

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJR  
CM



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 6155 Cities in 195 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

# CONTENTS

<b>Sr. No.</b>	<b>TITLE &amp; NAME OF THE AUTHOR (S)</b>	<b>Page No.</b>
1.	<b>ANALYSIS ON ANGER AND STRESS MANAGEMENT TO IMPLEMENT STRESS FREE WORK ENVIRONMENT IN ORGANIZATION FOR EFFECTIVE BUSINESS EXECUTION</b>  <i>Dr. B. N. GUPTA &amp; Md. SADIQUE SHAIKH</i>	1
2.	<b>A STUDY ON PERFORMANCE ANALYSIS OF SELECT CEMENT INDUSTRIES IN TAMIL NADU</b>  <i>Dr. A. ARUMUGAM &amp; M. SASIKALA</i>	10
3.	<b>FINANCIAL PERFORMANCE OF SPINNING MILLS OF COIMBATORE CITY - A COMPARATIVE STUDY</b>  <i>R. SINDHU &amp; Dr. M. SUMATHI</i>	13
4.	<b>MARKET REACTION TO BUYBACK OF SHARES: NSE LISTED COMPANIES</b>  <i>M. HARIKRISHNA &amp; Dr. D. V. RAMANA</i>	17
5.	<b>A STUDY ON THE IMPACT OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEES PERFORMANCE IN BANKS WITH SPECIAL REFERENCE TO THANJAVUR DISTRICT</b>  <i>K. HEMALATHA &amp; Dr. V.NAGAJOTHI</i>	21
6.	<b>BANKING INDUSTRY IN NEPAL: AN OVERVIEW</b>  <i>SANTOSH KUMAR KARN</i>	25
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	28

***CHIEF PATRON*****Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur  
*(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)*  
 Chancellor, K. R. Mangalam University, Gurgaon  
 Chancellor, Lingaya's University, Faridabad  
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi  
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

***FOUNDER PATRON*****Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana  
 Former Vice-President, Dadri Education Society, Charkhi Dadri  
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

***CO-ORDINATOR*****Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

***ADVISOR*****Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

***EDITOR*****Dr. PARVEEN KUMAR**

Professor, Department of Computer Science, NIMS University, Jaipur

***CO-EDITOR*****Dr. A. SASI KUMAR**

Professor, Vels Institute of Science, Technology & Advanced Studies (Deemed to be University), Pallavaram

***EDITORIAL ADVISORY BOARD*****Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L. Luong School of Business, Berkeley College, USA

**Dr. SIKANDER KUMAR**

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

**Dr. JOSÉ G. VARGAS-HERNÁNDEZ**

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

**Dr. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**Dr. D. S. CHAUBEY**

Professor & Dean (Research & Studies), Uttarakhand University, Dehradun

**Dr. TEGUH WIDODO**

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

**Dr. S. P. TIWARI**

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**Dr. BOYINA RUPINI**

Director, School of ITS, Indira Gandhi National Open University, New Delhi

**Dr. KAUP MOHAMED**

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

**SUNIL KUMAR KARWASRA**

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

**Dr. MIKE AMUHAYA IRAVO**

Principal, Jomo Kenyatta University of Agriculture &amp; Tech., Westlands Campus, Nairobi-Kenya

**Dr. M. S. SENAM RAJU**

Professor, School of Management Studies, I.G.N.O.U., New Delhi

**Dr. NEPOMUCENO TIU**

Chief Librarian &amp; Professor, Lyceum of the Philippines University, Laguna, Philippines

**Dr. A SAJEEVAN RAO**

Professor &amp; Director, Accurate Institute of Advanced Management, Greater Noida

**Dr. H. R. SHARMA**

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

**Dr. CLIFFORD OBIYO OFURUM**

Professor of Accounting &amp; Finance, Faculty of Management Sciences, University of Port Harcourt, Nigeria

**Dr. SHIB SHANKAR ROY**

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

**Dr. MANOHAR LAL**

Director &amp; Chairman, School of Information &amp; Computer Sciences, I.G.N.O.U., New Delhi

**Dr. SRINIVAS MADISHETTI**

Professor, School of Business, Mzumbe University, Tanzania

**Dr. ANIL K. SAINI**

Professor, Guru Gobind Singh Indraprastha University, Delhi

**Dr. VIRENDRA KUMAR SHRIVASTAVA**

Director, Asia Pacific Institute of Information Technology, Panipat

**Dr. VIJAYPAL SINGH DHAKA**

Professor &amp; Head, Department of Computer &amp; Communication Engineering, Manipal University, Jaipur

**Dr. NAWAB ALI KHAN**

Professor &amp; Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

**Dr. EGWAKHE A. JOHNSON**

Professor &amp; Director, Babcock Centre for Executive Development, Babcock University, Nigeria

**Dr. ASHWANI KUSH**

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

**Dr. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engg. &amp; Tech., Amity University, Noida

**Dr. BHARAT BHUSHAN**

Head, Department of Computer Science &amp; Applications, Guru Nanak Khalsa College, Yamunanagar

**MUDENDA COLLINS**

Head, Operations &amp; Supply Chain, School of Business, The Copperbelt University, Zambia

**Dr. JAYASHREE SHANTARAM PATIL (DAKE)**

Faculty in Economics, KPB Hinduja College of Commerce, Mumbai

**Dr. MURAT DARÇIN**

Associate Dean, Gendarmerie and Coast Guard Academy, Ankara, Turkey

**Dr. YOUNOS VAKIL ALROAIA**

Head of International Center, DOS in Management, Semnan Branch, Islamic Azad University, Semnan, Iran

**P. SARVAHARANA**

Asst. Registrar, Indian Institute of Technology (IIT), Madras

**SHASHI KHURANA**

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

**Dr. SEOW TA WEEA**

Associate Professor, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia

**Dr. OKAN VELİ ŞAFAKLI**

Professor &amp; Dean, European University of Lefke, Lefke, Cyprus

**Dr. MOHINDER CHAND**

Associate Professor, Kurukshetra University, Kurukshetra

**Dr. BORIS MILOVIC**

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

**Dr. IQBAL THONSE HAWALDAR**

Associate Professor, College of Business Administration, Kingdom University, Bahrain

**Dr. MOHENDER KUMAR GUPTA**

Associate Professor, Government College, Hodal

**Dr. ALEXANDER MOSESOV**

Associate Professor, Kazakh-British Technical University (KBUTU), Almaty, Kazakhstan

**Dr. MOHAMMAD TALHA**

Associate Professor, Department of Accounting &amp; MIS, College of Industrial Management, King Fahd University of Petroleum &amp; Minerals, Dhahran, Saudi Arabia

**Dr. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**Dr. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**WILLIAM NKOMO**

Asst. Head of the Department, Faculty of Computing, Botho University, Francistown, Botswana

**YU-BING WANG**

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

**Dr. SHIVAKUMAR DEENE**

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**Dr. MELAKE TEWOLDE TECLEGHIOGIS**

Faculty, College of Business &amp; Economics, Department of Economics, Asmara, Eritrea

**Dr. BHAVET**

Faculty, Shree Ram Institute of Engineering &amp; Technology, Urjani

**Dr. THAMPOE MANAGALESWARAN**

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

**Dr. ASHISH CHOPRA**

Faculty, Department of Computer Applications, National Institute of Technology, Kurukshetra

**SURAJ GAUDEL**

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

**Dr. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**Dr. LALIT KUMAR**

Faculty, Haryana Institute of Public Administration, Gurugram

**FORMER TECHNICAL ADVISOR****AMITA****FINANCIAL ADVISORS****DICKEN GOYAL**

Advocate &amp; Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS****JITENDER S. CHAHAL**

Advocate, Punjab &amp; Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate &amp; Consultant, District Courts, Yamunanagar at Jagadhri

**SUPERINTENDENT****SURENDER KUMAR POONIA**

## **CALL FOR MANUSCRIPTS**

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or online by clicking the link **online submission** as given on our website (**[FOR ONLINE SUBMISSION, CLICK HERE](#)**).

## **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

### 1. **COVERING LETTER FOR SUBMISSION:**

**DATED:** \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

**(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

**NAME OF CORRESPONDING AUTHOR**

Designation/Post\*

Institution/College/University with full address & Pin Code

Residential address with Pin Code

Mobile Number (s) with country ISD code

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)

Landline Number (s) with country ISD code

E-mail Address

Alternate E-mail Address

Nationality

\* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

**NOTES:**

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
  - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail**:  
**New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
  - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
  - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
  - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
  - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
  - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
  3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
  4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
  5. **ABSTRACT:** Abstract should be in **fully italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
  6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
  7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at [www.aea-web.org/econlit/jelCodes.php](http://www.aea-web.org/econlit/jelCodes.php). However, mentioning of JEL Code is not mandatory.
  8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
  9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
  10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
  11. **MAIN TEXT:**

**THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:****INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parenthesis.
  - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

# A STUDY ON THE IMPACT OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEES PERFORMANCE IN BANKS WITH SPECIAL REFERENCE TO THANJAVUR DISTRICT

**K. HEMALATHA**  
**RESEARCH SCHOLAR**

**PG & RESEARCH DEPARTMENT OF BUSINESS ADMINISTRATION**  
**RAJAH SERFOJI GOVERNMENT COLLEGE (AUTONOMOUS)**  
**THANJAVUR**

**Dr. V.NAGAJOTHI**  
**HEAD**

**PG & RESEARCH DEPARTMENT OF BUSINESS ADMINISTRATION**  
**RAJAH SERFOJI GOVERNMENT COLLEGE (AUTONOMOUS)**  
**THANJAVUR**

## ABSTRACT

*This paper focuses on highlighting the way in which the banks should embrace talent management to obtain and retain the best talent available for the success of their organization. A sample of 74 employees has been taken from the banks sector in Thanjavur district. From the analysis, it was found that almost all of the respondents were satisfied with the result of the talent management program. The study further investigated that the employees agreed upon the fact that the talent management programmes help in creating a good work culture as well as enhance the values of employees, help the employees in identifying their strengths and weaknesses and consequently, help in decreasing the turnover rate of employees. The paper forms the foundation for further diligent research in the a real and identifies the missing links in researches which are crucial to pave way to the future of Talent Management Programmes and performance of Indian banking.*

## KEYWORDS

talent management, employee turnover, employee performance.

## JEL CODE

M12

## 1. INTRODUCTION

Talent generally refers to the capabilities, skills or the art possessed by a particular person in a particular field. In other words, it refers to those people who have high potential even though they might have scarce knowledge and skills or who can successfully bring out transformation and change in the organizations with the motto of “keeping people who keep you in business” the terms “talent management”, “talent strategy” “succession management” and “human resource planning” are often used interchangeably. Beyond the confusion in definitions, this is a concept of planning and managing the acquisition, selection and careers of employees. Generally, talent management is known as Human Capital Management (HCM), Human Resource Information systems (HRIS) or Human Resource Management Systems (HRMS). Organizations mainly focus on developing their talent by integrating the plans and process to teach and manage their employee's talent.

## 2. IMPORTANCE OF TALENT MANAGEMENT PROGRAMME IN ORGANISATIONS

Talent management brings together a number of important human resource and management initiatives. Organizations adopting a talent management approach focus on coordinating and integrating the following strategies: -

Recruitment - ensuring the right people are attracted and employed in the organizations. Retention – development and implementation practices that reward and support employees. Professional development – ensuring continuous informal and formal learning and development. Advanced leadership and development – specific development programs for existing and future leaders. Performance Management – specific process that nurture and support performance, including the older workforce and current/future skill shortages. Developing culture – developing a positive, progressive and high performance “way of operation”. An important step is to identify staff/employees that are critical to the organization. They need not be necessarily the senior staff members. In general, talent management programs aim to accomplish the following: -

- To provide a holistic view of the individual: current and future.
- To help in identifying and preparing future leadership talent.
- To provide key resources with recognition and growth opportunities.
- To facilitate retention of high performers.
- To help identify and groom potential development plans.
- To complement the rewards system

In the recent scenario, the human resource department in addition to its conventional function of providing good human capital to an organization is also vested with the responsibility of managing talents.

## 3. REVIEW OF LITERATURE

One of the most common definitions although admittedly ponderous, is by Collings and Mellahi (2009), they define talent management as “activities and process that involve the systematic identification of key positions that differentially contribute to the organisations sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill their roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organization.”

Research shows that firms have some convergent, but also divergent, Talent Management practices (Stalhet, 2012). A performance driven vision of talent management is very common in talent management process. Early studies on managing people indicated the organisations need to pay greater attention to internal talent, since managerial talent is just as likely to be present in those employees working their way up through the ranks as in managers hired from outside the organisation (Miner, 1973); Ready and Conger (2009) explain that companies struggle to fill key strategic roles from within their organisations because of an insufficient pipeline of high-potential employees. Using the example of Procter & Gamble and HSBC, some authors argue that talent Management should support the CEO's: “during performance and creating an effective climate.” Joyce and Slocums (2012) conducted a 200 firm study drawn from 40 industries over a 10 year time period. The firms understudy varied in size and were both U.S. based and global in scope. Their study examined that what managers can do to manage talent

taking account of the organisations particular strategic situation, in order to achieve the highest levels of performance. Joyce and Slocums (2012) findings show that executives are the key assets of organisations and that their work to build and sustain talent is critical. Specifically, talent management must be understood in the context of the firm's strategic capabilities. They identified four critical capabilities in strategy, structure, culture and execution. They argued that senior managers should manage talent in light of the strategic needs and opportunities of their firms, furthermore, an innovative structure will enable firms to operate effectively. Executing unique talent management process would enable the companies to gain a competitive edge, and allows them to meet or exceed their customers' expectations. Another key dimension of the talent management is how employees perceive management practices. Using psychological contract theory as a lens, Hoglund (2012) assessed "employee perceptions of the extent to which talent qualities are rewarded, and the effect of such perceptions on employee perceptions of the extent to which talent qualities are rewarded, and the effect of such perceptions on employee felt obligations to develop skills." Hoglund conducted an exploratory pre-study comprising 17 face to face interviews with heads of HR in Nordic multinational corporations (MNCs) (ten Finnish, two Swedish, and five Norwegian MNCs). The firms employed between 2500 and 60,000 employees. The data was collected by means of a web based survey, using a sample of managers and professionals who were alumni from a Finnish business school. Results showed that managers should honor the psychological contract with the employees so as not to breach their trust, fail to meet their expectation, and risk losing valuable workers. Building on this study, it was recommended that the researchers should examine how psychological contract differs among employees who know they are identified as talent, those who know that they have not been identified as talent; and those who do not know whether or not they are identified as talent.

#### 4. OBJECTIVES AND SCOPE OF THE STUDY

The study has the following objectives:

1. To evaluate the different dimension of talent management in the banking industry in banking sector
2. To evaluate the overall scenario of talent management practices in the banking sector in banking sector
3. To examine the talent management programs in banking sector.

#### 5. RESEARCH METHODOLOGY

The population for the study comprised of 74 employees working in banks in Thanjavur. All of these employees were contacted to generate research information.

##### DATA COLLECTION

Convenient sampling technique has been used for data collection. The data was collected from employees working in banks in Thanjavur.

#### 6. ANALYSIS AND INTERPRETATION

**Null Hypothesis:** There is no significant difference between male and female with respect to factor of Talent Management strategy of Bank employees.

**TABLE 1: t TEST FOR SIGNIFICANT DIFFERENCE BETWEEN MALE AND FEMALE WITH RESPECT TO FACTOR OF TALENT MANAGEMENT STRATEGY OF BANK EMPLOYEES**

Factors of Talent Management strategy of Bank employees	Gender				t value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Performance	7.69	1.79	7.62	2.20	0.555	0.579
Readiness	10.58	2.07	10.38	3.35	1.236	0.217
Willingness	8.75	1.82	8.25	3.13	3.546	<0.001**
Criticalness	8.24	2.12	8.25	2.94	0.114	0.909
Potential	14.04	3.08	15.17	3.03	5.951	<0.001**
<b>Overall Adoption of TMS</b>	49.30	8.45	49.68	12.28	0.618	0.537
Identifying Talent	39.67	8.81	37.48	12.93	3.427	0.001**
Talent Competency Assessment	26.45	5.80	24.93	6.95	3.986	<0.001**
Talent Management Strategy	39.16	11.70	38.23	13.93	1.202	0.230
<b>Overall Assessment of TMS</b>	105.28	20.93	100.64	31.15	3.040	0.002**
<b>Overall Impact of TMS</b>	51.70	12.68	52.13	16.14	0.493	0.622
Induction	32.67	5.25	32.42	6.36	0.715	0.475
Recruiting and Attracting	21.60	5.45	20.28	8.30	3.268	0.001**
Compensation and Rewarding	23.17	6.97	23.79	7.91	1.382	0.167
Displays Talent Management	15.68	4.70	17.89	5.16	7.362	<0.001**
Develop Others	23.80	6.64	25.89	6.85	5.010	<0.001**
Establishes and Maintains Positive Relationship	25.53	5.81	26.08	6.51	1.478	0.140
Provides Meaningful and Challenging Works	21.07	5.17	21.18	4.65	0.359	0.719
Manages Work-Life Balance	19.16	5.87	19.38	7.07	0.578	0.564
Performance Management	36.14	8.47	40.77	8.05	8.965	<0.001**
Succession Planning	19.72	5.20	21.42	6.65	4.831	<0.001**
<b>Overall Performance through TMS</b>	238.53	50.51	249.11	56.78	3.248	0.001**

Notes

1. \*\* denotes significant at 1% level

2. \* denotes significant at 5% level

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to willingness, potential, identifying talent, talent competency assessment, overall assessment of TMS, recruiting and attracting, displays talent management, develop others, performance management, succession planning and overall performance through TMS. Hence there is significant difference between male and female employees with regard to willingness, potential, identifying talent, talent competency assessment, overall assessment of TMS, recruiting and attracting, displays talent management, develop others, performance management, succession planning and overall performance through TMS. It is based on mean score, talent management strategy for male is better than female in most of the dimensions due to their ability to stretch and take more responsibilities in the organization.

There is no significant difference between male and female Bank employees with regard to performance, readiness, criticalness, overall adoption of TMS, talent management strategy, overall impact of TMS, induction, compensation and rewarding, establishes and maintains positive relationship, provides meaningful and challenging works and manages work-life balance, since P value is greater than 0.05. Hence, null hypothesis is accepted with regard to performance, readiness, criticalness, overall adoption of TMS, talent management strategy, overall impact of TMS, compensation and rewarding, establishes and maintains positive relationship, provides meaningful and challenging works and manages work-life balance. Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming in increasingly short supply. The

benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment.

**Null Hypothesis:** There is no significant difference among Educational qualifications with respect to factor of Talent Management strategy of Bank employees.

**TABLE 2: ANOVA FOR SIGNIFICANT DIFFERENCE AMONG EDUCATIONAL QUALIFICATION WITH RESPECT TO FACTOR OF TALENT MANAGEMENT STRATEGY OF BANK EMPLOYEES**

Factors of Talent Management strategy of Bank employees	Educational Qualification			F value	P value
	Professional	MBA	Others		
Performance	7.34 <sup>a</sup> (1.85)	8.10 <sup>b</sup> (2.03)	8.48 <sup>c</sup> (1.49)	29.314	<0.001**
Readiness	10.18 <sup>a</sup> (2.44)	10.84 <sup>b</sup> (2.83)	11.86 <sup>c</sup> (1.05)	22.126	<0.001**
Willingness	8.27 <sup>a</sup> (2.04)	8.73 <sup>b</sup> (2.68)	10.66 <sup>c</sup> (1.64)	44.932	<0.001**
Criticalness	7.90 <sup>a</sup> (2.15)	8.77 <sup>b</sup> (2.78)	8.69 <sup>b</sup> (2.14)	18.970	<0.001**
Potential	14.08 <sup>a</sup> (3.44)	14.83 <sup>b</sup> (1.90)	15.16 <sup>b</sup> (4.16)	10.475	<0.001**
Overall Adoption of TMS	47.76 <sup>a</sup> (9.24)	51.28 <sup>b</sup> (10.44)	54.85 <sup>c</sup> (8.31)	32.010	<0.001**
Identifying Talent	38.47 <sup>a</sup> (10.48)	38.85 <sup>a</sup> (10.33)	43.73 <sup>b</sup> (7.96)	10.126	<0.001**
Talent Competency Assessment	25.66 <sup>a</sup> (6.51)	25.69 <sup>a</sup> (5.89)	29.84 <sup>b</sup> (3.41)	18.434	<0.001**
Talent Management Strategy	38.83 <sup>a</sup> (12.80)	37.65 <sup>a</sup> (11.47)	44.71 <sup>b</sup> (12.36)	11.550	<0.001**
Overall Assessment of TMS	102.95 <sup>a</sup> (25.24)	102.19 <sup>a</sup> (23.54)	118.28 <sup>b</sup> (21.27)	16.397	<0.001**
Overall Impact of TMS	52.96 <sup>b</sup> (14.00)	49.81 <sup>a</sup> (11.79)	51.77 <sup>ab</sup> (19.64)	6.626	0.001**
Induction	33.49 <sup>b</sup> (4.96)	30.13 <sup>a</sup> (6.02)	36.41 <sup>c</sup> (4.55)	74.913	<0.001**
Recruiting and Attracting	21.66 <sup>b</sup> (6.68)	20.97 <sup>b</sup> (5.31)	18.15 <sup>a</sup> (9.02)	11.571	<0.001**
Compensation and Rewarding	24.29 <sup>b</sup> (7.66)	21.96 <sup>a</sup> (6.16)	22.10 <sup>a</sup> (7.65)	14.680	<0.001**
Displays Talent Management	16.62 <sup>b</sup> (4.90)	15.62 <sup>a</sup> (4.93)	17.99 <sup>c</sup> (5.09)	10.165	<0.001**
Develop Others	26.17 <sup>b</sup> (6.36)	21.21 <sup>a</sup> (6.30)	25.26 <sup>b</sup> (6.86)	77.720	<0.001**
Establishes and Maintains Positive Relationship	26.64 <sup>b</sup> (6.39)	23.97 <sup>a</sup> (4.86)	25.84 <sup>b</sup> (6.38)	25.764	<0.001**
Provides Meaningful and Challenging Works	21.95 <sup>b</sup> (4.98)	19.57 <sup>a</sup> (4.56)	21.09 <sup>b</sup> (5.53)	30.164	<0.001**
Manages Work-Life Balance	20.22 <sup>b</sup> (5.68)	16.24 <sup>a</sup> (6.15)	24.65 <sup>c</sup> (5.25)	100.238	<0.001**
Performance Management	39.20 <sup>b</sup> (8.74)	34.28 <sup>a</sup> (8.04)	39.80 <sup>b</sup> (4.88)	48.073	<0.001**
Succession Planning	21.06 <sup>b</sup> (5.61)	18.70 <sup>a</sup> (6.09)	20.80 <sup>b</sup> (3.52)	22.574	<0.001**
Overall Performance through TMS	251.27 <sup>b</sup> (53.58)	222.65 <sup>a</sup> (46.80)	252.09 <sup>b</sup> (48.49)	41.850	<0.001**

Notes

1. The value within bracket refers to SD

2. \*\* denotes significant at 1% level

3. \* denotes significant at 5% level

4. Different alphabet among Educational Qualification denotes significant at 5% level using Duncan Multiple Range Test (DMRT)

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to factors of Performance, Readiness, Willingness, Criticalness, Potential, Overall Adoption of TMS, Identifying Talent, Talent Competency Assessment, Talent Management Strategy, Overall Assessment of TMS, Overall Impact of TMS, Induction, Recruiting and Attracting, Compensation and Rewarding, Displays Talent Management, Develop Others, Establishes and Maintains Positive Relationship, Provides Meaningful and Challenging Works, Manages Work-Life Balance, Performance Management, Succession Planning and Overall Performance through TMS. Hence there is significant difference among Educational Qualification with regard to factors of Performance, Readiness, Willingness, Criticalness, Potential, Overall Adoption of TMS, Identifying Talent, Talent Competency Assessment, Talent Management Strategy, Overall Assessment of TMS, Overall Impact of TMS, Induction, Recruiting and Attracting, Compensation and Rewarding, Displays Talent Management, Develop Others, Establishes and Maintains Positive Relationship, Provides Meaningful and Challenging Works, Manages Work-Life Balance, Performance Management, Succession Planning and Overall Performance through TMS. Based on Duncan Multiple Range Test (DMRT), the Educational Qualification of Professional is significantly differed with Educational Qualification of MBA and Others at 5 % level in Performance, Readiness, Willingness and Overall Adoption of TMS and the Educational Qualification of MBA is significantly differed with Educational Qualification of Others at 5 % level in Performance, Readiness, Willingness and Overall Adoption of TMS. The Educational Qualification of Professional is significantly differed with Educational Qualification of MBA and Others at 5 % level in Criticalness and Potential. The Educational Qualification of Professional and MBA are significantly differed with Educational Qualification of Others at 5 % level in Identifying Talent, Talent Competency Assessment, Talent Management Strategy and Overall Assessment of TMS. The Educational Qualification of MBA is significantly differed with Educational Qualification of Professional at 5 % level in Overall Impact of TMS. The Educational Qualification of MBA is significantly differed with Educational Qualification of Professional and Others at 5 % level in Induction, Displays Talent Management and Manages work-life balance and similarly Educational Qualification of Professional is significantly differed with Educational Qualification of Others at 5 % level in Induction, Displays Talent Management and Manages work-life balance. The Educational Qualification of Others is significantly

differed with Educational Qualification of Professional and MBA at 5 % level in Recruiting and Attracting. The Educational Qualification of MBA and Others is significantly differed with Educational Qualification of Professional at 5 % level in Compensation and Rewarding. The Educational Qualification of MBA is significantly differed with Educational Qualification of Professional and Others at 5 % level in Develop Others, Provides Meaningful and Challenging Works, Performance Management, Succession Planning and Overall Performance through TMS.

## CONCLUSION

This study revealed that talent management become pivotal to the survivor of the profit organization in the modern global and highly competitive business environment today. It is of value that firms should take to cognizance the issue of talent management, the fact that mobility of labour is very high today cross national and international border made talent management issue of import to modern management and government especially in developing nations. It is equally of value that firms should train and retrain their work force to develop needed talent in the staff. The correlation between profitability and talent management cannot be overemphasized.

## REFERENCES

1. Joyce, W.F., & Slocum, J.W.(2012), Top management talent strategic capabilities and firm performance, *organizational Dynamics*, 41(3), 183-193.
2. Miner, J.B.(1993), Management & Consulting firm as a source of high level managerial talent, *Academy of Management and Journal* 16(2), 253-26.
3. Ready, D.A., & Conger, J.A. (2007), Make your company a talent factory, *Harvard Business Review*, 85(6), 68-70.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-  
**Co-ordinator**

## **DISCLAIMER**

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

