



IMPACT OF TALENT MANAGEMENT ON EMPLOYEES PRODUCTIVITY IN CEMENT INDUSTRY

¹Mukesh Kushwaha, ²Dr. Sarvesh Singh,

¹Research Scholar, Department of Commerce S.P.M. Govt. Degree College, Phaphamau Prayagraj, India

²Assistant Professor, Department of Commerce S.P.M. Govt. Degree College, Phaphamau Prayagraj, India

Abstract: *The cement industry is the backbone of infrastructure in India. It is the second largest manufacturing industry in the world. In this topic, we discussed about the talent management and employees productivity in cement industry. Talent management is the internal part of the organization it is used to enhanced the employees performance when we check the employees productivity in the organization we should check talent of employees. We should discuss various methods of the employee's productivity and talent management. In the paper for which include the secondary data to explore the enhancement of employee's productivity in the cement industry. The paper concludes that effective talent management planning is a must to support employee's productivity. However due consideration must be given to other important factors such as proper support of top management, fair salary, working condition and other fringe benefit such as medical & health insurance , training opportunity, facility and scope of career growth and advancement, maintain organizational unity, a balance of work and daily life, and other environmental factors are some crucial factors which are helpful to robust the organization.*

Keywords: *Talent management, employee's productivity, cement industry, performance*

INTRODUCTION

Talent management is the process of integrating new employees, training and maintaining the present workforce, and luring highly qualified individuals to the organization. Since it is well known that managing talent presents significant challenges for organizations, interest in the subject is growing across all sectors of the economy. Due to their rapid expansion, diverse workforces, and high turnover rates, service sectors are progressively elevating personnel management to a top concern. Any corporate organization must have it in order to survive and grow sustainably. In the present corporate environment of intense competition, ignoring talent management is suicide for the organization. India has many opportunities for competent and bright workers as a result of the rise of higher education and the emergence of several institutions that support professional development. Talent is a relative assessment of one's advancement in an activity. If various persons are in the same circumstance for the same competence in an activity, we will find that the quantity of skill they develop varies. Some people are better and more efficient in one area of learning and learn quicker than others, while others may be more efficient in their ability, skills, and speed. Indeed, such a disparity is related to differences in their abilities. Everyone is talented, but only those who choose and invest in their talent are talented. The purpose of talent management is to describe the idea and integrate HRM operations with the goal of hiring and keeping the appropriate people for important jobs at the right time. Providing and maintaining talent is more crucial for the following reasons:

- 1) Knowledge-based economy
- 2) Intense competition
- 3) Staff transfer and relocation individuals drive companies, and individual skill determines organizational success. So talent management is at the heart of management.

Talent management is one of the abilities that today's businesses and managers require in order to hire the best candidates for any organization's job openings. The programme helps managers to invest in the process of finding a qualified workforce faster and more successfully, saving time by investing in the development of their abilities and teaching them the skills they require. This is due to the fact that there are a lot of job candidates, yet their talents aren't always matched up with work possibilities in firms. A thorough personnel management programme may assist both job searchers and employers trying to acquire new employees. The Indian cement industry is a prominent industry that plays an essential role in the Indian industrial sector. The Indian cement sector is now quite developed, ranking second in the world behind China, with an installed capacity of around 500 MTPA. There are around 160 cement businesses in India, with activities scattered across the country. India is the world's second largest cement producer. At present, the installed capacity of cement in India is 500 MTPA with production of 298 MTPA. India's domestic cement production was nearly 294.4 million tonnes (MT) in FY21 and accounted for over 7% of the global installed capacity in FY21. India's overall cement production accounted for 262 million tonnes (MT) in FY21. In FY

2027, cement demand is expected to reach 419.92 MT. Employee productivity (also known as workforce productivity) is a measurement of a worker's or group of workers' efficiency.

Productivity may be measured in terms of an employee's production over a certain time period. Typically, a worker's productivity will be measured in relation to the average for employees doing similar work. Employee productivity is a significant factor for organizations since it is critical to the success of any firm. It is critical to monitor employee engagement and how it affects overall productivity. If you observe a drop in productivity Furthermore, some staff appears to be underperforming. It might be a sign of disengagement, cooperation issues, or ineffective business procedures. The behavior or attitude revealed management's approach and talents, particularly line management's ability to employ resources successfully and competently. However, the labour union may operate as a bridge between the employees and the organization's management by negotiating improved employee welfare packages, such as periodic training, promotion, and growth. The main crux of this paper is to extract existing labour literature and with the help of that it has to be proven that when the work environment is favourable and management and corporate leaders display the flexibility that they frequently expect of their employees, people tend to put in their best effort, perform successfully and efficiently which is going to analyse the productivity of employee in cement industry.

Literature Review:

Ross (2005), shown that the retention fight begins with hiring, with organizations seeking individuals whose skills and interests match both the organization's short- and long-term demands.

J. Bersin, (2006). In this study paper author, has discussed the critical issues. These issues are – i) Talent management requires integration and communication between existing HR and Research and Development activities. ii) Vendor believes there isn't a proper "Talent management software solution yet." iii) Competency management, misunderstanding and challenging portion of training and HR have become crucial. On these issues, the author has discussed critically in the study paper.

Walsh and Taylor (2007) According to the article "Developing In-House Careers and Retaining Management Talent," while remuneration and work-life balance are crucial, management retention is impacted by the lack of opportunities for personal and organizational development.

Raja Mohan S and Vijaya Ragavan T (2008) had analyzed "The Production Performance of Madras Cement's Limited" and had compared it with the production performance of other cement companies in India. They had applied Mann-Whitney U test and had found the production performance of selected unit viz., Madras cements limited as equal to production performance of all other cement units in India.

According to Collings & Mellahi (2009) talent refers to individuals with high potential, who have the ability and inclination to systematically develop the necessary skills and expertise to fill key roles within an organization. Talent managers are responsible for developing the talent that is required to meet the current and future needs of their organizations.

Sanjay J Bhayani (2010) in the article on "Determinants of Probability in Indian Cement Industry: An Economic Analysis", had taken into account the size of the organizations, liquidity management, growth of organizations, components of cost and inflation rate for measuring the profitability and assessing the efficiency of the organizations. They had used backward regression analysis on the variables of the study. They found that the liquidity, age of the business, operational profit ratio, interest rate, and inflation rate all had a major impact in determining the profitability of the Indian cement sector.

S. Schuler R., (2011) "Overall talent management and overall ability challenges: Strategic open entryways for IHRM". The open entryway began to make in the late 1990s with the methodology of the trial of "overall talent management." During the past couple of years this open entryway has expended to fuse troubles overseeing ability insufficiencies, ability surpluses, finding and moving ability, and pay levels of ability. Together, these conditions are all "overall ability challenges". In this article we delineate these couple of overall ability challenges and the indispensable open entryways they present to firms and propose the implications of these for firms and for the field of worldwide human resource administration.

Johannes H. Potgieter (2012) in the research paper on "An overview of cement production: How green and Sustainable is the Industry" Management clarified and answered the question whether the Cement Industry could Achieve Sustainable Development in the 21st Century". To achieve sustainable development the cement companies according to her should be green and environment friendly. She had concluded that the cement industry with its new modernized technology equipment's and concepts could contribute substantially for the sustainable and environmental friendly development.

Waheed, S., Zaim, A., & Zaim, H.(2013). Talent Management In Four Stages 'Ability' are delegated beneficial, extraordinary, hard to copy and difficult to find. Any affiliation that necessities to vanquish others in industry should underline on talent management. One of the ways to deal with stand up to the current condition is by talent management through an inside 'ability pool' inside the affiliation. This paper proposes and discusses a four-arrange demonstrate that spreads likely research some portion of the 'Ability Management' and the resulting 'Business Planning'.

According to Baqutayan (2014), Talent management is the management of persons or workers by retaining the appropriate people for the right jobs at the right time.

Banerjee Sima (2015) In their research article "An Analysis of Profitability Trend in Indian Cement Industry," published, they had highlighted the fact that the regulatory measures taken by the government on the production and distribution in regard to cement companies from the period of inception, level of sales tax and excise duty, uncertainty in supply of raw materials, underutilization of capital, and high capital cost had caused for the erratic fluctuations in profitability of the cement company.

Hana and Lucie (2016) investigated the philosophies of talent management. Talent management features strategic talent management, integrated talent management or global talent management. Strategic talent management is the process, which related to the key position of systematic identification, talent pool development and the architecture of differentiated human resource development. Inclusive, stable and developmental philosophies are the three different philosophies of talent management process. Top and middle management has agreed that the talent management has significantly resolved the lack of qualified employees in future. Talent management has created the new income sources in business.

OBJECTIVES OF THE STUDY:

- To know the talent management practices on employee productivity.
- To know the efficient talent management practices in cement industry.

RESEARCH METHODOLOGY

This study intends to examine the impact of talent management on employee productivity in cement industry. The study is mainly descriptive in nature. For this study's purposes, secondary data are collected. Secondary data was collected from websites, various articles and journals.

The Talent Management on employee productivity

Talent management is defined as the deployment of integrated systems meant to promote workplace efficiency by building superior procedures for attracting, developing, keeping, and deploying people to meet current and future company demands. However, talent management is a vital component of managing personnel to high performance, which necessitates the cooperation and communication of managers at all levels. Some studies expand the premise that talent management involves succession planning, which is a systematic long-term strategy to managing existing and future personnel needs in order to accomplish corporate objectives but also go a step further. When talent management becomes a core competency, it greatly improves strategy execution and operational excellence. It increases the performance and potential of employees who can have an influence on the company.

Getting the appropriate person in the right role is the goal of talent management, which is described as a collection of organizationally structured procedures to recruit, develop, deploy, and retain talent. Talent management strategies are described in some studies as human resource development strategies to increase competitiveness, and today it is a concern for organisations to manage the talent effectively and efficiently. Furthermore, it was stated that talent management is a well-thought-out component of human resource management that is used to achieve organizational goals by utilising talented individuals, manage and keep them so that they can better control the competitors. Organizations must develop effective practises to attract talent through recruitment and selection, develop brilliant people to satisfy current and future skill requirements, manage and retain them to be better able to manage the competition, and so forth in order to compete in today's business environment.

Efficient Talent Management Practices:

Efficient Talent Management Practices in a business may provide a variety of benefits that contribute to its success and competitive advantage. The main practices as follow:

- **The Right Individual for the Position:** A good assessment of staff talents and strengths helps the business to keep track of the skill inventory it possesses. This evaluation may be utilized by the business for competence mapping, resulting in the placement of the appropriate individual in the right role and increased employee productivity. It also improves alignment between an individual's interests and his job profile, enhancing job happiness.
- **Keeping the best employees:** Attrition is still a big challenge for firms, despite developments in the global economy. Leadership and business expansion depend on keeping top personnel. Organizations that are unable to keep their best talent run the danger of falling behind rivals. The current emphasis is on developing employee retention programmes and techniques to find, grow, keep, and engage great employees. The development of an employee's career must be taken care of, and succession planning for those who are under consideration must be done while they are kept informed so they are aware that their work is being acknowledged.
- **Better Hiring In Organization:** An organization's workforce represents the calibre of that organization. It is best to have skill at the bottom in order to have talent at the top. As a result, talent management programmes, trainings, and hiring assessments are now an essential part of HR procedures.
- **Understanding Employees Better:** Employee evaluations provide management with detailed information about their employees' development requirements, career goals, strengths and weaknesses, talents, likes and dislikes. It is so easy to discern what inspires whom, which aids greatly in the job enrichment process.
- **Better professional development decisions:** When a business is aware of its high potential people, investing in their professional development becomes simpler. An company is worried because employee development necessitates investment decisions in learning, training, and development of the person for growth, succession planning, performance management, and so on, and talent management simply makes this easy for them.
- **Succession planning:** Assessments of Employee Performance & Competency People can be mapped against the company's future ambitions and for succession planning, both of which make use of mapping.

RESULT AND CONCLUSION:

All the Top executives are comfortable with their organization's talent management strategies. This was also clear from the fact that many employees had been working in the current organizations for lengthy periods of time, with a considerable proportion having worked in one single organization since the beginning of their career, never changing jobs. In the study clearly reveals that there is a difference in employee satisfaction levels across age, groups, experience levels, and enterprises. All of the Top executives are more comfortable with their firms' talent management procedures. It is proposed that a logical and scientific relationship be established between Talent Management Plans and organizational plans. So that Talent management professional may analyse the human resource requirements for the specific section demands and organizational human resource requirements. As a result, there would be no opportunity to divert the services of Talent Management planning professionals to general organizational needs. The development of such scientific correlations between talent management Plans and organizational plans can especially minimise talent management specialists mismatching between the talent management Planning department and organizational planning. Under his leadership, a sub-team of employees must be appointed. The Talent Management Manager is responsible to create the Talent Management Plans in a logical and methodical way. Periodically helping him put together logical and scientific strategies was the sub-team. Furthermore, the sub-team would receive training from him and be prepared to assist the organization in future human resource emergencies. At beginning, Talent Management Managers should analyze and appraise the organization's relatively near future human resource needs, followed by the organization's long-term needs.

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