

STUDY ON THE STRATEGIC ROLE ANALYSIS, TALENT IDENTIFICATION, RETENTION, PERFORMANCE, AND REASONS OF LEAVING ANALYSIS FOR EMPLOYEES

***Suresh Kumar Madhusudhanan, **Dr. Prakash Divakaran**

**Research Scholar, **Research Supervisor
Department of Human Resource Management
Sabarmati University
Ahmedabad, Gujarat*

ABSTRACT

Introduction: *The discourses on cross-cultural management have been evolving in recent years because of the increase in the mobility of people across geographies.*

Aim of the study: *The main aim of the study is to Study the strategic role analysis, talent identification, retention, performance, and reasons for leaving analysis for employees*

Material and method: *The talent acquisition process is a compilation of various activities for onboarding the desired talent for the accomplishment of business goals.*

Conclusion: *This study elucidates responses from employers and presents their perspectives.*

INTRODUCTION

CULTURE AND EXPATRIATES

Theoretical Framework of Cross-cultural Management

The discourses on cross-cultural management have been evolving in recent years because of the increase in the mobility of people across geographies. Managing in a cross-cultural context is arguably an emerging trend in modern management practices. This chapter discusses various dimensions of culture including time, space, risk-taking attitude, and emotions, among others. Since such dimensions have distinct connotations in different cultures, their relevance increases even more in a cross-cultural workplace. This is highly relevant in the case of managing the cross-cultural workforce in the Gulf region, and more so in the highly cosmopolitan United Arab Emirates (UAE).

UAE alone hosts more than two million Indians of the total six million Indians in the Gulf region. Given this backdrop, it is imperative to understand the cultural context and frameworks. The chapter discusses various models which have contributed to the advancement of knowledge and practice in a multicultural environment. One of these models is the Hofstede model which is being

used widely to understand Cross-cultural contexts based on dimensions of national culture like power distance, uncertainty avoidance, etc.

There are two other models which have been discussed in the chapter. One of them is Trompenaar's model which identifies seven dimensions of culture including universalism vs. particularism, specific vs. diffused, and sequential vs. synchronous, among others. The Kluckhohn and Strodtbeck model, which is based on socioeconomic challenges of a cultural setting and how it is resolved, is the other model discussed in this chapter. Taking cues from the discourses, this chapter also analyses the evolution of cultural ties between India and the UAE; and makes a comparative analysis of the cultural contexts based on the Hofstede model.

Discourses on Cross-cultural Management

Culture is a shared belief that emanates from and shapes society and influences individuals therein. It includes all activities ranging from behavioral pursuits to ways of life like dressing, norms, ethics, values, and religious practices.¹

Culture, which is formed by such norms and values, is thus, a definitive way of thought processes and behavioral stimuli that exist within a group, organization, country, or a country group sharing common social contexts. With varying multicultural workforces and multicultural contexts, it is the word to discuss to focus on cross-cultural management which assesses the impact of national, organizational, or institutional culture on performance. In the heterogeneous society that we are in, social cohesiveness and social cohesion are an utmost necessity to keep multicultural pursuits evolving through time.

Cross-cultural management discourses have evolved in recent years because of the increased mobility of people across geographies. Therefore, managing in a cross-cultural context is arguably an emerging trend in modern management practices. It is important to understand the cultural dimensions as well. There are numerous dimensions that can help understand the culture of a society, such as time, space, risk-taking, emotions, etc. The importance of timeliness and the emphasis on punctuality vary from society to society and from culture to culture. For instance, there can be organizations that deduct salary for being late to the office while there can be others may value only the completion of a project on time and provides flexible office hour. Similarly, space, risk-taking attitude, and emotions are other such dimensions that have a significant bearing on cultural contexts.

LITERATURE REVIEW

Singh and Pooja (2017) conducted a study to examine talent management strategies in private insurance companies and financial institutions. The study was conducted with 102 respondents who were Human Resource managers working with insurance companies and financial institutions in Delhi and Haryana in India. The study supported that training the employees in their regional local language at a constant span of time acts as the best talent management practice to

improve the potential, skills, and competencies in order to meet the expectations of the organizations in the present contemporary environment. The study also revealed that the employees were very sentient about their career progress and advancement, as they have been provided with adequate access to the various amenities to rejuvenate and refresh themselves. Therefore, it was emphasized that Human Resource managers must formulate employee development programs by keeping the goals of the organizations and the needs of the employees into consideration.

Kaewsaeng-on (2016) ascertained the best talent management practices in the business environment in the contemporary era. The study was undertaken with 38 respondents who were employees in the hospitality industry in Thailand. It was found in the study that adequate recruitment of talented employees and the development of potential among them through scientific training and development programs have been regarded as the best talent management practices in the hospitality industry. The study also revealed that the major concept behind such human resource development practices is the retention of the best talent, which is necessary for the growth and development of the organization as well as the employees. Moreover, the study also depicted that forming a culture of the collective society and making sound relationships between Human Resource Managers as well as employees act as the foundational aspect of building sound talent among the various employees.

Dhanlakshmi et al. (2016) conducted a study to investigate the talent management strategies, that are undertaken the employees in business organizations. Talent is the ability of the employee to make their survival possible in a challenging environment. The study was undertaken with 500 respondents who were employees working in the IT domain in Chennai, India. The research highlighted that better communication among the employees, sound employer-employee association, suitable cooperative ties as well and engagement of the employees in the significant decisions of the organization act as the best practices to enable the employees to develop their best talent and abilities to withstand the gauntlets in the contemporary environment. However, the research also illuminated the insignificant effect of economic benefits such as compensation, rewards, and bonuses to enhance the skills and work abilities of the employees in the organization.

Matfori (2015) in his study examined the training programs as the talent management practice among employees working in medium as well as small-scale enterprises in the hospitality industry. The sample size of the study was employees working in the 24 hotels in the Mombass Cuntly in Kenya. The study revealed the significant and positive effect of the training and development initiatives as the best talent management and development strategies for the enhancement of work quality among employees at a constant pace. In addition, the hospitality industry was also found to make a preference for the on-the-job training program and observation of the employees' productivity as the best talent management initiative to analyze the effect of the training initiative on the efficacy among the employees. Therefore, the study also suggested that Human Resource Managers should keep proper track of the expected as well as realistic efficacies and abilities of the employees to prepare and execute suitable programs.

Amiri (2015) undertook a study to analyze the gap between the expectations of the employees and their perceptions of the various talent management practices and initiatives. The various talent management initiatives have made significant contributions to the engagement of the employees with the organization in the long run. The study was undertaken with 186 respondents who were employees working in 10 IT organizations in Pune City India. The study observed that talent management practices like injecting adequate work environment; training and development programs at regular intervals of time as well as adequate compensation to the employees have a positive and significant impact on the ideological setup of the employees, which leaves them motivated with the sense of belongingness with the concerned organization. Such kind of practices have been adopted and preferred by many of the employees in the organization.

METHODOLOGY

The talent acquisition process is a compilation of various activities for onboarding the desired talent for the accomplishment of business goals. These activities include choosing a relevant source of recruitment; choosing assessment methods for selection, aligning business goals with the kind of talent desired and assessing their fit, and the treatment given to candidates during the complete recruitment process. These have been included in various sections of variables for talent acquisition and have been named accordingly. There may be other activities as well but this research concentrated on these core activities based on findings and recommendations from previous research, recruitment-based articles of renowned HR consulting firms, and HR professionals. Items were recognized for tapping and measuring the relevant activity. The impact of talent acquisition strategies on retention and performance has been researched in this study.

RESULTS

CORRELATION ANALYSIS

Relationship between challenges in hiring and reasons for leaving:

This section checks if there is any relationship between challenges in hiring as faced by e-commerce startups and reasons for leaving the employees. Reasons for leaving may include external elements posing a threat and; may also include internal elements which may force the employees to leave. It also checks the relationship between reasons for leaving and retention of incumbents.

Table 4.1 Correlation table for reasons for leaving, challenges in hiring and retention

challenges				rol. external	rol. internal	ret. ti	ret.stay
		Correlation Coefficient	1				
		Sig. (2-tailed)					
	challenges	N	287				

		Correlation Coefficient	.461**	1			
		Sig. (2-tailed)	.000				
	rol.external	N	287	287			
		Correlation Coefficient	0.026	.315**	1		
		Sig. (2-tailed)	0.659	.000			
	rol.internal	N	287	287	287		
		Correlation Coefficient	0.022	-0.058	-0.042	1	
		Sig. (2-tailed)	0.710	0.331	0.483		
	ret. ti	N	287	287	287	287	
		Correlation Coefficient	.133*	.424**	0.052	-0.015	1
		Sig. (2-tailed)	0.025	.000	0.379	0.794	
Spearman's rho	ret.stay	N	287	287	287	287	287
** . Correlation is significant at the 0.01 level (2-tailed).							
* . Correlation is significant at the 0.05 level (2-tailed).rol refers to- reasons for leaving ti- talent identification ret- retention							

Table 4.2 Summary on the correlation between reasons for leaving, challenges inhiring, and retention

	Challenges	Retention-Ti	Retention-Stay
Rol-Internal (r)	.026	-.042	.052
p-value	.659	.483	.379
Rol-External (r)	.461**	-.058	.424**
p-value	.000	.331	.000

**p<.01, n = 287

Spearman’s rank correlation was run to assess the relationship between reasons for leaving, challenges faced while hiring, and retention. The Relationship between incumbents’ reasons for leaving due to companies' internal reasons is non-significant with challenges faced while hiring $r_s = 0.26$, $p = 0.659$; retention based on talent identification parameters $r_s = -.042$, $p = 0.483$ and retention based on the duration of stay $r_s = 0.052$, $p = 0.379$. Reasons for leaving due to external reasons have a significant positive moderate relationship with challenges faced while hiring $r_s = .461$, $p < 0.01$; and retention based on stay $r_s = -.424$, $p < 0.01$ but no significant relationship with

retention based on talent identification $r_s = -.058, p = 0.331$.

ASSOCIATION BETWEEN VARIABLES

Association between strategic role analysis, talent identification, retention, performance, and reasons for leaving analysis.

Somers' D was run to check if strategic role analysis supports talent identification; retention based on a stay of incumbents; performance of incumbents to satisfaction of management and reduction in reasons of leaving of incumbents due to external features acting on e-commerce companies.

Table 4.3 Somer's D table

Directional Measures						
			Value	Asymptotic Standardized Error ^a	Approximate T _b	Approximate Significance
Ordinal by Ordinal	Somers'd	Symmetric	-.119	.050	-2.284	.022
		talent identification- ks Dependent	-.156	.066	-2.284	.022
		strat. role analysis Dependent	-.096	.041	-2.284	.022

Table 4.4: Somer's D

Directional Measures						
			Value	Asymptotic Standardized Error ^a	Approximate T _b	Approximate Significance
Ordinal by Ordinal	Somers' d	Symmetric	-.141	.049	2.738	.006
		rol-external Dependent	-.176	.061	2.738	.006
		strat. role analysis Dependent	-.118	.042	2.738	.006

Table 4.5 Summary of association between strategic role analysis, talent identification, retention, performance, and reasons for leaving

		Talent Id	Ret-Stay	Perf.Sat	Rol-Ext.
Strategic Role Analysis	Somers' d	-0.156*	0.028	0.178*	-0.176**
	p-Value	0.022	0.639	0.052	0.006

**p<.01, *p<.05, N = 287

Results present that strategic role analysis has a significant negative weak association with talent identification criteria (d= -0.156, p<.05); reasons for leaving of incumbents due to external elements (d= -0.176, p<.05) acting on e-commerce companies and a positive weak association with performance based on satisfaction (d= .178, p=.052) where p-value though is not less than .05 but is almost equal to 0.5. It has no significant association with retention based on stay (p = 0.639).

Association between recruitment practices and Retention, performance, and reasons for leaving

Somers' D was run to check if recruitment practices followed by e-commerce companies have an association with retention, performance, and reasons for leaving incumbents. Recruitment practices were checked under two sections namely – information sharing with candidates during the recruitment process and the human resource practices that are integrated with recruitment practices for effective recruitment.

- **Information sharing practice with candidates**

Table 4.6 Somer's D table

Directional Measures						
			Value	Asymptotic Standardized Error ^a	Approximate _T ^b	Approximate Significance
Ordinal by Ordinal	Somers' d	Symmetric	.256	.054	4.265	.000
		ret. info shared Dependent	.263	.056	4.265	.000

		retention- based Dependent	ti	.250	.055	4.265	.000
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Table 4.7 Somer’s D table

Directional Measures							
			Value	Asymptotic Standardized Error ^a	Approximate _T b	Approximate Significance	
Ordinal Ordinal	by	Somers'd	Symmetric	.084	.046	1.773	.076
			rct. info shared Dependent	.079	.044	1.773	.076
			retention- stay Dependent	.089	.049	1.773	.076
a. Not assuming the null hypothesis.							
b. Using the asymptotic standard error assuming the null hypothesis.							

Table 4.8- Somer’s D table

Directional Measures							
			Value	Asymptotic Standardized Error ^a	Approximate _T b	Approximate Significance	
Ordinal Ordinal	by	Somers'd	Symmetric	.030	.053	.560	.575
			rct. info shared Dependent	.028	.050	.560	.575
			performance- based Dependent	ti.032	.058	.560	.575
a. Not assuming the null hypothesis.							
b. Using the asymptotic standard error assuming the null hypothesis.							

CONCLUSION

This study elucidates responses from employers and presents their perspectives. Employees' perspectives may give another dimension and may support developing comparable insights for further studies. This is a cross-sectional study and a longitudinal study may further enhance the findings. Longitudinal studies may suggest the causal effects and changes that take place during growth phases. A longitudinal study could not be followed for this one due to time and financial constraints. This study is exploratory in nature and in the conceptual stage, there is a scope for further empirical research. Tenure of venture capitalists, other types of investors, and funding sources have not been considered to indicate their role in hiring decisions of the ecommerce startups which can be explored further to identify the impact of source of funding on hiring decisions. The impact of investors on hiring decisions can be explored. A case study on a particularly successful and employee-friendly startup with a low employee attrition rate has the potential to add to the study. More items can be explored for talent identification. The focused approach to talent identification based on knowledge, skills as well as desired versus required attributes and their effectiveness, may give more insights and dimension to the study. This study presents the difference in mean values of talent acquisition variables based on the year of establishment of e-commerce startups, annual turnover, and employee strength but could not forecast a trend. Further focussed studies may suggest the trend for the same.

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