Chapter No. V

FINDINGS OF STUDY

The data collected from the automobile manufacturing companies situated in NCR area in India and on the basis of data analysis report the scholar has following important findings of this research during his study :-

1. Every respondent out of the total responses received irrespective of his age, designation and years of working experience has either “strongly agreed” or “agreed” to the fact that *Industrial Harmony is an essential and unavoidable need for growth of any organization, individuals, society as well as the nation as a whole*. None of the respondents has opined against the statement.

2. The act of talent recognition of every employee in an organization and place them to the work according to their abilities, interest and worth has a significant act at the part of supervisory level staff *for maintenance of Industrial Harmony* as the respondent employees have “strongly agreed” and “agreed” upon the statement. This includes the employees of all categories irrespective of their age, qualification, experience of work and size of organization.

3. Respondents out of all categories have “strongly agreed” or “agreed” to the statement that “*every human being is different from other by nature and consequently their talents are also different*”.

4. The almost all respondents have strongly agreed to the point that *every person who has existed on this earth is certainly having some talent in his personality*. Some people are very good in the field of sports, some are excellent in dancing, singing, acting etc, some other may have any other special talent inherent in him/ her.

5. Some people who apparently may not be having talent but their *talents can be explored by imparting proper training* to them. This has been accepted by majority of respondents at a large scale.
6. The scholar has found during his study that talent recognition and development of employees at their workplace through proper talent management process keeps the employees motivated, morally high and happy at workplace as agreed upon by the respondents of all categories.

7. It has been strongly agreed/agreed upon by the majority of respondents that there should be talent recognition mechanism in every organization that would be helpful in the growth of individuals as well as the organization as a whole.

8. For maintaining the harmonious relationship between industrial employees and the employers the adherence and compliance of all statutory requirements is a mandatory and helping factor. This has been strongly agreed/agreed by the maximum population of the respondents of all categories.

9. It has been “strongly agreed” or “agreed” upon by the majority of employee respondents that perpetual training programmes organized by the organization with emphasis on behavior modification and motivation of employees are needed for building and maintaining good organizational culture.

10. The scholar has found that the employees participation in development of organizational goal, mission and vision shall have a contribution in enhancement of productivity.

11. Well established sound system for maintenance of harmonious industrial relations is the central theme for Government employers, workers and representatives as “strongly agreed” or “agreed” upon by the larger number of respondents. However, there are the respondents who have remained “neutral” on the point nor disagreed rather remained neutral.

12. The majority of employees have responded to the options i.e. “strongly agree” and “agree” for the statement that their organization is providing them the opportunities
from time to time for showing their talent and prove as worthy for the organization. However, there are respondents who have been “neutral” and not opted any response to be give which shows that they are not being provided opportunities but they cannot dare to explain it openly.

13. Majority of the respondents’ strength has “agreed” to the point that the regular training programmes are being organized for their development whereas there are some employees have remained “neutral”. This act of employees being neutral shows that the training programmes are not being organized regularly.

14. Regular medical checkup of the employees is done periodically.

15. A majority of the employees has accepted that the equity and parity in payment of wages/ salary is being maintained amongst all the employees but there are some employees who have clearly “disagreed” to this fact and some of them have opted to remain “neutral” means they did not agree to the point of maintaining equity and parity in payment of compensation and benefits to the employees but they cannot deny openly due to their own constraints.

16. The scholar has found a mix response of employees to the point that “in everyone in every department is aware of the talents of each other”.

17. The majority of respondents has “agreed” to the point that good scheme of suggestions obtaining from the employees but there are respondents who have remained “neutral” on this point.

18. “Organization is also providing support to the employees for maintain good health of the employees of the organization” there is a mixed response of the employees about this statement. There are respondents who are agreeing to this fact but at the same time there are respondents who have been “neutral” or “disagreed”.
19. More than half strength of the respondents employees “strongly agree” that the behavior of the Line Supervisors at workplace is an important factor for maintaining the Industrial Harmony.

20. The Industrial Harmony is also affected by the job security to the employees. This factor has a significant contribution towards maintaining Industrial Harmony as agreed upon by the majority of employees.

21. The scholar has found the divided opinion of respondents about the statement that “there is unrest is not only due to management failures”. There is good strength of employees who have remained neutral on the response of this statement, however the majority is agreeing to it.

22. The respondent employees are found divided on the statement that “there is any talent management policy existing and followed in the organization”. A large number of respondent employees have agreed to this point, however a good number of employees has remained “neutral” on this point.

23. The management practices usually affect the employer – worker relationship.

24. The scholar has found that there is again divided opinion of the respondents on the statement that an effective redressal procedure followed by the organizations of automobile manufacturing industries located in Delhi & NCR and the grievances of the workers are redressed according the established procedure and mechanism. However, majority of employees accepts it.

25. The scholar has found that there is proper and fair discipline amongst the employees is maintained as well as a fair system of performance appraisal and management is available for the assessment of the employees work efficiency and performance output.

26. All the respondents of every category based on Age, Experience, Qualification, Size of organization and Status of organization in terms of having Trade Union/ Works
Committee of none of the both have same opinion either strongly agree or agree with almost all the points. There is no contradictory response of the respondents from either of category. There has not been found any difference of opinion due to age gap, experience and length of service gap and qualification gap. It means every employee of every industry working at any level wants that talent recognition should be done for maintaining industrial harmony and organizational growth.

27. In all the maximum respondents have opted to be “Strongly Agree” or “Agree” with all 26 statements provided in the questionnaires and that to from all the categories. It shows the awakening level of the respondents, that the maximum respondents are able to understand what is in favour of organization as well as employee. The education and technological advancement has a significant role to make the employees aware and understand what is good for all.

28. The demography did not have significant impact on the responses or opinion of the respondents that is why in respect of all the 26 statements maximum respondents have opined either to be “Strongly Agree” or “Agree”.
CONCLUSION

The conclusion of the present study is that the majority of employees are accepting that the act of talent recognition is an important activity which is being followed by almost all the organizations in order to keep the employees satisfied with their job and maintain industrial harmony. The scholar has also reached to this conclusion that most of the employees are of the opinion that no remarks against the organization to be supported because where there is disagreement on any statement of research given by the scholar the respondents chosen the neutral option instead of going against the organization.

In the field of management the term talent is synonym highly skilled human resources who have excellent knowledge, skills and experience of doing something in various industries and management means to have optimum use of them in order to obtain maximum output. The meaning of the term “Talent recognition” is an art of identifying the capability of employees and utilizing the human resources according to their knowledge, skills, experience and individual’s interest and extracts the maximum output from each talent which can further be termed as Talent Management. In other words meaning of talent management is same as the meaning of a traditional term i.e. “placement of right man at right place”. However, the process carried out under the term talent management in the field of human resource management is not new, but this is the new name of same process which used to be traditional known as the term “right man at right place”. In the present scenario of intense competition this is a sophisticated term which involves highly strategic methods of applying innovative and effective techniques in managing human resources.

Talent management is an art of recognizing abilities and skills of Human Resources, matching with the Job Description and making optimum use of them under a strategic human resource planning to improve business output and profitability in order to accomplish the desired goal. In the current scenario of human resources management the talent management very significant task as well as a great challenge too before the HR Professionals. Although, this has been felt since beginning of industrialization to place the right man at right place yet more emphasis has been given in these days on the changed term i.e. Talent management due to intense competition and technological advancement. An effective talent management has the positive impact on work
performance of employees of an organization which consequently affecting the employee and employer relationship accordingly contributing to maintenance of Industrial Harmony. The talent reorganization is such an activity which is beneficial for the organization as well as individual employee of an organization. It helps in reducing the employees’ turnover and increasing production’s turnover. The talent reorganization process does not stop only to identify the talent of employee/employees that further needs proper placement of the employees on a task where one is befitting. Placing a right at right place according to job requirement and individual’s interest and abilities is called as Talent Management. The proper talent management is always keeps the employees happy and comfortable as well as employers satisfied with the performance of its employees. Where there is satisfaction of employer with the performance of employees, the industrial harmony will inevitably prevail in that organization. A satisfied employer often keeps his employees happy by providing them adequate compensation and benefits and the employees do not have any grievance against the management. No employees’ grievance means there is Industrial Harmony or in other words that there are harmonious relationship between amongst the employees and employers. In the present study the scholar has found on the basis of responses received from the respondents the Industrial Harmony is existing which can be improved and maintained by further improving those factors which are significantly playing a role it that.

Talent does not include only the knowledge and skills related to the work, there are many more forms of talent bestowed by the God to human beings and every talent has its use and significance in the society provided that should be utilized in the proper direction. A person has a talent of good singing but prima facie there is no use of this talent in industrial work, but if the same is utilized in proper manner that can be significantly beneficial to the organization as whole, because at workplace it has been found that everybody is suffering from stress due to work pressure and immense competition and that stress is affecting adversely on the health of people consequently to the productivity of the organization is also affected adversely. The music is a very good remedy to release stress and boredom; hence the singer can be helpful in releasing the stress and boredom of employees which will definitely have a positive effect on the productivity. Thus any talent a person is having can be used for the benefit of the organization provided that must be applied in right direction.
RECOMMENDATION AND SUGGESTIONS

1. Every organization should have a proper mechanism of talent recognition of employees at all levels.
2. Identified talent should be utilized for benefits of the organization, not be ignored.
3. Every organization should have schedule of organizing activities other than routine work, so that inherent talents can be explored and identified.
4. Training activities and workshops should be organized time to time. The Talent can be explored by Training and Practices. Regular behavioural and motivational training are required for building the good culture in the organization
5. Talent Recognition is important for maintaining the industrial harmony and due importance should be give to this activity.
6. The nature and characteristics of every person in this world are different, so we should not see the people from a single angle, give opportunity to everyone and let his to do his best in his area of expertise.
7. Every person in this world is having some talents (sports, dance, music, skill, artist, singing, painting, drawing, poet etc.) by grace of God, those should be allowed to show and utilize those in order to keep them happy and that happiness will be helpful in maintaining workplace harmony. Every person will be happy/motivate, if you appreciate his talent on regular basis.
8. Compliances of all applicable labour law are mandatory for maintaining the good industrial harmony, thus the laws should be complied without failure.
9. Employees' involvement/engagement in developing an organization’s mission and goals contributes to productivity, it should be encouraged.
10. The establishment of sound or harmonious relation system is a central theme for government, employers, workers and their representatives thus the harmony of relations must be maintained at every cost.
LIMITATIONS OF THE STUDY

1. Scholar is bound to accept the respondent’s responses despite knowing that the response is biased and there is no control over the respondents’ responses. In responses of certain questions it has been felt by the scholar that responses given by the respondents were not given honestly.

2. The number of respondents may be more but the scholar could not cover all the employees, so only sample study was conducted.

3. Non-cooperation of the respondents with the researcher scholar.

4. Shortage of time and long distance of places of data collection have also been the limitation during the study.

5. Proofs of Sources of Secondary Data could not be obtained.

6. Finance has also been the major limitation during the study.