

# TALENT MANAGEMENT PRACTICES IN SELECTED PRIVATE BANKS WITH REFERENCE TO ERODE DISTRICT

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## *Abstract*

*The private banks are the best in implementing the talent management practices in the banking industry. The paper is aiming to study the talent management practices implemented in the private sector banks in India. The study conducted with the private bank employees in Erode District of Tamil Nadu. For which 200 sample respondents are selected from the top 8 banks which have more branches in the district (more than 10 branches). The talent management practices are analyzed in the view of its elements (Recruitment, training and development, retention, engagement and recognition of talented employees).*

*Key words: Talent management practices in banks, elements of talent management practices and role of human resource department in talent management.*

## **Introduction**

The private sector banks are banks where greater parts of stake or equity are held by private share holders and not by government. Banking sector is a leading player in Indian economy. Private Banks have gained good share in Indian banking industry over few years because of usage of technology. The share of private banking is around 18.2 percent of Indian banking industry. The talent management is most effectively used by the private banks than the public sector banks. The HR practices are most effective and ICT based (Information and Technology). The talented employees in the banks have made banking more efficient and customer friendly.

## **Talent management practices**

The talent management is priority system in the private banks where a more number of educated and skill employees are working. Indian banking industry is very competitive and challenging. The role of the employee in the success of the business is inevitable. The private banks have constructive human resource management department. It focuses on recruiting, developing and retaining the talented employees. This paper analyses the talent management practices implemented in the private sector banks.

## Elements of talent management practices

Major elements of talent management are recruitment, training and development, recognition, retention, performance management, succession plan and engaging the talented employees.

### Statement of the problem

The functions of the human resource management department are very difficult as it deals with man power. Particularly in the banking sector, the employees are talented and educated. The role of the department in acquiring, developing and retaining the talented employees are important. The role of the management to achieve its organizational goal, it is required to implement the talent management practices at the different level. It becomes importance to study the talent management practices in the private banks and different elements os the talent management implemented. This article analyses the talent practices in the private banks based on its elements.

### Review of literature

Hitu (2015) explored the talent management scenario in the private and customer oriented, identification and management of talented personnel become the biggest challenge. The study explores the thrust and initiative on talent management in selected private and public sector banks. Key findings suggest that talent management initiatives are well developed in private sector banks compared to public sector banks in terms of rewards, remuneration and selection procedures. Public sector banks compensates in terms of job stability due to life time employment with post employment pension.

Sultan Singh and Pooja (2016) examined the impact of talent management practices on employees“ performance in selected private sector banks. The finding indicates that talent management practices have direct impact on employee motivation, employee creativity and employee satisfaction and employee competency. The study recommends that there should be healthy and stress free working environment, career progression opportunity, regular training, welcome employees“ innovative idea and transparent proper promotion policy for the management of talent in the organization.

Adnan M. Rawashdeh (2018) studied the Impact of Talent Management Strategies on Bank Performance in Jordanian Commercial Banks. His aim is to investigate the impact of talent management strategies on bank performance in Jordanian commercial banks. He found a positive association of attracting, developing and retaining talents with bank performance. He advised to maintain developing the motivation system according to the labor market conditions and competitiveness in order to retain talented staff and to avoid labor turnover.

### Objectives of the study

The objectives of the paper are

1. To study the demographical variables of the sample respondents
2. To analyse the implementation of talent management practices based on the elements
3. To find the relationship between the demographical variables and the opinion of the employees of the private banks on the talent management practices implementation.

## Methodology

The study is conducted in Erode district of Tami Nadu during the January-March 2020. To study the talent management in private banks, 8 private banks were selected on the basis of number of branches in the district (more than 10 branches in the district). They are AXID Bank (18 branches), ICICI bank (26), HDFC Bank (14), Tamilnad Merchantile Bank (17), Lakshmi Vilas Bank (14), Karur Vysya Bank (21), City Union Bank (13) and Syndicate Bank (12). 25 sample respondents were selected from each bank using the simple random technique. Total 200 sample respondents were met and collected data through questionnaire.

## Hypothesis

To study the relationship between the demographical variables and the opinion about the implementation of talent management practices, the following null hypothesis is framed.

H<sub>0</sub>: There is no significant difference in the mean of opinion about elements of talent managements (Recruitment, training, retention, engagement and the recognition) according to the demographical variables of the employees (Age, Gender, Marital status, Educational qualification, Designation, level of income, method of appointment and level of experience).

## Profile of the respondents

The demographic profile of the sample respondents from the selected private banks are summarised bellow.

**Table 1**  
**Demographic profile of the sample respondents**

Demographic variable	Groups	Number of respondents	Percent
Age group	Young	77	38.5
	Middle	63	31.5
	Old	60	30.0
Gender	Male	115	57.5
	Female	85	42.5
Marital status	Single	73	36.5
	Married	127	63.5
Educational qualification	UG	96	48.0
	PG	91	45.5
	Others	13	6.5
Designation	Branch Head	14	7.0
	Branch Operation manager	16	8.0
	Brach sales Managers	39	19.5
	Assistant Manager	89	44.5
	Loan officer	5	2.5
	Customer Service Executive	37	18.5
Income level	Low	64	32.0
	Middle	86	43.0
	High	50	25.0
Method of appointment	Direct	139	69.5

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Marital status	Single	73	36.5
	Married	127	63.5
	Promotion	61	30.5
Level of experience	Lees	120	60.0
	Moderate	53	26.5
	More	27	13.5
Total		200	100

Out of 200 respondents, high percentage of the respondents are found in young age group 77 (38.55). 115 (57.5%) male respondents and 85 (42.5%) female respondents in the gender group. It is also found that 127 (63.5%) respondents are married, 96 (48.0%) respondents have studied undergraduation and 91 (45.5%) respondents have completed postgraduation, 89 (44.5%) respondents are assistant managers and 39 (19.5%) respondents are branch sales managers. 86 (43.0%) respondents belong to the middle income group, 139 (69.5%) respondents are appointed as manager directly and 120 (60.0%) respondents belong to the less experienced group.

#### **Relationship between the nature of the respondents and their opinion on the implementation of the talent management practices in their banks**

The relationship between the demographic nature of the respondents and their opinion about the talent management practices are tested with the help of the hypothesis. The opinion of the respondents about the talent management practices are measured according to the different elements of talent management practices i.e., recruitment, training and development, retention, engagement and recognition of the talented employees in the private banks.

The framed hypothesis is tested with the help of Z test and One Way Anova. The results are given below.

**Table 2****The relationship of gender, marital status and method of appointment with their opinion about the talent management practices: Z test**

Elements	Gender				Marital status				Method of appointment			
	Category	Mean	Z	P	Category	Mean	Z	P	Category	Mean	Z	P
Recruitment	Male	19.02	-0.337	0.736	Single	19.40	1.017	0.310	Direct	19.07	-0.084	0.933
	Female	19.18			Married	18.91			Promotion	19.11		
Training	Male	20.77	0.597	0.551	Single	20.60	-0.399	0.690	Direct	20.44	-2.410	0.017
	Female	20.58			Married	20.73			Promotion	21.25		
Retention	Male	18.05	-1.186	0.237	Single	17.75	-1.923	0.056	Direct	18.14	-0.842	0.401
	Female	18.53			Married	18.54			Promotion	18.51		
Engagement	Male	19.60	-0.790	0.431	Single	19.49	-1.016	0.311	Direct	19.88	1.638	0.103
	Female	19.86			Married	19.83			Promotion	19.31		
Recognition	Male	17.47	-3.328	0.001	Single	17.71	-1.167	0.245	Direct	18.12	0.819	0.414
	Female	18.74			Married	18.18			Promotion	17.77		

The above table shows the result of the Z test. According to the gender, male respondents have given better opinion than female respondents about training and development for talent improvement (20.77). The opinion of the female respondents is better for recruitment (19.18), retention (18.53), engagement (19.86) and recognition (18.74) of talented employees, The Z test result explicit that the opinion of the male and female respondents do not significantly differ except recognition. The Z value is -3.328 which is less than -1.96. Hence, the framed null hypothesis is rejected. It is concluded that the female respondents opinion about the recognition is significantly higher than male respondents.

The opinion of the respondents on the basis of their marital status, married respondents' opinion is higher about training and development (20.73), retention (18.54), engagement (19.83) and recognition (18.18) of the talented employees in the private sector banks. Unmarried respondents feel that recruitment is better (19.40). The Z test explores that the P values for all the elements of the talent management are more than 0.05. Hence, the framed null hypothesis is accepted and concluded that the opinion of the respondents is not significantly varying about the talent management practices according to their marital status.

The relationship between the method of appointed as a manager and the opinion about the talent management depicts that the respondents who are appointed directly as manager in the bank, have given better opinion than the respondents promoted as managers for engagement (19.88) and recognition (18.12) of the talented employees. The opinion of the respondents belong to the promotion group is high for recruitment (19.11), training (21.25) and retention (18.51) of talented employees. The Z test result shows that the opinion of the respondents is significantly varying for training (Z: -2.410; P-0.017). It is concluded that the respondents who are appointed as manager by promotion are having better opinion about the training and development organized by the private sector banks.

The relationship between the demographic variables (age, educational qualification, income level, level of experience and the designation) and the opinion about the talent management is tested with the help of One Way Anova. The result is given in Table 3.1.

The Table 3.1 reveals that the respondents belong to the young age group is higher about training (20.94). the old aged respondents feel that recruitment (19.43), retention (18.92), engagement (20.18) and recognition (18.50) of talented employees in the private banks are better. The result of the One Way Anova depicts that there is no significant difference in the mean of the respondents about different elements of talent management practices (P values are greater than 0.05). Hence, it is concluded that the opinion do not differ according to the age of the respondents.

**Table 3.1**  
**Relationship between the demographical variables and the opinion about talent management practices: One Way Anova**

Elements	Age group				Educational qualification				Income group				Level of experience			
	Category	Mean	F	P	Category	Mean	F	P	Category	Mean	F	P	Category	Mean	F	P
Recruitment	Young	18.88	0.499	0.608	UG	19.28	2.275	0.106	Less	19.28	0.509	0.602	Less	18.95	0.270	0.764
	Middle	19.00			PG	19.14			Middle	18.81			Moderate	19.34		
	Old	19.43			Others	17.23			High	19.30			More	19.19		
Training	Young	20.94	1.058	0.349	UG	20.66	0.555	0.575	Less	20.88	0.566	0.569	Less	20.82	0.750	0.474
	Middle	20.67			PG	20.63			Middle	20.50			Moderate	20.60		
	Old	20.38			Others	21.31			High	20.76			More	20.26		
Retention	Young	18.10	2.597	0.077	UG	17.80	7.984	0.000	Less	19.02	4.223	0.016	Less	18.16	7.175	0.001
	Middle	17.81			PG	18.34			Middle	17.69			Moderate	17.58		
	Old	18.92			Others	21.00			High	18.26			More	20.00		
Engagement	Young	19.32	2.409	0.093	UG	19.70	0.949	0.389	Less	19.36	3.425	0.034	Less	19.66	1.237	0.292
	Middle	19.73			PG	19.60			Middle	19.56			Moderate	19.51		
	Old	20.18			Others	20.54			High	20.42			More	20.33		
Recognition	Young	17.70	1.491	0.228	UG	18.02	0.025	0.976	Less	17.62	1.260	0.286	Less	17.81	7.746	0.001
	Middle	17.92			PG	17.98			Middle	18.05			Moderate	17.53		
	Old	18.50			Others	18.15			High	18.44			More	19.85		

The opinion of the respondents based on their educational qualification, the respondents who have studied undergraduation have opined better about the recruitment (19.28). The respondents other than undergraduation and postgraduation have opined better for training (21.31), retention (21.00), engagement (20.54) and recognition (18.15) of the talented employees. The F values show that there is no significant difference in the mean except retention. The P value (0.000) for the retention shows significance at 1% level.

The less income group respondents feel good about training and developments (20.88), retention (19.02) of the talented employees in the private sector banks. The high income group respondents have opined that recruitment (19.30), engagement (20.42) and recognition (18.44) of talented employees in the private banks. The One Way Anova test indicates that the opinion of the respondents towards the retention (P-0.016) and engagement (P-0.034) is significantly varying according to the income of the respondents. The good opinion of the high income group respondents about the retention and the engagement is significantly higher than other groups.

According to the level of experience of the respondents, the opinion of the less experienced respondents is higher than other respondents about training and development (20.82) conducted for the talented employees. The moderately experienced respondents have given good opinion about recruitment (19.34) of talented employees. More experienced respondents' opinion is better for retention (20.00), engagement (20.33) and recognition (19.85). the One Way Anova shows that the difference in the opinions of the respondents between the different experience groups are significant for retention (P-0.001) and recognition (P-0.001). hence, the opinion of the more experienced employees are high. The framed null hypothesis is rejected for these two elements of talent management practices.

**Table 3.2**  
**Relationship between the demographical variables and the opinion about talent management practices: One Way Anova**

Elements	Designation	Mean	F	P
Recruitment	Branch head	19.36	0.493	0.781
	Branch operation manager	18.69		
	Brach sales managers	19.36		
	Assistant manager	18.84		
	Loan officer	20.80		
	Customer Service Executive	19.22		
Training	Branch head	20.14	0.577	0.718
	Branch operation manager	20.75		
	Brach sales managers	20.38		
	Assistant manager	20.74		
	Loan officer	20.40		
	Customer Service Executive	21.08		
Retention	Branch head	19.00	2.502	0.032
	Branch operation manager	18.94		
	Brach sales managers	18.23		
	Assistant manager	17.58		
	Loan officer	18.40		
	Customer Service Executive	19.30		
Engagement	Branch head	20.29	2.000	0.080
	Branch operation manager	20.56		
	Brach sales managers	20.10		



	Assistant manager	19.66		
	Loan officer	18.20		
	Customer Service Executive	19.03		
Recognition	Branch head	17.64	2.404	0.038
	Branch operation manager	18.44		
	Branch sales managers	19.18		
	Assistant manager	17.81		
	Loan officer	16.40		
	Customer Service Executive	17.43		

The Table 3.2 shows that branch operation manager have high mean for the talent management practices in engaging the talented employees (20.56). The opinion of the branch sales manager is high for the recognition (19.18) of the talented employees. The respondents who are working as loan officers have good opinion about the recruitment of the talented employees (20.80). The opinion of the Customer Service Executives is high about the practices of training (21.08) and retention (19.30). But the opinions of the respondents are significant different only for retention (P-0.032) and recognition (P-0.038) of the talented employees as per the result of Onw Way Anova.

### Suggestions

The study has been made empirically with 200 samples. From the result of the findings, it is suggested to the private banks to improve the performance of talent management practices. high recognition is found with the female and more experienced employees. To motivate and improve overall talent management practices, the department human resource has to improve recognition of male and less experienced talented employees. Relating to the organizing training and development programmes, the opinion of employees who are promoted as manager is higher than the direct recruitment for managers. It shows that more training programs are required for the managers who are appointed directly by the private banks.

The result of testing hypothesis has revealed that more experienced employees, highly paid employees and customer service executives are having good opinion about the retention practices. on the other hand, the undergraduated, moderate experienced, less earning and assistant manager category employees have not score better for the retention activity. Hence, it is suggested that the retention of these employees based on the performance could increase the performance of talent management practices in their banks.

### Conclusion

In banking division, consideration must be given on competitors' key talent and potential during the screening and securing process itself. The serious, target questions replied in the composed test alone won't be sufficient to guarantee it; must be guaranteed with the talent level test and evaluation. The entire thought of talent the executives is connected with procuring, pulling in and holding quality staff in the association. Banks besides need to receive this methodology with the goal that they can hold excellent HR, they can draw in new and youthful gifted HR and they can support these abilities for improving the exhibition. The possibility of thought execution is legitimately related with turn, prize and acknowledgment and advancement. Except if and until the individual

execution is appropriately perceived and he is properly compensated for the exhibition, the degree of inspiration can't be upgraded

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