Chapter No. I

Introduction

In the present topic of research “Industrial Harmony can be maintained through Talent Recognition” there are two terms i.e. “Industrial Harmony” and “Talent Recognition” and these two terms have been form by four words of English Language two in each term. The four words of English Language are

(1) Industrial

(2) Harmony

(3) Talent

(4) Recognition.

In order to do the proper study for the purpose of research it seems essential that first of all we should little elaborate these two terms with literary meaning of the four words of English Language which have basically combined and appeared in the shape of two main terms of the research’s topic. The literary meanings according to Oxford English to Hindi Dictionary of above four words of English Language are as mentioned below:-

1. **Industrial:** meaning of the word “Industrial” is औद्योगिक or which is related to industry or something of industry.

2. **Harmony:** means peace i.e. शांति in Hindi Language

3. **Talent:** means शक्ति in Hindi Language or the ability.

4. **Recognition:** means पहचान or an art of identifying something.
In the first term two words Industrial + Harmony have been combined which means the peace of industries and the other term has been formed with combination of another two words i.e. Talent + Recognition which collectively means identification of inherent ability of someone. These two terms Industrial Harmony and Talent Recognition have been further explained for easy understanding of the researcher as well as the respondents involved in the research process.

The meaning of Industrial Harmony is the peaceful state of circumstances prevailing in the industries where everybody employee and employer both are comfortable in their respective positions. The employees do their work efficiently and honestly and give the desired output to their employer in this way both are satisfied and happy with each other and reciprocating the same the employer also take care of his employee’s needs and welfare. The employer also compensates the employees according to their output and the employees are also satisfied and happy. In this way there is no complaint from either side, or no conflict or any dispute between the two parts of the organization. Everybody understands his duties and responsibilities towards each other and they perform it nicely consequently the things are running smoothly according to the set practices in routine. This situation is known as existence of industrial harmony. Industrial harmony is as important for the industries as the human body free from any disease or pain. If any human being is suffering from any sort of disease or pain in any part of his body the individual would not be able to do any work or even if he does any work the performance result will not be according to expectation qualitatively and quantitatively, similarly in disharmonious conditions no organization would be able to obtain or give the desired production or services whatever the case may be, thus the industrial harmony can be explained as the state of good health of the industries and disharmony is the bad or sick state of the health of the industry.

Further, the term “Talent Recognition” is also as important as to know the strength and weaknesses of one’s body and mind by the individual himself and prepare for the life because without knowing no human being can set the targets for his/ her life and strive for accomplishment of the same, similarly it is very important activity for the management of every
organization of various industries to explore, know and understand the strength and inherent
capabilities of their employees as well as their weaknesses and according to the same future
objectives can be established and accomplished. The talent recognition is activity which is very
important to be carried out continuously and place the human resources according to their
suitability which would result into the individual employee’s job satisfaction, optimum and
proper use of resources will result into cent percent output of the human resources with high
quality and quantity. High quality will help in reducing the rejections and re-working, saving
cost, energy and time and enhanced quantity will satisfy the customers’ requirements which will
make them to satisfied. The satisfied customers shall give the organization more business and
increased business shall enhance the profitability. More profit to the organization will be the
cause of increments and promotions to the employees which will make employer and employee
relationship harmonious and industrial harmony will prevail. The scholar has intended to bring
some more facts into the light through this research and prove that the Industrial harmony can be
maintained through Talent Recognition and Management of talent properly.

The ingredients of industrial harmony are as provided here but not limited to the following:

1. Neither any grievance of employees against the employer nor of employer against his
   employees.

2. No dispute between employee and employer and employee and employee.

3. No scene of strike, slogans, lockout and gherao etc.

4. Payment of employee compensation and benefits is made adequately and on time.

5. Right man at right place

6. Hierarchical organization and management.

The term “Industrial Harmony” relates to the warmthness and comfortable belongingness of
employees of any industry with their employer. The state of relationship arising from
nonexistence of dispute or difference of opinion between the employees and employer shall be
termed as “Harmonious Relations” or “Peaceful Industrial Relations” and every routine
operation or production or services whatsoever is carried out peacefully keeping both the parts
satisfied with output and behavior of each other at workplace. Opposite to that existence of
disputes and reciprocal dissatisfaction arising from performance and behavior of employees or employer at their respective part give birth to an adverse circumstances eliminating peaceful environment of workplace and state of relationship which is known as “Industrial Disharmony” or “Industrial Unrest” or “Bad Industrial Relations”. The term “Industrial Harmony” is the state of “Industrial Relations” refers to dynamic and developing concept not limited to “the complex relations between the trade unions and management but also refers to the general web of relations normally between employers and employees. In other words the term Industrial Relations may be explained as relations between employer and employees, employees and employees in any industry, that is why this term several times also used as “Employees Relations”.

The term “Industrial Harmony” is the outcome of warmness of relations existing in an industry between employer and employees as well as between employee and employees as well. A large numbers of occasions of peace and unrest have been experienced in the past by the several industries which have been studied by several management thinkers and authors who written innumerable reasons of existing industrial unrest as well as suggested measures to maintain Industrial Harmony and created a rich literature some of them have been enumerated here. The several common reasons which had existed in the past, prevailing in the current, shall occur in future too being responsible for birth of labour unrest in the industries spoiling Industrial Harmony.

The period of time covered by the Industrial Revolution varies with different historians. Eric Hobsbawm held that it 'broke out' in Britain in the 1780s and was not fully felt until the 1830s or 1840s, while T. S. Ashton held that it occurred roughly between 1760 and 1830.

Some 20th-century historians such as John Clapham and Nicholas Crafts have argued that the process of economic and social change took place gradually and the term revolution is a misnomer. This is still a subject of debate among historians. GDP per capita was broadly stable before the Industrial Revolution and the emergence of the modern capitalist economy.
The Industrial Revolution began an era of per-capita economic growth in capitalist economies. Economic historians are in agreement that the onset of the Industrial Revolution is the most important event in the history of humanity since the domestication of animals and plants.

The First Industrial Revolution evolved into the Second Industrial Revolution in the transition years between 1840 and 1870, when technological and economic progress gained momentum with the increasing adoption of steam-powered boats, ships and railways, the large scale manufacture of machine tools and the increasing use of steam powered factories. Now-a-days the technology has attained very advance stage through a rapid development after the Second World War.

Though the industrial development has started in the second half of 1940s which has further accelerated in 1970s. The globalization of industries has occurred during the recent two decades. In almost all the industries and every country human factor has existed in better situation than the time before Second World War and existence Industrial Harmony across the world has increased.

There are certain common factors which are responsible for maintenance of harmony or existence of disharmony in any industry that depends upon the methods of management and tackling of such factors. These factors are as enumerated below:-

**Human Relations:**

The meaning of the term human relations is relationship between the employees of an organization. The mutual relations between the people of an organization at their workplace which are known as formal relations may be good or bad. The good relations are known as harmonious relations and the bad one are called as disharmonious relations. The relations between the employees of an organization can be divided into two types i.e. (1) Formal Relations (2) Informal Relations.
**Formal Relations:** The formal relations are those which are maintained between the employee and employee or employee and employer in connection with their employment and the work related to their employment. In other words the meaning of the term ‘Formal’ is ‘Official’, hence any relationship which arising between the employee and employee or employer and employee in connection with the official work for obtaining the organizational objectives.

**Informal Relations:** The informal relations are those relations which have developed between the people of an organization not because of the official work but due to their own and private reasons. In other words the term contains two words of the English Language i.e. Informal + Relations. The literary meaning of the work ‘Informal’ is ‘Unofficial’ and ‘Relation’ means ‘Connection’ that the combined meaning the term Informal Relation is unofficial relationship existing between the employee and employee or employee and employer of an organization irrespective of the quality of formal relationship between the two parts.

This relationship between the members of an organization constitute the term ‘Human Relations’ that means the relationship between employee and employee or employee and employer of an organization which are further affected by various activities and situations prevailing within the organization.

The activities situations existing in almost all industries affecting the industrial harmony are not limited to which have been mentioned below:-

- Group Dynamics
- Employee Relations
- Human Needs’ Satisfaction
- Motivation
• Employees Morale
• Communication
• Leadership
• Grievances and Grievances Handling Procedure
• Discipline and Disciplinary Action
• Employees Safety at workplace and their health.
• Industrial Disputes
• Industrial Relations
• Industrial Harmony

**Human relations movement** refers to the researchers who does their research study in the field of Organizational Development and the human behavior in groups in particular workplace groups as well as other relevant concepts in fields such as organisational and Industrial Psychology. This has come into existence during the decade of 1930s during the course of Hawthron Study, in which the study had been carried out on the effects mutual relations in the society, employee’s motivation and their satisfaction on productivity of the factory. This movement studied with an intention of finding out the impact on workers in terms of their psychology and its suitability with the organization rather than as interchangeable parts, and it resulted in the creation of the discipline of human resources management.

In addition to the factors enlisted above there is a very significant and inevitable factor which has the vital role to create or destroy the Industrial Harmony termed as “Talent Recognition” and its proper management for the organizational development as well as individual growth.
**Talent Recognition:**

In the Language of a common man meaning the term “Talent Recognition” is to identify the potential abilities of a person which is inherently available within an individual’s personality. This is a very significant and highly paying activity at the part of managers of an organization. Every manager of each organization should do this activity amongst his / her subordinates. Everybody working as an employee with any organization wants to see his/ her personal growth along with the organizational growth. This is true and natural phenomenon that everybody has some excellence in his personality which he/ she want to utilize and grow on that basis. This is becomes the responsibility of the managing person to identify or recognize the inherent talents amongst his subordinate employees, make their use accordingly and get their best output for the organizational development. By doing so the managers shall also be helping the individuals to grow in his/ her career which will make the person happy and satisfied. A happy and satisfied person with his work profile will always work with his full zeal and enthusiasm which will result into the higher production, better quality of product and zero grievances at workplace. The zero grievances itself is the synonym of Industrial Harmony. Thus by regular doing this task of talent recognition and proper utilization of the talent shall develop a concept amongst the employees about the organization in which one is working that the organization with which he/ she is working has the culture of recognizing the people and placing them according to their ability. This concept will be helpful in reducing the manpower turnover, maintain high quality of production, high volume of production at low cost, less supervision and no rejection and wastage of material. This will help in maintaining the harmonious circumstances of relationship between employee and employer. The harmonious relationship between employee and employer is also another synonym of Industrial Harmony.

The talent recognition is the ongoing activity which begins at the time of recruitment of the employees/ employees and continues to till the time retirement. At the time of recruitment although it is very difficult to recognize the inherent talents of the candidates who are being interviewed, but still by going through their resume and having one to one discussion with the candidate apparent talents can be recognized and further placement of the candidate can be confirmed according to his suitability with the available task in the organization. At the time of
recruitment short listing or scrutiny of the resumes of candidates is the prime stage of talent recognition or it can say the beginning of the process of talent recognition.

The talent recognition and Talent Management are the two parts of the same coin. First the talent has to be recognized and after recognition of the talent of an individual the wise management is to assign the task according the talent of the employee. Assigning the task or placing the person on job according to his abilities and capacities is called as Talent Management. The talent recognition and management can also be termed as “right man at right place” which is always beneficial for the organization and its employees’ growth.

Identify and encourage the employee potential:

Every person, whatever bad a workman one may be, has some talents and potentials. Most of the employees are not aware of their own talents which are hidden within them and the talent remains hidden unless these are recognized, explored and tested properly by providing suitable opportunity. This is the responsibility of every manager to keep a vigil on every subordinate worker with an intention of searching or recognizing his/her hidden talent and provide the proper opportunity to the worker. The manager must inspire them to work with their full zeal and strength and give their best output. This can be done through proper Team Management, providing congenial work environment. Although, sometimes there may be risk yet it is necessary to take the risk in order to recognize and explore the hidden talent within the employees yet the workers should be given liberty to apply their fullest efforts without any fear and hesitation, rather they should be extended support and encouragement to proceed further and their manager is behind them, if anything goes wrong, he should handle the same.

Accept the responsibilities:
The responsibilities for quality of output from the work area rest with the manager. In fact, it is said that there is really no such thing as a quality problem; there are real problems related to workmanship, design problems, accounting problems, and the like. Instead of the quality control department revealing these problems, it is essential that the management should accept the responsibilities and accountability for output from their own areas investigate the cause for it and formulate action plans for improvement.

**Methods/ processes of Talent Recognition:** Followings are methods through which talent of employees can be recognized:

1. **Performance evaluation/appraisal process:** The performance evaluation is an integral process of human resources management same as the talent recognition itself is a process. Through an honest and proper process of performance evaluation/appraisal the strength and weaknesses are identified by comparing the achievements of an individual with his/her target established by his/her superior/boss. Through this comparison it is quiet easy to understand whether a person could achieve the given target. The achievements and failure of the concerned employee through performance evaluation/appraisal process are the indication whether the person being appraised has the talent to perform the given task or not. If the targeted result has been achieved by the person being appraised, that means he/she has the talent of doing such work and opposite to that if the appraise has failed to achieve targeted objective means he/she does not have that ability to perform such task.

2. **Job rotation process:** The job rotation means to change the job profile of the employees after a stipulated time period through which an employee is assigned different task to perform than which the individual has already been doing. Through this process versatility amongst the employees can be inculcated as well as through knowing one’s strength, weaknesses and interest area an organization can develop the alternative human resources for getting performed the various tasks. Through the job rotation process the performance of an individual can be compared on various tasks which have been completed by the individual and where an individual has been found utmost comfortable, efficient and better performer qualitatively and quantitatively that should be considered his/her strength area or
in other word the talent to perform a particular task. That strength should be recognized as his/ her talent.

3. **On job performance observation process:** The talent of employees can be recognized by his/ her immediate superior/ boss by having a constant and keen vigil or the serious observation on the individual when they are performing their tasks during a normal routine process. To understand the abilities and dexterities of employees the immediate superior while supervising them during the course of their routine work should have an observation with an intention to know the dexterities of his subordinates or who is strong in which area and weak in which area. This observation should be constant for a reasonable time period in which a judgment can be drawn about an individual that he/ she is strong or weak in a particular task. This will help to recognize the talent of employees.

4. **Taking feedback from other stakeholders:** The talent of an employee can be recognized by obtaining feedback from those people who are regularly dealing with the employees while they are on their normal routine work. These stakeholders may be their superior, subordinates, peer group, customers and the employees of same organization working in other departments but their work is associated with each other, they can give the feedback about each others’ strength and weaknesses or inform who has what ability and who does not have what capacity and accordingly their talent can be recognized and assign them the task as per their expertise.

5. **Direct interview of an individual:** In order to recognize or identify the real talent or strength area of an employee the individual can be directly interviewed and obtain his liking and disliking about different tasks. According to his knowledge what he has in connection with the different tasks, in which area the individual is having more knowledge and interest it can be identified to which task the individual will be properly befitting.

**Meaning of Talent:**
Talent means the skill that someone has quite naturally or someone is born with. People may have talent for music, singing, dancing, acting, sports, leadership or any other skills.
Management, institutions or the organizations should frame some systems for the regular identifications of these types of individual talents among their employees and should provide them some sorts of platform for their regular and frequent exposures. It has been experienced or noticed that the organizations engaging or motivating their workforce to participate in the periodic cultural programs or activities specifically organized or lead by their workforce, achieved positive or good industrial harmony in their organizations. Some of the talents can be developed by educating the people. According to Greek Philosopher Aristotle man is a social animal and show the feeling of pleasure or contentment when someone socially recognizes the talent of any individual. When the process start of the talent recognition of individual or group of people then there is building of trust in-between. Talent management, often times referred to as Human Capital Management, is the process of recruiting, managing, assessing, developing and maintaining an organization’s most important resource—people. Industrial Harmony is a situation where the employees and management co-operate willingly or with trust for the company’s commercial objectives. This creates a high level of employee’s satisfaction and motivation. Industrial harmony helps in the economical and social growth of the country by providing the adequate employment. The organization can maintain good harmony by gaining the trust of their people.

**Talent Management:**

The term “Talent Management” comprises of two words namely Talent + Management. Literary meanings of both of these words are as mentioned ahead i.e. Talent means Brilliance or the natural aptitude and skills and meaning of management is the process of dealing with or controlling things or people. 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 Management” is an art of utilizing the human resources according to their knowledge, skills, experience and individual’s interest and extract the maximum output from each talent. 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.

**Sannita Chakarborty Saha (2012)** career compass an interesting employee development programme designed by cognizant, is targeted to help employees reach a learning plan, by analyzing the gaps in their current roles. Necessarily it gives the manpower an actionable roadmap to manage their career, with the help of a structured sequence of role-enablement programmes. Instead of giving designation to the employees by providing road map of their roles, it brings transparency in the role based expectations. Such integrated talent management programs allows employees at Cognizant to clearly visualize their career paths, understand the competencies needed to perform different roles, and prepare well ahead of time for future. The varied availability of options at Cognizant is enough to prove that Cognizant is well equipped to provide wide and varied opportunities to their employees to develop their careers.

**Shri Rajgopal, Vice President-Human Resources Cognizant (2012)** says, “There are currently more than 120 tracks and over 550 roles operational in Cognizant”. Career Compass is having a scheduled calendar of learning and development programmes which is a part of talent development system of the organization. This helps to plan the professional development needs of employees and recommends that what type of training has to be imparted as per requirement of every individual. The employees are tagged to their role in projects application according to their HR System. The system enable the employees to view the various skills required to play their roles which are assigned to them at the part of employees which are rated by the supervisor against their performance output on the role assigned on the basis of their skills and competencies.
**Sumeet Varghese (2011)** the business of a firm grows gradually and the employees’ expectation and aspirations are bound to achieve momentum and direction. Every employee expects that he/she should be given opportunity to do the work which he/she likes to do as well as achieve the heights of growth as much as he can according to his capacity. The employees expect their employer to recognize their abilities and utilize the same. A majority of listed expectations of the employees such as Job Security, Adequate compensation & benefits and opportunities for promotion or the growth in his career.

**Manvi Pathak (2011)** until recently, climbing the hierarchical ladder within the same organization was the most common and favoured way of making career. Changing employers and professionals is nowadays no longer considered a rarity. Careers have become less predictable and individual can no longer rely on their employer to offer them a career. The person and the organization are no longer in change of the career. Variation between traditional career and limitless career is not solely related to career path. In order to remain and sustain in the complex situations of the career environment, it expected from the individuals that they would incorporate identity, career values and career activities which have been characterized by mobile career path. People examine their career aspirations again and again and search for other source of psychological source instead of traditional ones e.g. job security, promotion etc.

**Pre-requisite of Talent Recognition:**

We discussed a lot about the talent recognition but here is an important question arises that what is that talent which the managers have to recognize within their employees and what would be the objectives of that process of talent recognition. To have the answers of all these questions one has study the following terms:

**Job Analysis:** It is the detailed and systematic study of each job to establish in advance the standards of people to be appointed on the job. It involves collection, compilation and analysis of the data regarding each job in order to define and characterize each occupation as to distinguish it from all other jobs.
Process of Job Analysis: Following steps are taken under the process of job analysis:

(i) Collection of factual material i.e. facts regarding jobs
(ii) Completing job description blank
(iii) Preparation of Job Specification i.e. statement of qualification of a person to be placed on the job.
(iv) Preparation of report by the analyst on the basis information collected.
(v) Approval of the report.
Job Specification: It is also a byproduct of the job analysis process and is a statement of minimum acceptable human qualities necessary to perform a given job. It includes all human qualities to be taken such as:

(i) Physical abilities

(ii) Mental abilities or Psychological strength

(iii) Educational Qualifications

(iv) Working Experience

Job Description: Job description and Job Specification should not be confused because of identical pronunciation, the term Job Description is the detailed summary of the responsibilities, duties etc. to be performed on the job. The job description is the immediate product of the Job Analysis process. It is a descriptive statement of the organizational relationship responsibilities and duties on the given job. Following are the contents of the Job Description:

(i) Job Title

(ii) Job summary

(iii) Job location

(iv) Duties and responsibilities on the job

(v) Nature of supervision

(vi) Machines, tools and material

(vii) Relation to other jobs

(viii) Working conditions on the job

(ix) Other abilities such as elasticity and qualities of the job holders.
**Job evaluation:** Job evaluation is the systematic technique of determining the relative worth of the job in the organization in order to determine the relative base compensation for the each job. Job Analysis and Job Evaluation are the similar activities but in the Job analysis the data is collected in respect of the human beings to be employed for the specific job, but in the Job Evaluation data is collected about the job which tells about the significance of that particular job in the organization.

**Procedure of the Job Evaluation:**

1. Collection of data through Job Analysis
2. Preparation of Job Description
3. Job Grading
4. Pricing the Job

Any manager irrespective of the industry and nature of business of the organization for recognizing the right talent and doing the proper talent management the knowledge of abovementioned terms is essential otherwise one may not be able to do the talent recognition in justified way. The act which is not justified usually becomes the bone of contention and harmony of the relationship will be endangered. Thus in order to maintain proper Industrial Harmony the management needs to have the proper knowledge about the above terms and accordingly the employees of the organization be judged for the recognizing their talent and after understanding about the abilities and strength of the every employees the same should be matched with the Job Description and Job Specification of each job available in the organization. After proper matching of the taken with job description, the further process of talent management is to be initiated.

**Job Enlargement and Job Enrichment:** the meaning of Job Enlargement is increasing the responsibilities of an employee on the same level or status in which one is already working. This is the horizontal expansion of the task which means the task added at the same level as those in the current position. Whereas the job enrichment is the new source of job satisfaction by increasing the level of job enlargement or a job is a designed technique which is variation on the concept of Job Enlargement But for this purpose also talent of the person whose job is enraged is
required to be recognized whether the individual is having that talent or not through which one can be able to do the enlarged task.

Role of Industrial Psychology in Talent Recognition and Maintenance of Industrial Peace:

Every organization has certain objectives which can only be achieved through efficient management. The main function of the management is to co-ordinate the various factors in such a manner that they can contribute their maximum towards realization of common aims which is only possible if the human factor, on which the utilization of the physical factors depends is controlled. Personnel management deals with human nature and behavior. Psychology is the study of human behavior. Therefore, the personnel problems are essentially the problems of psychology which contribute to the subject matter of the study. We face in industries, psychological problems at each and every step. At the time of employment, the personnel department encounters with the problems of selection and placement based on individual difference. Many of the psychological studies are directed to tests, rating scale interviews, similar techniques and devices for the use of vocational selection. The solution of problems of motivation and morale building, training and learning, grievances and misunderstanding and other various aspects of management labour relations hinges upon an adequate understanding of human motives, in which modern psychology can help. Thus, study of personnel problems is mainly the study psychological behavior of the people which directs the action and procedures to be taken for solving the problems. No real solution is expected without such studies. This character is developed to such psychological problems of human beings in industry.

The term Industrial Psychology stands for psychology applied to industry. It deals with the aptitude, attitude and interests of the people at work. The term Industrial psychology is a combination of two words i.e. Industrial and Psychology. The meaning of the industrial is that part of social life whose function is to provide civilized man with the material goals that his condition of life demands. The other word ‘Psychology’ in etymological sense may be defined as the science of minds i.e. accurate and systematic knowledge of the mind what it does. Thus Industrial Psychology is the systematic study of the state of mind of people at work so that the several industrial problems may be solved without much difficulty. It studies how the social
industrial economic, political and other factors affected the state of mind of the people at work. The meaning of the term may be clearer from the following apparent points:-

1. It is the systematic study of human behavior and is concerned with the discovery of information relating to human behavior at work.

2. It is concerned with the application of information about human behavior to various problems of industrial human life.

3. The main aim of industrial psychology is research rather than administration and the personnel administration is the application of such research.

4. It studies the varied method of performing manual operation for the better utilization and the least waste of efforts through human engineering.

**Application of Industrial Psychology for talent recognition and management in the industries:**

Since, the Industrial Psychology is the study of people at work and is concerned with the entire spectrum of human. Its scope is the entire process of management dealing with the people at work. There is hardly a field in Industry where human understanding is not required, there is hardly a problem in business where human aspect is not involved and hence there is hardly an area in which psychologist cannot play his role. It may be said that the management of personnel nowadays is more a problem of psychology than of economic.

Industrial Psychology is a useful aid to the efficient management of people at work. The principles, findings and the techniques of industrial psychology may be applied usefully to the following areas of management:

1. **Talent recognition through psychological approach and recruitment of personnel in the industries:** The importance of psychological factors for proper recruitment, selection and placement cannot be overemphasized because appropriate matching of job cost of
hiring, supervision and production. Accurate job analysis, standardized application forms, scientific screening of applications, use of psychological tests for vocational fitness, final overall rating and continuous review and check up of the entire programme are some of the spheres where the Psychologist can make an important contribution. Several psychological tests may be developed for the proper screening of people. In this way, psychology may help in recruiting the right man to right job.

(2) **Talent selection and placement with the help of psychological approach:** Right man should be selected for the right job and industrial psychology helps in this effort also. It develops various devices such as interviews and psychological tests in order to achieve the objectives of the selection. It also helps the placement of workers at different jobs. Job requirements and ability must tally. Job should be of his liking. Scientific assignment of job results in securing the contentment and loyalty of the working force. This is possible only with the help of industrial psychology. Proper placement will reduce the problems of indiscipline, inefficiency, poor performance, low production, poor quality and rework, wastage of sources, cost and energy, disharmony of employer and employee relationship.

(3) **Talent Management through Executive Development and Training:** Management aims at effective utilization of manpower and hence falls within domain of psychology. A psychologist by studying and investigating managerial problems like delegation, communication and supervision vitalizes the already practiced managerial psychology. Individual differences can well be measured psychological study of the people training purpose. Continuous and effective use of the capabilities of workers necessitates training of the workers and supervisors. Psychologist determines what type of training should be given to workers and supervisors.

(4) **Talent Recognition and Promotional Schemes:** The management should always think why should a man be promoted or transferred or demoted or discharged or why not?
What is the difference of work which one has been doing one year before and he does today? Where the individual is found good at work and where is he not good etc. The employment and placement of employees should be based on abilities, usefulness and seniority. Performance appraisal is one of the psychological techniques to recognize the people’s abilities. Mere seniority should not be the guiding principle for promotions.

(5) **Motivation and talent recognition:** The psychologists assume that the causes of different types of human behavior in industry and business are the needs or the motives that drive an individual to behave in a particular way. Industrial Psychology studies the behavior of people at work to determine the conditions in which an individual feels motivated and is willing to work whole heartedly to maximize the productivity. Industrial psychology has identified the financial and no-financial incentives which are used by the management to motivate the personnel.

(6) **Attitude and morale:** The psychologists have established the relationship between the attitudes of the employees and their performance. Psychological studies outlines the major factors favourable or detrimental to good morale and give some class as to the steps which can be taken to give further understanding of needs, perceptions, satisfaction and motivation of people in relation to their working situation.

(7) **Wages and salary administration:** rates of the wages in the industry should be fixed on some suitable and scientific formula. The Psychologists have developed the techniques of job evaluations merit-rating and job analysis as basis for rational wages and salary structure. Job evaluation and merit rating are the techniques which evaluate the worth of the job and of the man respectively. Merit rating techniques evaluates the man while the job analysis determines the job description and worth of the job.

(8) **Human Relations:** Human relations means briefly be described as the relations or contacts among individuals in an organization and the group behaviour that emerges from these relations. The modern industrial Psychologist treated people in industry as human
being and have made significant contribution to industrial management by developing concepts and techniques of effective leadership, supervision, communication and participative management. They suggest the possible ways and means to solve the industrial strike.

(9) **Human Engineering:** it is designing and laying out equipments in order to get the greatest efficiency of man machine system. The industrial psychologist working in human engineering provides data on which management can decide to improve the design and the product there for the comfort and to increase the same to the satisfaction of customers. It is also helpful in reducing machine breakdowns, wastage of raw material and training time to workers, to minimize accidents and introduce better performance and job satisfaction. Industrial Psychology has humanized the management and opened the ways to a much fuller utilization of the human factor in industry.

(10) **Accidents Prevention:** The psychological studies show that 87 per cent of the accidents in industry are preventable it means personnel or psychological factors play an important role in any programme of accident prevention. Monotony and fatigue studied help in minimizing the accidents. Psychologists have made the contribution of signals to the development of safety programmes and the prevention of human factors in industry by analyzing the factors that make man more accident – prone than others. They have also suggested certain positive measures for reducing accident problems.

We have discussed above the services of industrial psychology to the different areas of personnel management. The industrial psychology can be used in every field of industrial management. There is hardly any field where industrial psychology is not used.

**Where the act of talent recognition ends the talent management begins thereafter:**

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 managers of various departments through their supervisory staff conducts this activity of recognition of talent inherently available in each and every employee working therein
and this process is an unending process which always goes on consciously and subconsciously the people do their work which has been allotted to them by their bosses. 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. “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.

**Process/ methods of Talent Management:** It involves following activities to be fully integrated in order to work together and performed as functions of the human resources:

- **Talent Recognition:** Talent recognition process to be completed in connection with existing employees of an organization by adopting different methods of talent recognition, the strength and weaknesses of every employees should be indentified and further placement on the job should be ensured according to individual employees’ qualifications, experience, knowledge, skills and interest area matching with the given task to that individual, so that optimum output can be obtained of that employee on his given task. By doing so the quality of work out put done by the expert employee will be satisfactory, no rejection or re-work and quantum of work output will be at higher side.

- **Talent acquisition:** Talent acquisition is the modified terminology of Manpower Recruitment. He the word “talent” denotes to “manpower/ human resources” and “acquisition” means “recruitment/ hiring”. However, there is nothing new in the process but the terminology is new which has been brought into use in connection with the human resources equipped with knowledge and skills related to new technology. This is
very true and important fact that if the correct recruitment of manpower is done by the organization of those human resources whose knowledge and skills are completely matching with job description as well as the interest area of the individual is also the same where one has been recruited and placed. The recruitment of right man/ talent matching with the job requirement will always result into the accomplishment of desired goal of the organization, which will always keep the industrial relations harmonious. So in order to have the peaceful and harmonious relationship between employee and employer it is essential to recruit/ hire the right manpower which exactly matching and required for various task existing within an organization. If the talent acquisition is not as per match with the job description of various tasks the output of the employees will not be according to desired goal of the organization and consequently there will be conflict between the employee and employer and the existence of industrial disharmony.

**Talent Development:** As it has been stated above the meaning of talent is connected to the quality and abilities of human resources. Although the primary action to have human resources/ talent of an organization is Talent Acquisition/ Recruitment but further due to changing needs of the customers of the organization and innovation of new technology, tools and machines the every employee need to be upgraded with his knowledge and skills about the new innovation and requirements. In order to fulfill the changing needs of the customers and use of new technology, machine and equipments further development of employees is done through training and development programmes which are known as Talent Development as well as Learning and Development. The terms “Talent Development” and “Learning & Development” are the synonyms of the old term “Training & Development”. However, the process and objectives of the new terms are same but the terminology has been used new according to new innovations. Through the process of Talent Development the employees of organizations are being imparted training in order to enhance their knowledge and skills according to new changes in the technology and requirements of the customers which is inevitable to survive in the market.
• **Talent Retention:** Workforce and succession planning i.e. talent attraction and recruitment according to the business strategy quantifying and qualifying the needs of an organization. It also includes career path development of employees as well as employer branding, so that the talent which has already been hired by the organization through talent acquisition process and developed through talent development process should not leave the organization and retained for the long time. In order to maintain the talent retention, it becomes necessary to create some attraction for the talent/employees so that they should not leave the organization and that attraction is to create the path of their career growth being in that organization. The career path includes the skills and knowledge development programmes organized by the firm for the employees and Performance Management through Learning & Development that is to coach and train the talent in order to make them future leaders. Further they should be adequately compensated according to their abilities and output, so that their attraction towards the organization can be maintained through proper Compensation & Benefit Management means to compensate the employees for their performance through an effective compensation policy so that they could be retained for long term with the organization.

**Relation between Talent Recognition/ Management and Industrial Harmony:**

It is the duty of each manager of every department in an organization providing direction for growth to the employees of an organization by recognizing their talent and providing them appropriate and favourable environment to utilize their talent for accomplishment of organizational goal as well as personal development of the individual employee. In such type of environment the affected employee or employees shall be happy and devoted to their work as well as they shall always try to maintain such environment by doing themselves the same activity of recognizing the talent of their own subordinates and managing their talent by providing them work according to their abilities, capacities, interest which they shall do with pleasure. If all the managers make this as a part of their duties and responsibilities and maintain these practices everywhere in their organization. This will create a congenial work environment, job satisfaction consequently makes the employees and their bosses satisfied with their performance. The satisfaction of both parts i.e. bosses and subordinate employees will make the industrial relations better and bring the industrial harmony in the organization.
This is a chained process of activities in which further betterment of every step of the process is based on the way and quality of every previous step e.g.

**Step -1** The managers of each department recognize the talent of their subordinate.

**Step -2** Every employee is assigned task according to his abilities, capacities and interest. **Step -3** Every employee performs his task with his full zeal and capacity and give his best output.

**Step -4** Quantities and quality of production will be better.

**Step -5** Bosses will be satisfied with performance of their subordinates.

**Step -6** Bosses shall recommend better increments and further promotions of their subordinate employees based on their better performance.

**Step -7** Relations between bosses and subordinates shall be better.

**Step -8** Due to better relations between bosses and subordinate employees there will be peaceful work environment.

**Step -9** Employees and employer both shall feel comfortable and happy with each other.

**Step -10** There will be mutual trust amongst employee and employer.

**Step -11** Peaceful relations will be helpful in maintaining industrial harmony.

In this way the act of talent recognition and talent management done by the managers creates a perception amongst the people about organizational culture and climate and the same is being further conveyed to other employees and other stakeholders of the organization.

Every individual has some talent but many times that talent remain inherent and due to certain unfavourable circumstances or lack of awareness the employees are bound to work against their capabilities and interest. For example a person is with better communication and presentation skills and having interest in public dealings and interaction but they are assigned clerical job in the office whereas such type of abilities are required for the people working in sales and marketing and opposite to that those who are weak in communication, public dealings and interaction are assigned the task of marketing and sales. Consequently, at both parts the performance remains poor and failure in accomplishment of organizational objectives, this makes the bosses dissatisfied with performance of subordinate employees as well as the
employees are dissatisfied with the job assigned to them, so both the parts there is dissatisfaction and mutual distrust.

These situations become the causes of conflicts and the management does not give adequate increment or promotions to the employees due to their poor performance. Giving less increments or no increments makes the employees unhappy. Unhappy employees lose their interest from the work and the situation deteriorates gradually. The small grievances arising between employee and employers due to poor performance by employees and poor increments by employer become the cause of conflict and take the shape of industrial dispute and disharmony.

Keeping in view the above, the talent recognition and management is the key to create a perception of caring employer or organization amongst the employees makes them loyal to the organization as well as keeps motivated for applying their full efforts in order to give optimum output by performing the given task. The employee’s devotion and better performance makes the employer happy and satisfied and talent recognition makes the employees satisfied and when both are satisfied the disputes will be settled and industrial harmony will exist.

Recognition of talent and talent management leads to better performance and production and bring the Industrial Harmony. In support of this fact the scholar has also referred certain occurrences occurred in the past as well as the views of present experts and practical practices prevailing in current in various industries. In this connection major term is Industrial Relation which is the mother of industrial harmony or disharmony and term talent recognition is the one of major factors for maintaining harmonious industrial relations in the industries.

**Industrial Relations:**
As a commonly prevailing concept the Industrial Relations appear to be a fire-fighting function in the industries. The man of industrial Relations comes to full play only when any crisis erupts. This is so much the case that some Industrial Relations men are actually known to have stoked the fire to reinforce their own relevance to organization. The scenario relating to Industrial
Relations is a mixed one, sparks between enlightened managers and motivated workforce coexists with large scale violence leading to destruction and closures. But the scenario must change. Unionization, Job Security, Protective Legislation, and other measures are losing their relevance. The catch words now are productivity, competitiveness, downsizing and union free plans.

Essentially, Industrial Relations concerned with the relationship between management and workers and the role of regulatory mechanism in resolving any industrial dispute. A formal definition is, “concerned with the system rules and procedures used by unions employment, to protect the interests of the employed and their employers, and regulate the ways in which employers treat their employees”. Precisely the Industrial Relations cover the following areas:

(i) Non-Statutory Machinery for dispute settlement : Workers’ Participation in Management, Collective Bargaining, Grievance Procedure, Tripartite Bodies, Code of Discipline etc.

(ii) Role of management, union, community and government.

(iii) Statutory Machinery for dispute settlement : Works Committee, Conciliation officer, Board Of Conciliation, Court of Enquiry, Voluntary Arbitration, Adjudication (Labour Courts, Industrial Tribunals, National Tribunal), Welfare Officer as preventive measures under Factory Act,1948, Standing Orders, Central and State Industrial Relations Machinery, Other Preventive Measures for resolution of Industrial Disputes as per Industrial Dispute Act, 1947.

(iv) Individual grievances and disciplinary policies.

(v) Labour Legislations.

(vi) Industrial Relations Training.

The Industrial Relations is the key for increased productivity in industrial establishment. For example, at the Alwar plant of Eicher Tractors, productivity went higher side from 32 per cent to 38 per cent during the period from 1994 to 1997; the production of Engine Cylinders had gone up from 29390 in the year 1995-96 to 32501 in the year 1996-97. This enhancement had been possible only due to harmonious industrial relations. It has moral dimensions too. It’s unethical on the part of any management to take advantage of the helplessness of workers and exploit
them. Unemployment compels workers – particularly illiterate and unskilled workers to accept jobs, inhuman and unfavourable working conditions and low rate of wages.

The term Industrial Relation can be defined as relationship between employee and employee, employer and employer, employee and employer or in other words the relationship between workers and management, workers and workers in connection with employment and related activities.

“Industrial Relations” pose one of the most delicate and complex problems to modern industrial society. As the continuous improvements are taking place, organizations are growing and prospering day by day, similarly the employees working therein. The wages and salary of people are increasing, working conditions are improved due to technological advancement and innovations, the management of the organizations have adopted the new technology in order to compete the market which has made the life of people at work quite comfortable and prosperous. The living standard of the employees working in various organizations of different industries has also improved. The people are now educated and awakened rather than uneducated and unaware as they were in olden days. Now they have ample of opportunities to choose and work according to their likings and benefits. There are more options of employee mobility due to increased employment opportunities. Career patterns have changed large sections of employees who have been constrained to leave their farms to become wage earners or salary earners in urban areas under trying conditions of work. They used to be kept as ignorant and drenched poverty, vast masses of men and women along with their children have migrated to few urban areas. The organizations in which they are employed have ceased to be individually owned and have become corporate enterprises. At the same time, however, a progressive, status dominated secondary ground oriented, universalistic, aspirants and sophisticated class of workers has come into existence. They have their own trade unions which empowered them with the strength of bargaining power which enables them to give tough fight to their employers to let them avail their rights in the prospering industrial society of developed industrial conditions. The government has also entered into the relations and played a significant role in establishing Harmonious Relations between the employees and employers. First of all the Government itself has become the employer of the millions of industrial workers and beside that it has enacted the vast body of legislation known as Labour legislations in order to ensure that the rights of private industrial workers are not infringed or violated and they are sufficiently safeguarded. Besides
rapid changes have taken place in the techniques and methods of production. Long established job are no more in existence and new employment opportunities have taken birth which call for different types of patterns of experience and technical education and dexterities.

Therefore, the relationship prevailing between the labour and employer has become more complex than they were in the past and have been give a sharp edge because of wide spread labour unrest. In the circumstances a clear understanding of the factors which make for this unrest and which are likely to eliminate it would be a rewarding experience for anyone who is interested in Industrial Harmony.

Industrial relations do not constitute a simple relationship, but these are the set of functional complexities which are interdependent to each other. These are involving historical backgrounds, economical conditions, social circumstances, psychological state of people, demographic, technological, occupational, political, legal and other variables as well as call for interdisciplinary approach to their study.

Modern industrialization is not an unmixed blessing. It has tended to create yawning gulf between management and labour because of absence of workers’ ownership over the means of production. The present large scale enterprise results in the concentration of economic power compelling the workers to realize the truth of the often mentioned phrase “united we stand divided we fall.” It gave an incentive to workers as to realize the significance of freedom of association and collective bargaining to protect their legitimate rights. On the other hand employers suppressed the demands of workers. This has led to labour unrest and frictions between the interest of employer and employees. Industrial unrest reflects “the failure of basic human urges a motivation to secure adequate satisfaction or expression which ultimately burst forth in the form of industrial dispute.” Strikes, lockouts, go-slow tactics, increased absenteeism and labour turnover are some of the reflections of labour unrest which require proper diagnosis for creating conditions for industrial peace and prosperity. Industrial unrest is sympathetic to a disease that demands cure and prevention rather than suppression. Better production and distribution is possible only in the atmosphere of peace and industrial dispute to realize the social justice and welfare of masses. If social justice is to be achieved, harmonious relationship between management and employers is a must.
The relationship between employer and employee or trade union is called the industrial relations. Harmonious relationship is necessary for both i.e. employers and employees to safeguard the interest of both the parties of production. In order to maintain good relationship with the employees, the main function of every organization should be to avoid any dispute with them or settle it as early as possible so as to ensure industrial peace and higher productivity. Industrial peace is the synonyms of Industrial Harmony. Personnel Management is mainly concerned with the human relations in the industry because the main theme of Personnel Management is to get the work done by the human power and it fails in its objective if good industrial relations are not maintained. In other words the good industrial relations mean industrial peace which is necessary for better and higher production. There are several factors which affects the industrial peace or industrial harmony such as:-

1. **Working conditions prevailing at workplace:** The good working conditions at workplace will always keep the workers comfortable and the workers will feel happy and consequently work with full zeal and enthusiasm which will result into better output of production qualitatively as well as quantitatively. The better working conditions shall keep the employees emotionally attached with the organization and absenteeism and manpower turnover will be low and the production will never get adversely affected. The business and profitability of the company will be increasing regularly. Thus the management will be happy with the workers and they will be given adequate increments and promotion time to time and these are the main reasons of industrial disharmony. So the better working conditions will always helpful in maintaining Industrial Harmony.

2. **Behaviour of Managerial and Supervisory Staff with subordinates:** Every human being irrespective of his/ her lever in the organization needs to be treated with due regards and respect. It has been experienced in the past in several industries that the managerial or the supervisory staff does not behave respectfully with the workers or subordinate employees and that becomes the cause bitterness of relationships between them which spoils the harmony of relations and disharmonious relations takes place in
the organization. Thus the behavior of superior staff is a significant factor to maintain the Industrial Harmony.

3. **Management’s support and attitude towards workers:** The relations between management and the employees or workers goes bad when the attitude of the management becomes negative and non-supportive towards the workers/employees of the organization and harmony of the entire industry gets affected adversely.

4. **Compensations and Benefits:** Compensation and benefits is such a factor which affects the relationship and harmony of industries very sharply. The adequate and appropriate compensation paid to the employees of the organization makes them loyal to the organization and if the compensation and benefits are not paid to the workers according to their work and production output that will lead to disharmony of the relationships between the employee and the employers.

5. **Human Resources Management Policies:** The policies related to Human Resources sometimes plays the role of bone of contention between the workers and management when these made against the workers/employees or not suitable to them.

6. **Conditions Employees/ Workers Welfares:** Workers/employees welfare conditions within the organization also play a significant role in maintaining the Industrial Harmony. The good welfare conditions bring the peaceful relations and bad welfare conditions become the cause of industrial unrest and disharmonious relationships.

7. **Payment of wages/ salary on time:** This is universal fact that money is biggest need of every human being to pull his/her cart of the life and that is why the people joins any organization to work and earn money. Thus the payment of salary or wages to the employees or workers should be made on the stipulated date. Delay in payment of salary or wages to employees or workers makes them uncomfortable because they are not able to meet their routine requirements of the daily life without money and that becomes a cause of bitter relations and Industrial Disharmony.
8. **Regular performance appraisal of employees and reward system:** It has been experienced in the industry that most of the people feels that they are doing a lot of work but they are not being paid adequately according to what they contribute to the organization. This concept usually mislead the employees of an organizations, so this is essential to conduct regular performance appraisal of every employee periodically and they should come to know about their contribution to the organization and accordingly they should be compensated. Their mid should be clear about what they perform and what they get as a compensation is justified. The better performers should be motivated to maintain the same and the poor performers be provided training to enhance their performance and motivated.

9. **Regular increments and promotions of the employees working with an organization:**
As the time passes the rates of essential commodities increases as well as other domestic needs of the people usually increase which can be met only by the money, so every employee/ workers look forward next increment in his salary/ wages, if he or she does not get the same that will make the person unhappy which will also affect adversely on other co-workers and gradually the relations between management and workers will also get adversely affected.

10. **Employees’ performance enhancement measures through training and development programmes:** There are several employees in each organization those who wants to do their best for the organization but due to lack of knowledge and skill they are not able to do that in such cases the management should organize training programme of workshops for such type of employees and enhance their knowledge and skills and they will be able to perform in the way how they are willing which will make them to feel indebted to the management, their loyalty towards the management and the organization will increase.
This will also affect positively of other co-workers and consequently the relationship between employee and employers will be harmonious.

11. **Talent recognition and management:** Many people have different abilities which are not even known to themselves but needs to be explored by providing them opportunities of working which the responsibility of every Functional Manager of every field. The persons who get the work to do according to his interest and abilities they will always perform better and give his cent percent result in favour of the organization as well as feel indebted to the organization that they were given an opportunity to know their abilities and work accordingly they will never let the relations go bitter between themselves and the management. Opposite to the same if the people are wrongly placed at work against their abilities and interest they shall fail to perform, the production will be poor qualitatively and quantitatively which will make the management unhappy resulting into bitter relationship leading to disharmonious relationship.

All the above mentioned factors are significant to maintain the industrial peace or harmony but the talent recognition and management can play a pivotal role in maintaining the harmony of industrial relations. The root of all causes of the bitterness to relationships between management and the workers is the quality and quantity of production and if the root cause analysis is done of the bad quality and low quantity of production root cause will be found that faulty recognition of talent and placement of wrong talent at wrong place. Thus the talent recognition is very significant factor which may be helpful to eradicate all other reasons of industrial disharmony if the talent recognition is done properly and regularly.
PROBLEM STATEMENT

Most of the organizations today are facing a common problem of employee turnover and their attrition rate is increasing every year in spite of the employees are being paid adequately and several times the employees themselves admit this fact that they are/ were being paid handsome amount of salary and other benefits but still the employee could not stay with their organizations or could not be retained by the organizations. Although, it is a fact that everyone works for earning money and seek a handsome amount of salary, yet this is also true that everyone has his/ her own taste in respect of the work which one wishes to do as well as everyone has some talent inherent within him/ her which one wants to utilize. The problem before exists when a person does not get the opportunity to utilize his/ her talent and satisfy his/ her own desire in connection with a work which is loved by a person. However, due to certain circumstances or attraction of handsome salary and other benefits many people accept to do the work allotted to them irrespective of their abilities and interest according to the task, but after sometimes the boredom arises related to the job which has to be performed by the person but he neither has the ability to do that work nor interested to continue the same and despite handsome pay package people leave their job because of being a “square peg in round hole” which is the main problem prevailing with every organization. The talents inherent within a person is neither being tried to recognize nor managed properly which becomes the cause of poor performance, employer as well as employees’ dissatisfaction with each other. The employers curtail the increments and other benefits of employees due to low performance and consequently relations between employers – employee goes bitter which later on becomes the cause of industrial dispute and industrial disharmony which affects adversely on the productivity, profitability and ultimately national economy as well. The root cause is lack of talent recognition and talent management in a proper manner which makes the human resources as dissatisfied and wastage of other resources causing loss to the employee and employer both, bad industrial relations and spoiling industrial harmony. If this problem of the recognizing the talent of every employee in every organization is addressed properly the industrial harmony can be maintained through talent recognition process. Now-a-days the labour unrest or strikes are increasing day by day in the industries which are affecting the present scenarios of automobile industries as well as industrial growth and economic development of the country.
Though scholastic attempts have been made to study the employee’s perception and practices regarding the talent recognition for maintaining the industrial harmony, there seems to be a tendency to follow the marks of previous researches focused on unfair practices adopted by the organization which resulted into the unrest in various organizations. The scholar intends to target these organizations which fail in maintaining the good industrial harmony due to various factors.
OBJECTIVES OF THE RESEARCH

• To study the factors affecting for maintaining good industrial harmony.

• To discuss prevailing practices and perception at work place for maintaining industrial harmony.

• To examine the different Statutory and Non-statutory machinery used for maintaining the industrial harmony.
SCOPE OF THE STUDY

The findings of the study carried out for this research work will be of great benefits for the Indian industries of Public and private Sectors by highlighting the significance and benefits of talent recognition, industrial relation and harmonious relationship across the country. This study will not only be helpful in the reducing industrial disputes and establishing industrial harmony in Indian industries but it will also be helpful at global level.

The study will be helpful for employees working in various industries at all level to provide them the opportunities for proper utilization of their inherent talents and abilities and keep them satisfied with their job assigned to them. The study has explored the opinions of the people from various angles and compared the difference of opinions but ultimately the significance has been emphasized by all for talent recognition and management. It would make the people satisfied and happy at their workplaces. It would help to reduce manpower turnover, workplace grievances and improve the quality of production. The study shall be helpful for reducing rejection, rework and save the time and energy as well as customers’ delight.

The enhancement in business, profitability, employees increments and promotions, good employee – employer relationship and establish industrial peace which will increase the profits and ultimately helpful in National Economic Growth. It will be an eye opener to the industrial employers and let them understand the significance of talent recognition, talent management linked with productivity and industrial harmony and their impacts on the entire industry in terms of business profitability as well as further growth of the business and contribution in the national economic growth. It will help the employers to decide about the right man at right place as well as fix their compensation according to their talent, contribution and output.

Industrial harmony and talent recognition are the most emergent and important field in the present business scenarios of automobile market, Industrial harmony is the basic requirement of organization for its survival and retention in the market and talent recognition may be used as strategic tool for maintaining the industrial harmony. The proposed study intends to target the factors affecting the industrial harmony on the basis of self experience in different organizations,
former scholars' researches and capture their views about the subject of the study and their performance as well as overall effectiveness.

The study will also helpful to the government in policy formulation for human capital development through talent recognition and talent management.

The study will also open the door for further research and will be helpful to new researchers to empower their qualitative research in future.

Further this study will also be beneficial for the society in the way that through the results and report of this research study an awakening amongst the people of the society will exist and they will understand the importance of talent recognition and its proper management and utilization. The proper management of talent and utilization of abilities according to individuals’ interest and capacity that keeps him satisfied with his job which will reduce the employee turnover and unemployment and other associated social problems.

The providing proper opportunities to the people according to their talents will also decrease migration of talented people from our country to other developed countries and if that migration of talent is stopped and used in the own country certainly that would be helpful in the growth of the nation technologically and economically.