

Impact of Talent Management on Interpersonal relationship of Textile shops employees in Puducherry

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Abstract

Human resource management of employee aptitude, competency, and potential is known as talent management. It is extremely effective in attracting, motivating, developing, and maintaining high employee performance. It is primarily intended to motivate, perform, and retain personnel in order to improve performance. The Textile shops are highly competitive in the market. It gives many employment opportunities. Textile shops are large in number in Puducherry. The purpose of the article is to find out the talent management of employees in Textile shops. Various states' textiles are available in Puducherry. The study was undertaken in Textile shops of Puducherry with the sample of 50 respondents who are in the designation of salesperson, Manager, co-ordinator and Marketing Executives. The data have been collected through a questionnaire which was later evaluated using SPSS 21 (Statistical Package for social Science) to validate the conceptual framework. The article also tries to find out the relationship between the demographic variables and components of Talent Management. The correlation among the various components of Talent Management has been computed. Tools such as t-test, interse correlation and Multiple Regression have been used.

Key words: components of Textile shops, Talent Management, demographic variables.

Talent Management

The ability of a business to recruit, retain, and generate the most qualified people available on the job market is referred to as talent management. Revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization are all areas where talent constantly uncovers gains. When someone has good skills, knowledge, cognitive ability, and the potential to succeed, they have good talent management. The systematic attraction, identification, development, engagement/retention, and deployment of those individuals who are of particular value to an organisation, either because of their 'high potential' for the future or because they are fulfilling business/operational critical roles' is referred to as talent management.

People in the workforce must also learn talent management, which is a vital and necessary skill. Finding good and skilled employees is not difficult; but, ensuring that they desire to stay with the same organisation is a struggle. Businesses want someone who has so much talent and is so good at what they do, to stay and work there indefinitely. However, the majority of those people are not content with their current position and actively seek out new chances.

Textile shops

Textile shops in India are diverse, with products ranging from traditional handloom, handicrafts, wool and silk products to the organised textile industry. Spinning, weaving, processing, apparel, and garment manufacturing are all part of the organised textile industry, which is defined by the employment of capital-intensive technology for mass production of textile products. Though garment manufacturing is a large part of the textile business, many people are employed in developing new trends and marketing them for manufacture. Clothing designers and producers frequently travel throughout the world in search of the perfect fabric for their designs. Textile retailing is the sale of textile goods or merchandise, usually for personal or domestic use, from a permanent site or in conjunction with related services. Textile retailers are individuals or businesses who buy large quantities of textile products from manufacturers or importers directly or through a wholesaler, then sell individual product items or small quantities to the general public in shops or stores. Textile whole selling and retailing are phrases that are intimately related with the textile industry's business element. Textile wholesaling is the practise of selling textile items or merchandise to retailers, commercial, institutional, or other professional business users, as well as other textile wholesalers. Wholesalers frequently physically assemble, sort, and grade large quantities of products, then break the bulk, repack, and redistribute them in smaller numbers.

Review of Literature

Swamy Dos and Selvakumar¹ suggested that the textile sector meets one of people's most fundamental necessities and is critical to maintaining long-term growth in order to improve quality of life. It occupies a unique position as a self-sufficient industry, from raw material production through final product delivery, with significant value added at each stage of processing. It makes a significant contribution to the economy of the country.

Sethuram and Jayasathya² concluded that the textile industry in India is quite complicated. Hand spinning, handloom, and powerloom are on one end of the spectrum, while a highly sophisticated capital intensive and high speed manufacturing activity is on the other. Between the two extreme phases, the industry produced a staging range of fabrics, fascinating dress material and floor covering made up and textile spinning. Cotton is the most common raw material used in Indian textiles, accounting for 70% of total consumption.

Shruti Ashok Naik³ revealed that the Talent Management strategies, businesses are pursuing high performance and improved results. They are taking a holistic approach to talent management, from recruiting and selecting carefully, to retaining and developing leaders, to placing people in positions of best effect.

Hossam Korany Ahmed⁴ found in the context of globalisation, all organisations, regardless of country, face a difficulty in managing personnel. Furthermore, the fear of a skill shortage is practically ubiquitous. Organizations all over the world are vying for the same talent pool. This is regarded as a worldwide talent market.

Puja Sareen⁵ explored that the entire organisational performance is positively related to talent management. However, the techniques have a limited impact on performance. Employees believe that firms may improve their learning and development activities, as well as their retention methods, in order to increase talent management, as well as performance and productivity. And if the organisations are successful in doing so, their organisational performance will inevitably improve and become better than it is now.

Objectives of the study

1. To gain knowledge about Talent Management in Textile shops.
2. To identify the major factors influencing Talent Management of employees in co-operative shops and private shops.
3. To explore the relationship among the five components are Work Environment, Employee Remuneration/Incentives, Employee Motivation, Employee Interpersonal Relations, Employees Welfare Facilities.
4. To determine if the demographic variables of the study have any relationship with Talent Management.
5. To find out the impact of Talent management on work related variables.

Hypotheses

H₀₁: There is no significant difference between opinion of co operative and Private sector employees.

H₀₂: There is no interse correlation among the five components of the study.

H₀₃: Demographic variables do not have an influence on Talent management.

H₀₄: There is no impact of Talent management on work related variables.

Research Methodology

A sample of 65 employees of Textile shops were approached as part of study. After scrutiny of the questionnaire, 15 were found to be incomplete and were rejected. Ultimately 50 questionnaires were taken up for the study.

Table 1: Profile of the respondents

Demographic variables		No. of respondents	Percentage respondents	of
Gender	Male	22	44%	
	Female	28	56%	
	Total	50	100%	
Age (in years)	Upto 30	14	28%	
	31-45	29	58%	
	Above 45	7	14%	
	Total	50	100%	
Marital status	Married	39	78%	
	Unmarried	11	22%	
	Total	50	100%	
Educational Level	Upto 10 th	34	68%	

	Graduate	15	30%
	Others	1	2%
	Total	50	100%
Form of Organisation	Co operative	23	46%
	Private concern	27	54%
	Total	50	100%

The sample comprised of 22 male and 28 female respondents yielding a per cent of 44 and 56 respectively. 14 per cent of the respondents fell in the age group of upto 30 years, 29 per cent of the respondents fell in the age group of 31-45 years, 7 per cent of the respondents fell in the age group of above 45 years yielding a percent of 28, 58 and 14 respectively. Co-operative organisation comprised of 46 percent, Private concern comprised of 54 percent.

Table 2: Difference between opinion of co - operative and Private sector employees on Talent Management

Sl.no	Components	t – value	Sig.value
1	Work Environment	0.629	0.629
2	Employee Remuneration/ Incentives	0.473	0.552
3	Employee Motivation	-2.797	0.571
4	Employee Interpersonal Relations	0.352	0.012
5	Employees Welfare Facilities	1.411	0.028

There is no significant relationship at 1% level between the opinion of co - operative and Private sector employee on Talent Management on the components of Work Environment, Employee Remuneration/Incentives, Employee Motivation. There is a significant relationship at 1% level between the opinion of co - operative and Private concern employee on Employee Interpersonal Relation and Employees Welfare Facilities.

Table 3: Interse correlation among the components of the study

	Work Environment	Employee Remuneration/ Incentives	Employee Motivation	Employee Inter Personal Relations	Employees Welfare Facilities
Work Environment	1	0.103	-0.100	0.13	-0.047
Employee Remuneration/ Incentives		1	0.227	0.181	0.040
Employee Motivation			1	0.143	0.033
Employee Interpersonal Relations				1	0.517**
Employees Welfare Facilities					1

The above table displays the interse correlation among the components of Talent Management relating to Work Environment, Employee Remuneration/Incentives, Employee Motivation, Employee Interpersonal Relations, Employees Welfare Facilities in Textile shops. There is no significant correlation between Work Environment and (0.103) Employee remuneration/ Incentives , (-0.100) Employee motivation, (0.13) Employee Interpersonal relations, (-0.047) Employees Welfare Facilities. There is no significant correlation at 1% level between Employee remuneration/ Incentives , (0.227) Employee motivation, (0.181) Employee Interpersonal relations, (0.040) Employees Welfare Facilities. There is a no significant correlation between Employee motivation,

(0.143) Employee Interpersonal relations, (0.033) Employees Welfare Facilities. There is a significant correlation at 1% level between Employee Interpersonal relations, (0.517**) Employees Welfare Facilities. Hence the Null Hypothesis is accepted.

“H₀₃: There is an interse correlation among the components of the study is accepted.

Table: 4.1 Impact of Work Environment on Interpersonal relationship in Textile Shops

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.013 ^a	0.000	-0.021	4.302	1.538

(a) **Predictors:** (Constant), Work Environment

(b) **Dependent Variables:** Employee Interpersonal Relations

Model Reveals that R (Multiple Correlation coefficient) value was 0.013. It measures the degree of relationship between the Employee Interpersonal Relations of the employees and the predicted value Work Environment. R square(co-efficient of determination value 0.000. It means that about 13% of the variation in Employee Interpersonal relations of employees is explained by the variation in the Independent variables Work Environment. Adjusted R- Squared value was -0.021. It adjusts the statistic based on the number of Independent variables in the model. That is the desired property of a goodness- of-fit- Statistics. Durbin-Watson(DW) Statistics shows 1.538 Which indicates no auto correction.

ANOVA^a

Model	Sum Squares	df	Mean Square	F	Sig.
Regression	0.148	1	0.148	0.008	0.929 ^b
Residual	888.432	48	18.509		
Total	888.580	49			

(a) **Predictors:** (Constant), Work Environment

(b) **Dependent Variables:** Employee Interpersonal Relations

F-Value was 0.008 and P-value was not significant at 1% level 0.929. Hence, there is no significant relationship between dependent and independent variables

Variables	Unstandardized co-efficient		Standardized co-efficient	t-value	p-value
	B	Std. Error	Beta		
Constant	17.026	2.250		7.568	0.000
Employee Interpersonal Relations	0.048	0.531	0.013	0.089	0.929

(a) **Predictors:** (Constant), Work Environment

(b) **Dependent Variables:** Employee Interpersonal Relations

**1% Level Of Significance

*5% Level of Significance

The independent variable Work Environment with a coefficient of 0.048 is significant (t=0.089 and p >.005) in explaining satisfaction level and has a positive impact on Talent Management. This means that work Environment offered to the employees enhances their Work Environment level to their Work Environment, as an increase of one unit in Employee Interpersonal relations increase Talent Management by 0.048 units.

The above equation represents the computed contribution for the tested factors in order to effectively affect talent management on Employee Interpersonal relations. All of the criteria have a positive impact on the relationship between talent management and work Environment according to the regression equation.

Table: 4.2 Impact of Employee Remuneration on Interpersonal relationship in Textile Shops

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.181 ^a	0.033	0.013	4.232	1.508

(a) **Predictors:** (Constant), Employee Remuneration

(b) **Dependent Variables: Employee Interpersonal Relations**

Model Reveals that R (Multiple Correlation coefficient) value was 0.181. It measures the degree of relationship between the Employee Interpersonal Relations of the employees and the predicted value Employee remuneration. R square(co-efficient of determination value 0.033. It means that about 18% of the variation in Employee Interpersonal relations of employees is explained by the variation in the Independent variables Employee Remuneration. Adjusted R- Squared value was 0.013. It adjusts the statistic based on the number of Independent variables in the model. That is the desired property of a goodness- of-fit- Statistics. Durbin- Watson(DW) Statistics shows 1.508 which indicates no auto correction.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.055	1	29.055	1.623	0.209 ^b
Residual	859.525	48	17.907		
Total	888.580	49			

(a) **Predictors:** (Constant), Employee Remuneration

(b) **Dependent Variables: Employee Interpersonal Relations**

F-Value was 1.623 and P-value was not significant at 1% level 0.209. Hence, there is no significant relationship between dependent and independent variables

Variables	Unstandardized co-efficient		Standardized co-efficient	t-value	p-value
	B	Std. Error	Beta		
Constant	13.461	3.011		4.471	0.000
Employee Interpersonal Relations	0.206	0.162	0.181	1.274	0.209

(a) **Predictors:** (Constant), Employee Remuneration

(b) **Dependent Variables: Employee Interpersonal Relations**

**1% Level Of Significance

*5% Level of Significance

The independent variable Employee Remuneration with a coefficient of 0.206 is significant (t=0.209 and p >.005) in explaining satisfaction level and has a positive impact on Talent Management. This means that Employee Remuneration offered to the employees enhances their Employee Remuneration level to their Employee Remuneration, as an increase of one unit in Employee Interpersonal relations increase Talent Management by 0.206 units.

The above equation represents the computed contribution for the tested factors in order to effectively affect talent management on Employee Interpersonal relations. All of the criteria have a positive impact on the relationship between talent management and Employee Remuneration according to the regression equation.

Table:4.3 Impact of Employee Motivation on Interpersonal relationship in Textile Shops

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.143 ^a	0.020	0.000	4.259	1.473

(a) Predictors: (Constant), Employee Motivation

(b) Dependent Variables: Employee Interpersonal Relations

Model Reveals that R (Multiple Correlation coefficient) value was 0.143. It measures the degree of relationship between the Employee Interpersonal Relations of the employees and the predicted value Employee Motivation. R square(co-efficient of determination value 0.020). It means that about 14% that the variation in Employee Interpersonal relations of employees is explained by the variation in the Independent variables Employee Motivation. Adjusted R- Squared value was 0.000. It adjusts the statistic based on the number of Independent variables in the model. That is the desired property of a goodness- of-fit- Statistics. Durbin- Watson(DW) Statistics shows 1.473 which indicates no auto correction.

ANOVA^a

Model	Sum Squares	df	Mean Square	F	Sig.
Regression	18.056	1	18.056	0.996	0.323 ^b
Residual	870.524	48	18.136		
Total	888.580	49			

(a) Predictors: (Constant), Employee Motivation

(b) Dependent Variables: Employee Interpersonal Relations

F-Value was 0.996 and P-value was not significant at 1% level 0.323. Hence, there is no significant relationship between dependent and independent variables

Variables	Unstandardized co-efficient		Standardized co-efficient	t-value	p-value
	B	Std. Error	Beta		
Constant	13.921	3.361		4.142	0.000
Employee Interpersonal Relations	0.191	0.192	0.143	0.998	0.323

(a) Predictors: (Constant), Employee Motivation

(b) Dependent Variables: Employee Interpersonal Relations

**1% Level Of Significance

*5% Level of Significance

The independent variable Employee Motivation with a coefficient of 0.191 is significant ($t=0.998$ and $p >.005$) in explaining satisfaction level and has a positive impact on Talent Management. This means that Employee Motivation offered to the employees enhances their Employee Motivation level to their Employee Motivation, as an increase of one unit in Employee Interpersonal relations increase Talent Management by 0.191 units.

The above equation represents the computed contribution for the tested factors in order to effectively affect talent management on Employee Interpersonal relations. All of the criteria have a positive impact on the relationship between talent management and Employee Motivation according to the regression equation.

Table:4.4 Impact of Employee Welfare Facilities on Interpersonal relationship in Textile Shops

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.517 ^a	0.267	0.252	3.683	1.676

(a) **Predictors:** (Constant), Employees Welfare Facilities

(b) **Dependent Variables: Employee Interpersonal Relations**

Model Reveals that R (Multiple Correlation coefficient) value was 0.517. It measures the degree of relationship between the Employee Interpersonal Relations of the employees and the predicted value Employees Welfare Facilities. R square(co-efficient of determination value 0.267. It means that about 51% of the variation in Employee Interpersonal relations of employees is explained by the variation in the Independent variables Employees Welfare Facilities. Adjusted R- Squared value was 0.252. It adjusts the statistic based on the number of Independent variables in the model. That is the desired property of a goodness- of-fit- Statistics. Durbin- Watson(DW) Statistics shows 1.676 which indicates no auto correction

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	237.462	1	237.462	17.505	0.000 ^b
Residual	651.118	48	13.565		
Total	888.580	49			

(a) **Predictors:** (Constant), Employees Welfare Facilities

(b) **Dependent Variables: Employee Interpersonal Relations**

F-Value was 17.505 and P-value was significant at 1% level 0.000. Hence, there is significant relationship between dependent and independent variables

Variables	Unstandardized co-efficient		Standardized co-efficient	t-value	p-value
	B	Std. Error	Beta		
Constant	3.942	3.216		1.226	0.226
Employee Interpersonal Relations	0.726	0.174	0.517	4.184	0.000

(a) **Predictors:** (Constant), Employee Welfare Facilities

(b) **Dependent Variables: Employee Interpersonal Relations**

**1% Level of Significance

*5% Level of Significance

The independent variable Employees Welfare Facilities with a coefficient of 0.726 is significant ($t = 4.184$ and $p < .005$) in explaining satisfaction level and has a positive impact on Talent Management. This means that Employees Welfare Facilities offered to the employees enhances their Employees Welfare Facilities level to their Employees Welfare Facilities, as an increase of one unit in Employee Interpersonal relations increase Talent Management by 0.726 units.

The above equation represents the computed contribution for the tested factors in order to effectively affect talent management on Employee Interpersonal relations. All of the criteria have a positive impact on the relationship between talent management and Employees Welfare Facilities according to the regression equation.

Table: 5.1 Table: Mann- Whitney U Test for Ranking Pattern among Gender groups on various factors of Employees

The ranking pattern of Male and Female respondents on each factor of employees were analysed to test whether their pattern of ranking is equal on each of various factors. The statistical tool Mann- Whitney U Test was used for the analysis with the following hypotheses and the results are displayed.

Factors of Employees	Male	Female	Mann-Whitney U Test	Z	p-value
Employee Interpersonal Relations	466.50	808.50	213.500	-1.865	0.062

* Significant at 5% level of significance

** Significant at 1% level of significance

It is very much clear from the above that the Z values are very small and the p-values are high ($> .05$) for the factors of “Employee Inter personal relations. This implies that there is sufficient evidence to reject the null hypotheses of no difference in ranking pattern of Male and Female respondents on the factors of employees is rejected. Hence it may be construed that the Female respondents have given higher preference for the factor “Employee Inter personal relations than the Male respondents.

Table: 5.2 Mann- Whitney U Test for Ranking Pattern among Marital Status groups on various factors of Employees

The ranking pattern of Married and Unmarried respondents on each factor of employees were analysed to test whether their pattern of ranking is equal on each of various factors. The statistical tool Mann- Whitney U Test was used for the analysis with the following hypotheses and the results are displayed.

Factors of Employees	Married	Unmarried	Mann-Whitney U Test	Z	p-value
Employee Interpersonal Relations	950.50	324.50	170.500	-1.041	0.298

* Significant at 5% level of significance

** Significant at 1% level of significance

It is very much clear from the above that the Z values are very small and the p-values are high ($> .05$) for the factors of “Employee Inter personal relations”. This implies that there is sufficient evidence to reject the null hypotheses of no difference in ranking pattern of Married and Unmarried respondents on the factors of employees is rejected. Hence it may be construed that the Married respondents have given higher preference for the factor “Employee Inter personal relations” than the Unmarried respondents.

Table: 5.3 Mann- Whitney U Test for Ranking Pattern among Form of Organisation groups on various factors of Employees

The ranking pattern of Private and Co-operative respondents on each factor of employees were analysed to test whether their pattern of ranking is equal on each of various factors. The statistical tool Mann- Whitney U Test was used for the analysis with the following hypotheses and the results are displayed.

Factors of Employees	Private	Co-operative	Mann-Whitney U Test	Z	p-value
Employee Interpersonal Relations	826.50	448.50	258.500	-0.727	0.467

* Significant at 5% level of significance

** Significant at 1% level of significance

It is very much clear from the above that the Z values are very small and the p-values are high ($> .05$) for the factors of Employees "Employee Inter personal relations". This implies that there is sufficient evidence to reject the null hypotheses of no difference in ranking pattern of Private and Co- operative respondents on the factors of employees is rejected. Hence it may be construed that the private sector respondents have given higher preference for the factor "Employee Inter personal relations" than the co-operative respondents.

Table: 6.1 Kruskal Wallis Test for ranking pattern among respondents in different age groups on each factor of Employees

Factor of employees	Age			Chi-square	df	P-Value
	Upto 30 yrs	31-40 yrs	41 and above			
Employee Interpersonal Relations	31.43	21.93	28.43	4.423	2	0.110

* Significant at 5% level of significance

** Significant at 1% level of significance.

It is Inferred that there is a significant difference between mean rank score of factors that the z –values are very small and the p-values are high(>0.05) for the factors of employees except the factor "Employee Interpersonal Relations" This implies that there is sufficient evidence to reject the null hypotheses of no difference in ranking pattern of respondents in different age groups on the factors of employees is rejected.

Table: 6.2 Kruskal Wallis Test for ranking pattern among respondents in different Educational Level groups on each factor of Employees

Factor of employees	Education level			Chi-square	df	P-Value
	Upto 10th	Graduate	Others			
Employee Interpersonal Relations	25.38	26.00	22.00	0.079	2	0.961

* Significant at 5% level of significance

** Significant at 1% level of significance.

It is Inferred that there is a significant difference between mean rank score of factors that the z –values are very small and the p-values are high(>0.05) for the factors of employees "Employee Interpersonal Relations". This implies that there is sufficient evidence to reject the null hypotheses of no difference in ranking pattern of respondents in different Educational groups on the factors of employees is rejected.

Findings of the study

The findings of the study reveal that there is no significant difference between co- operative and Private concern. The components of the study are positively correlated with one another. There is no impact of Talent Management on work related variables. Male and Female employees differ on Inter personal relationship. Similarly, Private and Co-operative sector employees also differ on Inter Personal relationship. Seasonal and regular employees also opine differently in Inter personal relationship. Educational Qualification and age also play a role in forming the opinion on Inter personal relationship.

Suggestions

Talent Management is an one's community is associated with reduced intent to leave and actual leaving. Proper Training and development may be given. Employees need some motivation. Proper responsibility must be required. The focus on money and job satisfaction may be limited in scope. Flexible working hours may be introduced to keep the employees enthusiastic.

Conclusion

Talent Management is a valuable lens in which employees in Textile shops is evaluated. It explains the significant incremental variance over and above job satisfaction, organisational commitment, job alternatives and job search. In this ever changing world, the organisations have to do their best, in keeping the employees satisfied. Only when the employees' talent are identified and well-managed, the Textile shops can reach new heights, more than ever.

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