it showed the association between length of service and years held in current position. Hence, the null hypothesis is rejected and the alternative hypothesis is accepted. The manager’s current performance will satisfy the organization means length of service in the organization is in long-term manner. The talent management dimensions attraction, retention, motivation, development and succession planning is essential tool to stay and work effectively in the current designation. The manager’s current position performance will develop his career in the organization to get long service in the organization. The talent management dimension, motivation and development variables are essential one to get long service as a manager in the organization. If the manager has long service in the organization that employees only will consider being in succession planning. The manager
should individually perform and improve the organization performance level. The implementation of talent management an organization makes an employee to have longer stay in the company as well as to perform well in the current position.

- Overall goodness of fit: Overall goodness of fit indices showed that the 1 factors measurement model of talent management process, it does fit these data well: \(X^2(5) = 40.6, p=.000, \text{CMIN} = 8.121, \text{SRMR} = 0.01, \text{RMSEA} = 0.165, \text{RMR} = 0.016, \text{TLI} = 0.928, \text{CFI} = 0.964, \text{GFI} = 0.942\) and \(\text{NFI} = 0.959\) [Hu and Bentler, 1999; Browne and Cuddeck, 1993]. Most of the selected indices are within the permissible limit, So it is statistically provided that, Talent Management process, as a one factor construct, consists of other factors such as Attraction, Retention, Motivation, Development and succession planning among these, Retention are highly related with construct, Talent Management process that is, .853 or 85%. All the variables earned CR value more than 1.96 hence the all the variables in the given model are statistically significant at 5% level. The Regression weights table showed the estimated value values between Talent Management and its constructs, in all the case, Critical Ratio (CR value) is > 1.96 and also P value is <.001, it clearly indicated that all the constructs have statistically significant relation with talent management.

- Table 5.43 shows Mean score along with the respective Standard deviations of various talent management dimensions. The scores were computed from the sample companies included in the study. Dimension of talent management takes the order of attraction (3.68), retention (3.71), motivation (3.79), development (3.46) and succession planning (3.73). From the selected 20 automobile industries 10 companies are have the positive results in talent management level. These 10 companies percentage level of talent management is 50% based on the mean score value. The remaining 10 companies have the low level of talent management approaches within the company that shows the mean score value of the companies.
From the selected sample automobile industries 50% of the companies are shows the low-level implementation of talent management.

- The standard deviation scores refer the range of variances in talent management between the selected automobile industries. Standard deviations scores for the TM dimensions for attraction 0.56, 0.64 for retention, 0.62 for motivation, 0.76 for development, 0.66 for succession planning. The Order of talent management dimensions with respect to the variance range motivation (4.40), succession planning (4.39), retention (4.35), attraction (4.24), and development (4.22) respectively. Theses variances values express the level of talent management in the selected automobile industries. Automobile industries in krishnagiri district are giving much importance to manager’s motivation and the employee’s motivation. The variance range expresses the effectiveness of motivation dimension in talent management. The companies should concentrate the manager’s developmental areas in the organization. The developmental opportunities will create the performance environment & management in the organizations. The retention, attraction and succession planning areas range of variances are quite satisfactory. These range of variance helps to identify the level of TM position in organization and its helps to improve talent management approaches, practices and implementation.
6.2 RECOMMENDATIONS

- The organization should identify the talent management importance to attract and retain the managers. They should know which talent management elements can have the greatest impact on the organization performance and therefore provide a better basis for prioritization and implementation.

- For successful employee attraction in selection & recruitment, the selected automobile industries need to offer or create the comfortable support between the interviewer and the future employee of the organization. This process will help to identify the workaholic people to perform in the organization. The perfection and professionalism with the interviewer is essential aspect to attract the candidates to join in the industry.

- Many managers are just as concerned about quality of life as they are about the amount of money a position offers. Industries are fortunate enough to be located in an area with great, extensive entertainment places, excellent golf courses or other attractive features, be sure to play them up when organization are trying to attract managers. This implementation in automobile industry will make the managers mindset to feel good about the organizational culture.

- Make your company more attractive to potential managers by offering things such as flexible hours and work at home options. In the automobile industry compared to other sectors the female employees in manager’s level are very less in number. Industry should provide some concession in shifting to the female managers. It will stimulate the female employee performance level and retain the loyal employees.

- Automobile industry, organization may not be able to offer the benefits large corporate companies are able to offer their managers – but organization may be able to offer a reasonable facsimile. For instance, many large companies offer on-
site health facilities such as a fully equipped gym, offer employees coupons to use local gym or health resort facilities.

- The job description is often over looked in many cases; this is bad practice because candidates’ decision to apply will be based only on the responsibilities and how the position is communicated. If the job description is too vague, it will fail to attract the right caliber of candidates. It is the automobile industry responsibility to make the employee feel comfortable with their nature of job in selection and induction process itself. This initiation in selection and induction process will create the employee mindset to face the changeable responsibility in the industry.

- A set of experienced employers should be involved in the interviewing and decision making in selection process. It can also help to involve the people who will actually be working with the selected candidate. Current employees who serve in a similar or the same position will be able to relate to the candidate and encouraging them to make decisions on his/her, compatibility will help them to feel more motivated and involved in organization performance level.

- Having selected the best candidate, organization should give a detailed induction to employees and give them enough information to become productive. Do not expect new starters to immediately become good performers, On average it will take 90 days for them to become fully effective. The organization should give essential time to the proof the manager’s performance level. In between that, the organization should initiate the employee developmental aspects to improve the individual and organization performance level.

- Leadership should create a work environment in which employees want to establish careers rather than merely have jobs. A significant part of developing employee satisfaction and loyalty begins at the top. With senior officials who ensure that, employees from all backgrounds feel accepted, respected, and fairly
treated and provide on a fair and equal basis the support and opportunities its employees need to reach maximum potential. These aspects will help to retain the best performers in manager’s level.

- Conduct exit interviews, employee opinion surveys and 360-degree evaluations. Climate surveys and 360-degree evaluations can help automobile industries assess the pulse of their workforce and make changes before employees decide to leave. Automobile industries can use these tools to hold supervisors and managers accountable for low ratings and reward them for high ratings.

- Include employees in decision-making, it is incredibly important to include team members in the decision making process, especially when decisions will effect an individual’s department or work team. This can help to create a culture of employee involvement and will generate new ideas and perspectives that top management might never have thought of. It is a motivation aspect to the managers to get job satisfaction and to reduce the absenteeism and increase the productivity.

- The highest percentage of information retention occurs when one shares that information with others. Having team members share what they have learned at a recent conference or training workshop will not only increase the amount of information they will retain, but also lets a team member know that he is a valuable member of the organization. Facilitating knowledge sharing through an employee-mentoring program can be equally beneficial for the team member mentored as well as the mentor.

- Do not wait for an annual performance evaluation to come for providing feedback on how an employee is performing. Most team members enjoy frequent feedback about how they are performing. Shortening the feedback loop will help to keep performance levels high and will reinforce positive behaviour. Feedback does not necessarily need to be scheduled or highly structured; simply stopping by a team
member's desk and letting them know they are doing a good job on a current project can do wonders for their morale and help to increase retention.

- If an employee continually must stay late or come in early just to keep up with a workload, the employee has too much on his plate. Distribute workloads fairly and do not overwork your employees. Overwork leads to stress and employee burnout, and may send your employees looking for another job. It may be necessary to hire additional employees to reduce employee workloads. This work environment will retain the best performers in manager’s level.

- Keeping employees comfortable at their workstations will increase productivity levels. All workstations should have adequate lighting and there should be room to move around freely. Also, try to position employees away from areas with high noise levels, as this can distract them from performing their jobs. Make sure chairs are comfortable and provide enough support to avoid back strain and injuries. This work environment will retain the best performers in manager’s level.

- Monetary and non-monitory motivation, extracurricular activities allow employees the opportunity to socialize with their co-workers. Employee functions such as picnics, after-work parties, and employee birthday dinners are examples of ways to show employee appreciation. While following all of these things to keep, automobile industry managers motivated will not guarantee that organization employees will not leave; it is a step in the right direction. Organization will increase employee retention rate and keep managers motivated to perform their job duties and increase the organization performance.

- Developing a proper plan for employee development is not possible without knowing employees' needs, desires, and potential. One way to discover this is to listen to people effectively. Through effective listening, organization can find out about managers dreams, fears, limiting beliefs, strengths, and ideas. In that way,
organization helps them get on the right track, link them to their passions, and help them to improve performance in individual and organizational performance.

- Employee development without rewarding and recognizing them for their progress has little impact. Effective leaders recognize what their people do well and reward them for a job well done. This kind of encouragement helps people achieve things beyond their day-to-day comfort and competency. It is important to recognize and reward people for their achievements in simple yet effective ways. Lack of reward may lead to failure of the employee development plan and in organization performance.

- To provide managers with training, skills, knowledge and encourage them to engage and conduct regular conversation with employees, especially around their career aspirations and developmental needs so as to ensure the right allocation of work assignments are assigned to the high potential employees to increase their retention within the organization.

- Discuss career interests with managers. Learn whether the managers are interested in becoming subject-matter experts in their field, want to gain experience in a variety of areas, climb the career ladder or remain for a while in an enjoyable job. Identify developmental opportunities. Based on their career interests identify opportunities for the managers to deepen their knowledge, train cross-functionally, enhance their leadership skills or undertake new challenges to keep a fresh perspective on work life.

- Exit interviews are conducted for managers mostly on a regular basis. These interviews must conducted by HR department and disclosed openly but keeping in mind the kind of internal conflicts that might arise out of this. The companies should identify the talent through talent management models provide such benefits as, Convey clear expectations for role and for level of performance, provide more
valid planning data, Link development activities to goals, Provide guidelines for development, Protect the employee morale, Quantify performance management, Streamline HR activities, Communicate key talent strategies.

- Training for group leaders and team leaders must be on interpersonal skills, team building and most important of all, leadership. Professional trainers and retired employees are in need to train on these areas. Later this may be converted to in-house training. This must also become a part of the formal training calendar. Opportunities must be given to managers who opt for higher studies. They can get a hike in salary, job rotation, more span of control or even promotion. This will help the company in the manager’s level to improve the performance level.

- The organization may reduce job pressure or employee stress at work place by the way of increasing smooth relationship between superiors and manager’s use of this organization can help to reduce the managers stress level and to maintain team management. The organizations may take necessary steps to increase the work environment facilities and particularly the transport facility to all near areas to satisfy the managers.

- The organizations should take the first step, which is to identify who is involved in succession planning and determine whether this is an open or closed process with engagement throughout the organization. While only the key roles need succession planning, some employers choose to be, open about the process and invite others to participate in the process. This gives employers a temperature of how others in the organization would respond to specific employees moving into those key roles.

- When identifying potential successors, an employer should examine future job requirements. The demands of key roles often change, especially in today’s constantly evolving business world. Before determining potential successors, a manager should understand the necessary future leadership competencies, technical
skills and overall experience level. A manager can do so by involving internal stakeholders, such as executives and board members.

- A company's future depends on its strong leadership. Organizations need to determine, for example, if the next leader will be someone in the family or an individual brought in from outside the company. Look for employees who have strong talents, skills that will help the business grow, and a creative and enthusiastic stance toward their work.

- Different people bring different skills and talents to leadership. Expecting one person to be strong in all areas is not only unrealistic but potentially damaging to the company's future. While a succession plan is primarily a tool for the future, it also can help you fill current gaps. Creating a succession plan requires a close and careful examination of how the business is being run.

- If organizations have an aging workforce with employees approaching retirement, it is important to focus on developing talent over the long term. Knowing the skills and talents of your people is key to developing a plan that accommodates for any loss of personnel who bring certain proficiencies to their jobs. A succession plan may include a skills-and-performance database that contains all the information you and others will need to identify job functions, criteria, and experience.
6.3 CONCLUSION

Talent Management is provides a continuous opportunity for automobile industries to develop their organizational performance levels. A strong talent management practice system helps to create good performers in the organization at manager’s level. The automobile industry in Krishnagiri district must concentrate to promote a talent management mindset to the mangers’ level and commit to supporting talent management practices to implement in the managers level to improve the organizational performance level.

As organizations continue to pursue high performance and improved results through TM practices, they are taking a holistic approach to talent management—from attracting, retention, motivation, development and succession planning wisely, to placing managers in positions of greatest impact in organization performance. The mandate is clear: for organizations to succeed in today’s rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with industry strategy and objectives. It starts with talent management and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, talent management becomes an increasingly difficult challenge for organizational performance. By implementing an effective talent management practices, including attracting, retention, motivation, development and succession planning, one can help ensure that the right people are in the right place at the right time, as well as fortify organizational readiness for the future challenges.

Talent management in its myriad of variants and modes of implementation has improved the performance of automobile industry, leaving those without such a talent management program potentially or actually at a competitive disadvantage depending on
their particular context. The potential for attracting, retention, motivation, development and succession planning is inherently more challenging to automobile industry and diverse in their functions.

As this study has shown, it is possible to implement talent management model and this model to improve the attracting, retention, motivation, development and succession planning of all managers’ level and specifically in automobile industries. The implementation of talent management practices could provoke disenchantment in the wider workforce, this could be mitigated by being clear and transparent about access to such a talent program and by being flexible in the admittance criteria, often companies have a number of staff who could be re-invigorated by such a program, there identification would increase the companies talent pool.

Overall, the contribution of talent management to the wider human resource debate is welcome. It has challenged existing thinking and practice. The learning from talent management is faceted. It appears clear talent management practices are beneficial; thought is required in order to implement these practices effectively. However, it seems there is a wider impact of talent management, where automobile industries have been able to mainstream some of the key elements of the talent management practices; it enables them to maintain and develop talent as well as to improve the organization performance of the wider workforce.
6.4 THE FUTURE RESEARCH RECOMMENDATIONS

Further research can be done in other companies within the same industry for obtaining comparisons and benchmarks within the industry and other companies in other industries for cross-industry comparisons.

Talent management has quite recently gained the attention of academic world. Until recently, especially research on the processes related to talent pool formation has been scarce. There are many aspects of this process that could be studied further.

So far, studies on talent management practices have mostly been conducted in the context of a single company. To get more of a macro level perspective on the subject, it might be useful to conduct the same study in multiple organizations. This way, a more general view of the issues and challenges related to talent pool processes can be identified.

The future research can be carry in the international basis. It will be interesting to compare talent management approaches in different companies in different countries to find out how mentality, geographical position, religion, politics or other factors could possibly affect talent management in the companies.