

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Volume 10 Number 1

January 2018

CONTENTS

Editorial Note

Empirical Study of Affordability and Viewing in Indian Films 774
G. Dhananjayan Prof. Dr. R. K. Srivastava

**Dynamics of Turmeric Cultivation in
Belgavi District of Karnataka State** 782
Shri Appasab Gopal Madar

Engagement Strategies of Employees in the Retail Sector in Mumbai 786
Shirley Pillai

Mutual Funds : An Investment Avenue in India 793
Patricia Lemos

**Employee Segmentation Strategies and
Talent Management Practices in I. T. Industry, Chennai** 804
Renjith Krishnan K. Dr. Alka Kalra

CASE STUDY 811
Air India - Change of Direction
Dr. Dinesh Kapadia Dr. Sriniv R. Srinivasan

BOOK REVIEW 816
GST Law Guide
CA Girish Samant



**Chhatrapati Shahu Institute of Business
Education and Research (CSIBER)**

(An Autonomous Institute)

University Road, Kolhapur- 416 004 Maharashtra State, India.

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

ISSN 0974-763X

(An International Peer Reviewed Research Journal)

Published By

Chhatrapati Shahu Institute of Business Education and Research (CSIBER)
University Road, Kolhapur – 416 004, Maharashtra, India

Ph: 91-231-2535706/07 Fax: 91-231-2535708 Website: www.siberindia.co.in

Email: sajmr@siberindia.co.in, sibersajmr@gmail.com



- Patron
Late Dr. A. D. Shinde

- Editor
Dr. C. S. Kale
CSIBER, Kolhapur, India

- Editorial Board Members
Dr. Francisco J. L. S. Diniz
CETRAD, Portugal

- Dr. R. A. Shinde**
CSIBER, Kolhapur, India

- Dr. Paul B. Carr**
Regent University, USA

- Dr. M. M. Ali**
Director, CSIBER, Kolhapur, India

- Dr. R. V. Kulkarni**
CSIBER, Kolhapur, India

- Dr. Babu Thomas**
St. Aloysius Inst. Of Mgt. & IT, Mangalore, India

- Dr. K. Lal Das**
RSSW, Hyderabad, India

- Dr. M. Nand Kumar**
Goa University, Goa

- Dr. Gary Owens**
CERAR, Australia

- Dr. P.R. Puranik**
NMU, Jalgaon, India

- Dr. Babu Zachariah**
SIBER, Kolhapur, India

- Dr. Rajendra Nargundkar**
IFIM, Bangalore, India

- Dr. Yogesh B. Patil**
Symboisis Inst. of International Business, Pune, India

- Dr. R. M. Bhajracharya**
Kathmandu University, Nepal

- Dr. R. L. Hyderabad**
Karnataka University, India

- Dr. K. Pradeepkumar**
SIBER, Kolhapur,

- Dr. K. V. M. Varambally**
Manipal Inst. of Management, India

- Dr. B. U. Dhandra**
Gulbarga University, India

- Academic Assistance
Mr. V. Ravi Kishore Kumar
CSIBER, Kolhapur

Editorial Note

The Indian film industry is multi-lingual. Films are produced in more than 14 languages every year which is the primary reason for India being the largest producer of films in the world. The first article tries to find out whether the affordability influences the preference of consumers to watch new films along with family and friends in theatres and provide possible solutions to mitigate the situation.

Turmeric is an important commercial crop providing substantial income to the farmers in Belgavi district. The second article discusses the changing scenario of turmeric cultivation in Belgavi District of Karnataka State.

The third article highlights the strategies of talent engagement activities and their impact on employee retention and effectiveness of its execution in the retail sector in Mumbai region.

The fourth article is dealing with the working of mutual fund, the reasons for growth in mutual funds along with the Compounded annual growth rate of Mutual fund Asset Management Company.

The fifth article deals with employee segmentation strategies and talent management practices in I.T. Industry in Chennai

Case study on “Air India Change of Direction” discusses the various aspects of Merger of Air India and Indian Airlines.

At the end we have a book review on “G.S.T. Law Guide”. The reviewer presents detailed highlights of each chapter. It is very helpful to all the students and researchers .

Dr. C. S. Kale

Editor

Employee Segmentation Strategies And Talent Management Practices In I.T. Industry, Chennai

Renjith Krishnan K.
Research Scholar,
Banasthali University, Jaipur.

Dr. Alka Kalra
Adjunct Faculty, Banasthali University, Jaipur
Director, EDUSCAN, Abudhabhi, UAE.

Abstract

Even though organizations are aware of the need for human talents, they are ignoring it all these years without giving complete outlook. To deal with this changing world, it is essential for the organizations to build sufficient and apt plans and put in efforts to get the best pool of available talents and also to nurture and keep the existing talents. Some authors favor exclusive segmentation for delivering Talent management practices but some researchers and practitioners favor inclusive segmentation. This study focus on frequency of Talent Management practices and Talent Management practices used in exclusive segmentation. The results indicate that there is no significant association between strategies adopted for delivering talent management practices and frequency of delivery of talent management practices. But the study shows that there is an association between strategies adopted for delivering talent management practices and frequency of delivery of mentoring and buddying.

Key Words : Talent Management, Talent Segmentation, Critical employees

1.0 Introduction

Today finding and managing talent is more complex and challenging than ever before. New markets are opening up and new ways of working are emerging. For talent management to be effective, what is essential is to hire employees who seem to be the best fit in the organization. Organizations are taking steps to manage talent effectively and also to develop their own employer brand. These brands simplify decision-making and communicate the value they generate for their customers. Likewise, employees also identify themselves with certain organizations particularly in the light of

anticipated labor shortage. Organizations that formally decide to manage their talent undertake a strategic analysis of their existing HR processes. There is a remarkable change in human resources in the last decades and the reasons behind are the changes in technology and global business environment. Thus, the present research is made to study the employee segmentation and talent management practices in IT industry in Chennai.

Talent Management

According to Lockwood (2006, p.1) Talent Management is the primary driver for organizational success and Capelli (2008, p.1) tries to defines that

"Talent Management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it". Perrine (2003) concluded that magnetizing, picking, involving, developing and holding employees were the major focuses of talent management. For companies to get a competitive advantage, the demand for human capital would continue to take talent management.

Talent Segmentation

Talent segmentation is the decision science (Ramstad & Bourdeau, 2004) and a strategic approach (Nalbantian and Ferracone, 2007) for managing Human Capital, which helps in knowing where to invest money, where to outsource, where to contract, where to tailor target oriented HR programs and where to engage the talent and how to align HR practices with business strategy. Blass' research (2007, p.3) also point out that "organizations seek to map individuals across the organization in terms of performance and potential, and it is those who are identified as high performers with high potential who are most often the focus of Talent Management".

Critical employees

Core employees/Critical employees are those whose skills and knowledge are a source of competitive value to the organization or strategic value to the organization and their knowledge, skills and attributes are irreplaceable. (Lepak and Snell (1999) indicated that the core

employees were of higher value because of their skills and uniqueness, in contrast to the secondary employees. In this view, the core employees composed the actual human capital of the organisation. They also stated that organisations should use HR practices that intended at encouraging commitment of talented employees and at making stable, organisation-focused employment relationships. This indicated long-term involvement of and investment in talented employees by ways of allowing participation in decision making, mentoring and career development.

2.0. Research Methodology Adopted

Chennai city is chosen for the present study. The 60 HR managers of IT companies are selected for the present study by using random sampling method and the data are gathered from them through structured questionnaire. To study the strategies adopted for delivering talent management practices and frequency of Talent Management Practices, the Chi Square test is applied.

3.0 Results and Discussion

3.1. Frequency of delivery of talent management practices

The frequency of delivery of talent management practices were analysed and the results are presented as below.

Table 1. Frequency of Delivery of Talent Management Practices

S.No.	Talent Management Practices	Frequently	Occasionally	Sometimes	Rarely	Not Used	Total
1.	In house development programmes	15 (25.00)	12 (20.00)	10 (16.67)	13 (21.66)	10 (16.67)	60 (100.00)
2.	Coaching	12 (20.00)	14 (23.33)	25 (41.67)	1 (1.67)	8 (13.33)	60 (100.00)
3.	Succession planning	15 (25.00)	12 (20.00)	13 (21.67)	11 (18.33)	9 (15.00)	60 (100.00)
4.	Mentoring and buddying	16 (26.66)	13 (21.67)	13 (21.67)	7 (11.67)	11 (18.33)	60 (100.00)
5.	Cross functional project assignments	10 (16.67)	16 (26.67)	11 (18.33)	14 (23.33)	9 (15.00)	60 (100.00)
6.	High potential development schemes	17 (28.34)	14 (23.33)	11 (18.33)	10 (16.67)	8 (13.33)	60 (100.00)
7.	Graduate development programmes	12 (20.00)	16 (26.67)	11 (18.33)	13 (21.67)	8 (13.33)	60 (100.00)
8.	Courses at external institutions	12 (20.00)	13 (21.67)	18 (30.00)	10 (16.67)	7 (11.66)	60 (100.00)
9.	Internal	14	13	17	10	6	60

Source: Primary Data

The Figures in the parentheses are per cent to total

3.2. Strategies Adopted for Delivering Talent Management Practices and Frequency of Delivery of Talent Management Practices

To study the association between strategies adopted for delivering talent management practices and frequency of delivery of talent management practices, the Chi Square test is employed and the results are presented in Table 2.

Table 2. Strategies Adopted for Delivering Talent Management Practices and Frequency of Delivery of Talent Management Practices- Chi Square Test

Sl.No.	Particulars	df	Chi-Square Value	Sig
1.	Strategies adopted for delivering talent management practices and frequency of delivery of in house development programmes	4	8.911	.063
2.	Strategies adopted for delivering talent management practices and frequency of delivery coaching	4	4.024	.403
3.	Strategies adopted for delivering talent management practices and frequency of delivery of succession planning	4	4.066	.397
4.	Strategies adopted for delivering talent management practices and frequency of delivery of mentoring and buddying	4	.084	.999
5.	Strategies adopted for delivering talent management practices and frequency of delivery of cross functional project assignments	4	6.025	.197
6.	Strategies adopted for delivering talent management practices and frequency of delivery of high potential development schemes	4	3.948	.413
7.	Strategies adopted for delivering talent management practices and frequency of delivery of graduate development programmes	4	7.165	.127

8.	Strategies adopted for delivering talent management practices and frequency of delivery of courses at external institutions	4	4.424	.352
9.	Strategies adopted for delivering talent management practices and frequency of delivery of internal secondments	4	3.297	.509
10.	Strategies adopted for delivering talent management practices and frequency of delivery of assessment centres	4	5.844	.211
11.	Strategies adopted for delivering talent management practices and frequency of delivery of 360-degree feedback	4	2.448	.654
12.	Strategies adopted for delivering talent management practices and frequency of delivery of job rotation and shadowing	4	1.523	.822
13.	Strategies adopted for delivering talent management practices and frequency of delivery of development centers	4	1.955	.744
14.	Strategies adopted for delivering talent management practices and frequency of delivery of action learning sets	4	6.431	.169
15.	Strategies adopted for delivering talent management practices and frequency of delivery of external secondments	4	7.640	.106

Source: Primary Data

The Chi-Square values are not statistically significant indicating that there is no significant association between strategies adopted for delivering talent management practices and frequency of delivery of talent management practices. The study shows that there is an association between strategies adopted for delivering talent management practices and frequency of delivery of mentoring and buddying.

3.3. Talent management practices used for employees in exclusive segmentation

The talent management practices used for employees in exclusive segmentation were analysed and the results are presented in Table 3.

Table 3. Talent Management Practices Used for Employees in Exclusive Segmentation

Sl.No.	Talent Management Practices	Critical Employees	High Performers	High Potentials	Top Level Employees	Total
1.	In house development programmes	7 (30.44)	11 (47.83)	5 (21.74)	-	23 (100.00)
2.	Coaching	5 (21.74)	8 (34.78)	10 (43.48)	-	23 (100.00)
3.	Succession planning	3 (13.04)	6 (26.09)	12 (52.17)	2 (8.70)	23 (100.00)
4.	Mentoring and buddying	7 (30.44)	3 (13.04)	13 (56.52)	-	23 (100.00)
5.	Cross functional project assignments	7 (30.44)	4 (17.39)	3 (13.04)	9 (39.13)	23 (100.00)
6.	High potential development schemes	6 (26.09)	9 (39.13)	3 (13.04)	5 (21.74)	23 (100.00)
7.	Graduate development programmes	8 (34.78)	4 (17.39)	11 (47.83)	-	23 (100.00)
8.	Courses at external institutions	6 (26.09)	10 (43.47)	7 (30.44)	-	23 (100.00)
9.	Internal secondments	6 (26.09)	7 (30.43)	5 (21.74)	5 (21.74)	23 (100.00)
10.	Assessment centres	7 (30.43)	6 (26.09)	4 (17.39)	6 (26.09)	23 (100.00)

11.	360-degree feedback	9 (39.13)	5 (21.74)	6 (26.09)	3 (13.04)	23 (100.00)
12.	Job rotation and shadowing	7 (30.43)	5 (21.74)	6 (26.09)	5 (21.74)	23 (100.00)
13.	Development centers	6 (26.09)	7 (30.43)	10 (43.48)	-	23 (100.00)
14.	Action learning sets	8 (34.78)	4 (17.39)	9 (39.13)	2 (8.70)	23 (100.00)
15.	External secondments	7 (30.43)	9 (39.13)	6 (26.09)	1 (4.35)	23 (100.00)

Source: Primary Data

The Figures in the parentheses are per cent to total

4.0 Findings

The results indicate that there is no significant difference between strategies adopted for delivering talent management practices and frequency of Talent Management Practices. The study shows that there is no significant association between strategies adopted for delivering talent management practices and frequency of delivery of talent management practices is accepted. But there is an association between strategies adopted for delivering talent management practices and frequency of delivery of mentoring and buddying.

References

1. Blass, E. (2007). *Talent Management: Maximising Talent For Future Performance*. London, UK:Chartered Management Institute.
2. Boudreau, J. W. & Ramstad, P. M. (2004), *Talent Segmentation: The Logic and Power*

of Differentiating Human Capital. Working Paper #G04-18. Center for Effective Organizations, University of Southern California. Los Angeles.

3. Cappelli, P. (2008). *Talent Management For The Twenty-First Century*. Harvard Business Review, March, 1-9.
4. Lepak, D.P. and Snell, S.A., (1999), "The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development", *Academy of Management Review*, Vol.24, pp.31-48.
5. Lockwood, N. R. (2006). *Talent Management: Driver For Organizational Success*. HR Magazine, 51(6), 1-11.
6. Nalbantian, H.R. and Ferracone R.A. (2007), "Beyond 'One Size Fits All': Driving Business Performance Through Talent Segmentation." Mercer Human Resource Consulting. www.mercerHR.com