

# Management Effigy

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### 8. REFERENCES

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## A Study of Skill Development Initiatives in Technical Institutes of Western India.

\* Dr. Nishith Dubey, \*\* Sanjay K. Mishra

### Abstract

*A very frugal percentage of workforces have been trained formally as compared to advanced economies like UK, USA, Germany, South Korea and Japan. India has vast potential of training its workforce and making it more employable as India will be most youthful country of the world by 2020 and it will have the responsibility of serving the ageing economies of the world too. Diversity of skill sectors/occupations and enormous population of India are the biggest challenges which require an integrated effort of all stake holders. National Skill Development Mission (NSDM) of the ministry provides institutional framework with vision, objectives targets to skill 30 million workforces by 2022. Mission provides for inclusion of quality skill development through formal curriculum short and long term interventions leading to gainful employment. The mission envisages different pathways for reskilling and up skilling ensuring career progression into formal sectorial employment. The ecosystem for the mission will ensure quality trainers for skilling up to globally accepted quality standards. To achieve the above objectives the missions plans to utilise the existing infrastructure also for building up the capacity. Engineering colleges and polytechnics being back bones of the technical education are also being used to develop outcome focused skilled manpower for the industry or employers for sustainable livelihood.*

*The present study is an exploratory investigation for analysing the perception about the progress of Skill India Movement and need for trainer's training for Skill India Movement in Western India. Vocational skills in vogue and Industry Institute Initiatives for skill development have also been explored along with initiatives required for entrepreneurship development amongst students. Data was collected from the technical teachers of western region (Maharashtra, MP, Gujarat, Chhattisgarh and Goa). The organizations covered were technical institutes i.e. polytechnics and engineering colleges in this region.*

*The results of the study provide substantial inputs for developing a ecosystem for skill development and entrepreneurship.*

**Keywords :** Skill Development, Entrepreneurship, Technical institutes, Western India.

### Introduction

Social development and economic growth depends upon 'Skills and Knowledge' potential available in the society. A very frugal percentage of workforce has been trained formally as compared to advanced economies like UK, USA, Germany, South Korea and Japan (Table 1). India has vast

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potential of training its workforce and making it more employable as India will be most youthful country of the world by 2020 and it will have the responsibility of serving the ageing economies of the world too. Over sixty percent of India's population falls between age bracket of 15 to 59 years and about fifty five percent of population is below 25 years. The demography patterns predict this advantage to last until 2040. Diversity of skill sectors/occupations and enormous population of India are the biggest challenges which require an integrated effort of all stake holders. Ministry of Skill Development and Entrepreneurship established in November 2014 is striving fast with a missionary zeal to skill India.

National Skill Development Mission (NMSD) of the ministry provides institutional framework with vision, objectives targets to skill 30 million workforce by 2022. Mission provides for inclusion of quality skill development through formal curriculum short and long term interventions leading to gainful employment. The mission envisages different pathways for reskilling and up skilling ensuring career progression into formal sectorial employment. The ecosystem for the mission will ensure quality trainers for skilling up to globally accepted quality standards. To achieve the above objectives the missions plans to utilise the existing infrastructure also for building up the capacity. Engineering colleges and polytechnics being back bones of the technical education are also being used to develop outcome focused skilled manpower for the industry or employers for sustainable livelihood.

**Table 1 : Formally Trained Workforce**

S.N.	Country	%
1.	South Korea	96
2.	Japan	80
3.	Germany	75
4.	UK	68
5.	USA	52
6.	India	2.3

Source : Rupam Jyoti Deka, Bhavika Batra

### **Skill Requirements of Next Decade**

National Skill Development Corporation anticipates around 100 million additional manpower is required in identified twenty four sectors. Sectors like Bio-technology, Health Care, IT and ITeS, Pharmaceuticals are anticipated to have comparatively more growth. Incremental trained workforce requirement by 2022 is projected in Table 2

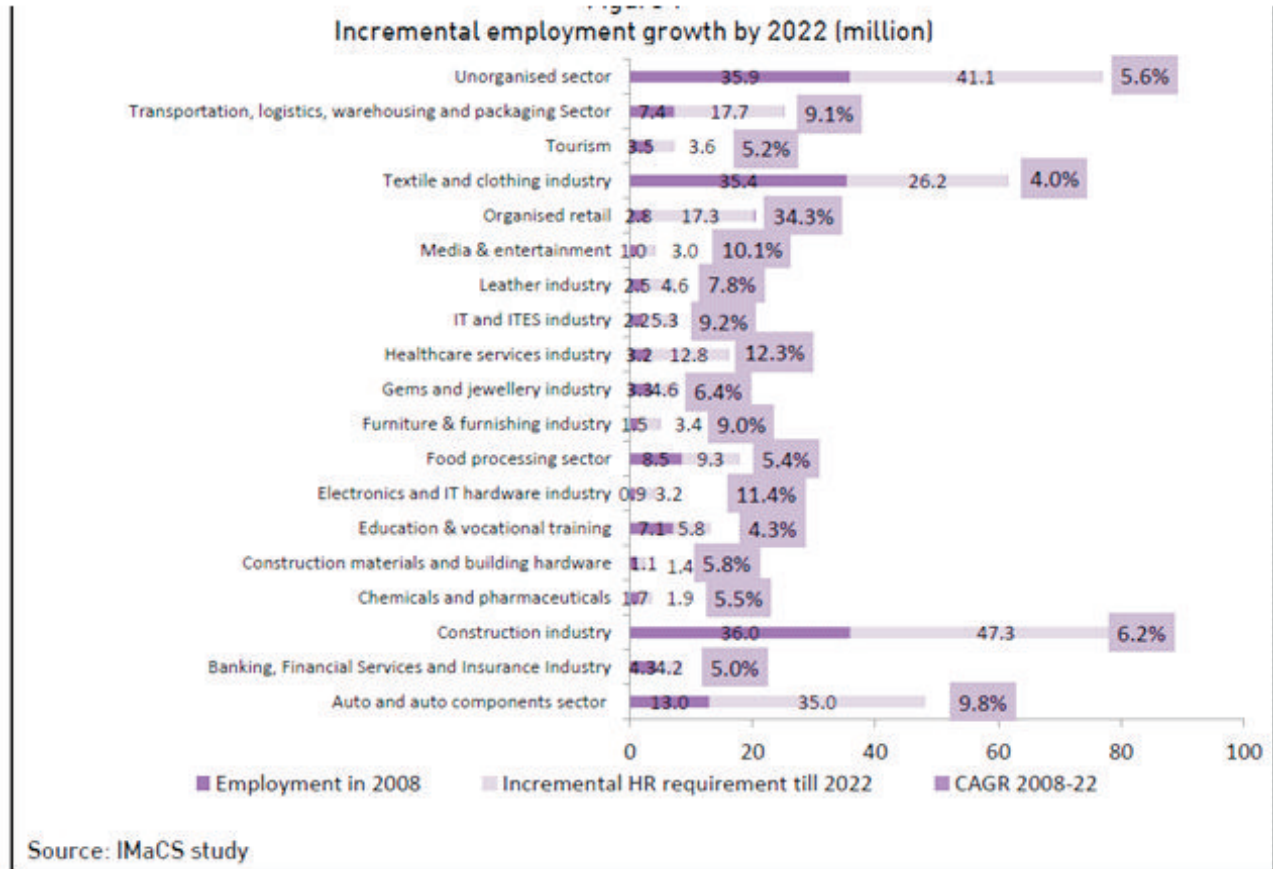


**Table 2: Incremental Trained Workforce Requirement by 2022.**

S. No.	Sector	Employment in 2013 (million)	Projected employment by 2022 (million)	Incremental requirement from 2013-2022 (million)
1	Auto and Auto Components	10.98	14.88	3.9
2	Beauty and Wellness	4.21	14.27	10.06
3	Food Processing	6.98	11.38	4.4
4	Media and Entertainment	0.4	1.3	0.9
5	Handlooms and Handicrafts	11.65	17.79	6.14
6	Leather and Leather Goods	3.09	6.81	3.72
7	Domestic Help	6	10.88	4.88
8	Gems & Jewellery	4.64	8.23	3.59
9	Telecommunication	2.08	4.16	2.08
10	Tourism, Hospitality and Travel	6.96	13.44	6.48
11	Furniture and Furnishing	4.11	11.29	7.18
12	Building, Construction & Real Estate	45.42	76.55	31.13
13	IT and ITES	2.96	5.12	2.16
14	Construction Material & Building Hardware	8.3	11	2.7
15	Textile and Clothing	15.23	21.54	6.31
16	Healthcare	3.59	7.39	3.8
17	Security	7	11.83	4.83
18	Agriculture	240.4	215.6	(24.8)
19	Education/ skill development	13.02	17.31	4.29
20	Transportation and Logistics	16.74	28.4	11.66
21	Electronic and IT Hardware	4.33	8.94	4.61
22	Pharma and Life Sciences	1.86	3.58	1.72
23	BFSI	2.55	4.25	1.7
24	Retail	38.6	55.95	17.35
Total		461.1	581.89	120.79
Removal of Duplication in Retail Sector		(10.37)	(21.43)	(11.06)
<b>Total Requirement</b>		<b>450.73</b>	<b>560.46</b>	<b>109.73</b>

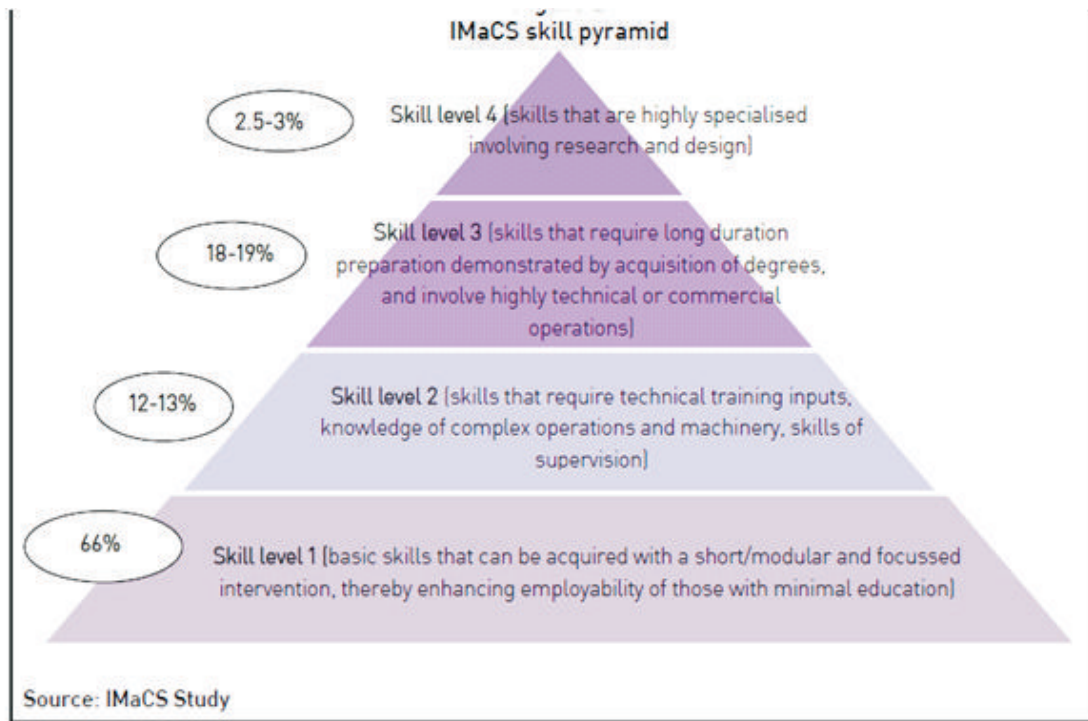
Both sectors service and manufacturing have potential to provide employment in forthcoming years. Ten each of these industries have been listed below in Figure 1 and projection for 2022 has been illustrated in IMacs study. Sectors which will provide more employment opportunities are IT, electronics, media, entertainment, construction, automobile, textile, followed by retail, transport and healthcare industry (Sapna H Mogappagowda).

**Figure 1: Incremental Employment Growth by 2022 (Million)**



The IMaCS study has classified these sectors in a skill pyramid on the basis of weighted averages. The skill pyramid provides relative standing of the sector based on activity, educational requirement, and time required for inculcating a specific skill. The bottom most level has the highest requirement of trained workforce. At this level one, the skilled worker is little educated and can handle repetitive nature of work/tasks and such types of skills can be obtained in short duration. At level 2 comparatively more training and skill development efforts are needed and the continuum progress further till top (Figure 2).

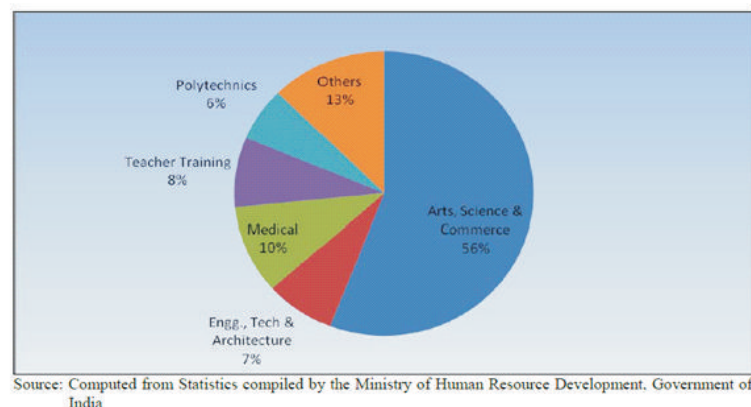
**Figure 2: IMaCS Skill Pyramid**



### Training Infrastructure in India

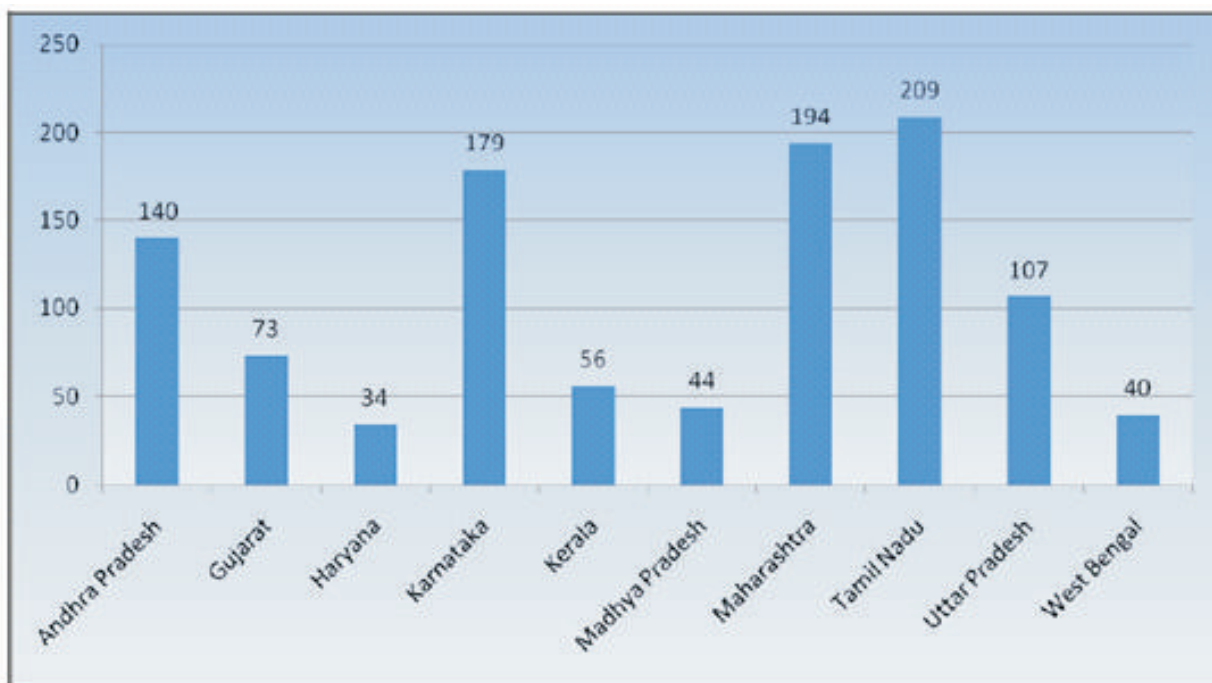
There is a disproportionate growth in educational capacities in the country. A concentration is seen in states like UP, AP, Maharashtra, Karnataka, Tamilnadu, Gujarat, MP and Rajasthan. These states have more than 1000 institutes each and account for more than seventy percent of higher education instates of India. There seems to be no logical reason of the concentration as neither all of these states are equally developed economically or have proportionate population (Figure 3). The data indicates an imbalance amongst the higher education opportunities and there are less educational opportunities in technical and medical field. Thus there is a mismatch between the skills and requirement of the industry. Technical education in India is controlled by All India Council for Technical Education (AICTE).

**Figure 3: Percentage of Different Disciplines in India's Higher Education**



Ministry of Human Resource Development (MHRD) oversees polytechnics in India which are instrumental in building workforce with appropriate skills. The three year course in 1,800 disciplines in 1,272 polytechnics provided opportunities to an intake of 726,741 students in 2006-07. Ten states of India account for more than eighty percent of polytechnics (Figure 4). Table 3 shows the enrolments in polytechnics of top 10 states in India (Amitendu Palit).

**Figure 4: Polytechnics in different states of India.**



Source: Ministry of Human Resource Development, Government of India

**Table 3: Enrolments In Polytechnics: Top 10 States In India.**

State	Enrolment (no.)	Polytechnics (no.)	Average Enrolment
Andhra Pradesh	51,204	140	366
Gujarat	42,735	73	585
Haryana	23,112	34	680
Karnataka	100,274	179	560
Kerala	28,284	56	505
Madhya Pradesh	24,970	44	568
Maharashtra	107,232	194	553
Tamil Nadu	17,4238	209	834
Uttar Pradesh	27,963	107	261
West Bengal	19,404	40	485

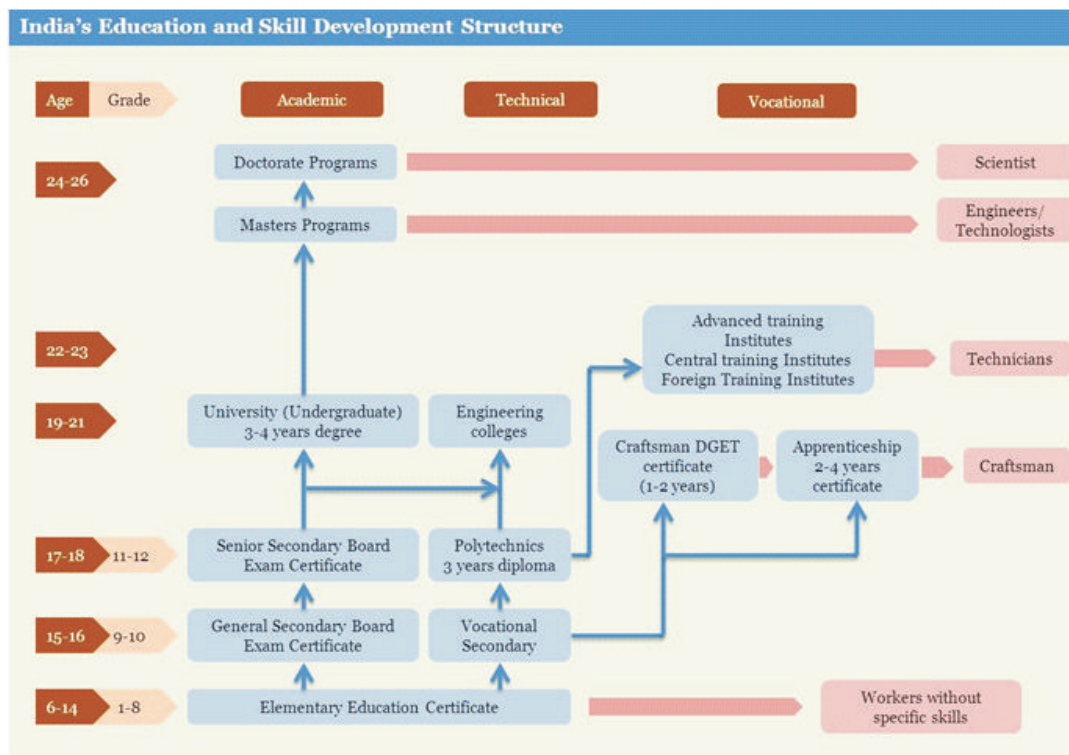
Source: Ministry of Human Resource Development, Government of India. Enrolment estimates are for 2006-07.



## Skill Development Ecosystem in India

Skill development framework has been established (Figure 5) to gear-up with the complex, large, and diverse challenges of the country. Skill development has two segments Education and Vocational Training. MHRD covers elementary to higher education, University and higher education governs higher education in Science, Arts, Commerce etc, engineering and polytechnics are covered by technical education. University Grants Commission (UGC) and AICTE are the regulatory bodies (Skill Development in India 2015 FICCI).

**Figure 5: Skill Development Framework**



### Objectives of the Study

- Ascertain the progress of Skill India Movement
- Examine the need of trainer's training for Skill India Movement
- Identify vocational skills required for technical programs.
- Determine Industry Institute Initiatives for skill development
- Identify initiatives for the promotion of entrepreneurship amongst students

### Research Methodology

#### The Study

This study was an exploratory investigation for analysing the perception about the progress of Skill India Movement and need for trainer's training for Skill India Movement in Western India.

Vocational skills in vogue and Industry Institute Initiatives for skill development had also been explored along with initiatives required for entrepreneurship development amongst students.

### The Sample

Data was collected from the technical teachers of western region (Maharashtra, MP, Gujarat, Chhattisgarh and Goa). The organizations covered were technical institutes i.e. polytechnics and engineering colleges in this region. Convenient judgmental sampling technique was used to collect the responses (78). After screening for inexplicable responses the final sample of 68 ( $n=68$ ) was selected. The demographic profile of the sample composed of 42 males' and 26 females, 53 were assistant professors/ lecturer and 15 were Associate Professors/HOD. 22 respondents were from Madhya Pradesh, 18 from Maharashtra, 13 from Gujarat, 9 from Chhattisgarh and 6 from Goa.

### Tools for Data Collection

A questionnaire was developed (5 point Likert scale, completely agree to completely disagree) to elicit the responses. This questionnaire was administered to the respondents.

### Tools for Data Analysis

Qualitative analysis along with percentage and mean analysis were used for results.

### Results and Discussion

**1. Progress of Skill India Movement-** Mean and standard deviation of the responses are shown in Table 4 below. Maharashtra seems to be doing best in the western India followed by Gujarat, Madhya Pradesh, Goa and Chhattisgarh. It seems skill development is progressing better in industrially advanced states. It could be so because of industrial infrastructure and facilities available along with trained trainers.

**Table 4: Mean and SD**

S.N.	State	Respondents	Mean	Standard Deviation	%of total
1.	Madhya Pradesh	22	2.83	0.68	32.35
2.	Maharashtra	18	3.72	0.79	26.47
3.	Gujarat	13	3.63	0.75	19.11
4.	Chhattisgarh	9	2.54	0.53	13.23
5.	Goa	6	2.75	0.62	08.82

**2. Need for trainer's training for Skill India Movement-** Mean and standard deviation of the responses are shown in Table 5 below. There seems to be highest training requirement in the state of Madhya Pradesh followed by Maharashtra, Chhattisgarh, Gujarat and Goa. Industrially advanced states must be gearing up with new skills and vocation required for future and therefore there must be requirement of teachers training in those fields. Whereas other states are targeting traditional skills in which trained teachers are already available.

**Table 5: Mean and SD**

S.N.	State	Respondents	Mean	Standard Deviation	%of total
1.	Madhya Pradesh	22	4.04	0.62	32.35
2.	Maharashtra	18	4.18	0.71	26.47
3.	Gujarat	13	3.63	0.65	19.11
4.	Chhattisgarh	9	3.82	0.63	13.23
5.	Goa	6	3.22	0.59	08.82

**3. Vocational skills required for technical programs-** Open ended responses from the participants resulted into following skills:

Internet of things (IoT), Analytics, Hadoop technology, Machine Learning, Virtual Reality, Artificial Intelligence, Embedded Technology, Robotics, Cloud Computing, Distributed Computing, App Development, Cyber security, Rapid Prototyping, 3D Printing, Data Mining, Recycling, Nuclear Applications, Safety, Sustainability, Disaster Control, Drone Technology, Self Driving Vehicles, Digitally enabled independent work, Digitisation, CAD, Flexible Manufacturing Systems, Auto CAD, Six Sigma, TQM, Engineering Product Data Management, Reverse Supply Chain Management, Environmental Impact Assessment, Project Management, Troubleshooting, Green Manufacturing, Sustainable Process Development, Green Buildings, Fabricated Buildings, Vertical Gardens, Smart Cities, Green Materials, Sustainable Waste Management, Solar Power Generation, Wind Power Generation, Seismic Proof Buildings, Power Distribution, Mechanised Material Handling, Laser Technology, PLC, Rapid Prototyping, EDM, Plastic Welding, Optical Fibre Technology, Zero Defect Manufacturing etc.

**4. Industry-Institute initiatives for skill development-** Following Industry Institute initiatives for skill development were identified.

- Sponsorship of Labs.
- Sponsorship of machineries.
- Sponsorship of trainer equipment.
- In campus training
- Industrial training.
- Internship.
- Joint Industrial Problem Solving.
- Joint Community Project.
- Project Sponsorship.
- Sponsorship of Prototype Development.

- k) Joint Academic Curriculum Delivery.
- l) Sponsorship of Technical Competition and Fests.
- m) Faculty Training Programs by Industry.

**5. Initiatives for promotion of entrepreneurship amongst students** - It seems students are more geared up for entrepreneurship and they are in search of development opportunities to become entrepreneur. Institutes have also realised the importance of it and they have formally or informally taken such initiatives. For promotion of entrepreneurship amongst students following initiatives were identified.

- a) Entrepreneurship Awareness Camps in the institutes- 3 days.
- b) Advanced Entrepreneurship Awareness Camps- 2 weeks.
- c) Entrepreneurship Development Programs- 4 weeks.
- d) Process based Entrepreneurship Development Programs- 6 weeks.
- e) E. D Cell in the institute.
- f) Innovation Centre at the institute.
- g) Incubation Centre at the Institute.
- h) In campus entrepreneur program.
- i) One to One entrepreneur student mentoring.
- j) Start-up Platforms.
- k) In campus enterprise program.
- l) Prototype development in project work.
- m) Inter disciplinary project work.
- n) Assistantship in community consultancy projects.
- o) Production centre concept in the institute.
- p) App development lab. in the institute.
- q) Cooperative stores in the institute managed by students.
- r) Sponsorship of students in prototype development contests and competitions.

Skill development and entrepreneurship requires a complete ecosystem for delivering fruitful results. Skill development and entrepreneurship are not matters of awareness only rather they need to be developed and nurtured over tenure. The culture of skill development and entrepreneurship had to be inculcated amongst the students for which progressive mindset along with infrastructure, human resources and motivational climate is required. Piece meal approach may not work in this regard. As India wishes to build capacity for future at global standards conscious efforts are required by all technical institutes of western India.



## Conclusion

The study reveals progress of skill development in western India along with need of trainers training. Vocational skills were identified for demographic dividend and Industry Institute initiatives conducive for the same were also determined. After skill development there are immense opportunities of entrepreneurship and therefore various initiatives promoting entrepreneurship were also identified. Technical educational institutes should use the study for training their trainers appropriately for skill development in skills required for future. Technical institutes and even industries should use the study for entering into partnership for mutual endeavour on skill development. For developing a complete ecosystem institutes should also promote entrepreneurship and undertake required initiatives.

Researchers can undertake in depth analysis state wise and program wise. Comparative study between different states can also be undertaken. Government may use the study for framing policies and grants to the institutes for promotion of skill development and entrepreneurship in western India.

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## Digital Learning: A Review on Perspective and Readiness of Organizations

\* Dr. Mandip Gill, \*\* Tanvi Garg

### Abstract

*Today's era is the era of digital revolution. With this huge transformation there is a ripple affect observed in the learning and development industry as well. The current technological advancement in the field of information and communication is revolutionary and has created an opportunity for learning to go digital. This preliminary literature review explores the various perspectives towards the digital learning and the organizations/systems readiness for the same.*

**Keywords:** Digital Learning, Organization Readiness, Technological Advancements

### Introduction

Recent study by Deloitte Touche Tohmatsu Limited, on “The changing role of people management in the digital age”, emphasised that the industries are going digital and it has been a driving force for change all across including organizations and its workspace. Talking about the transformation that digitization has brought, initially Apple took five years to transform from music industry, however OnDoor, Bigbasket took less than a year to transform the service levels in the hospitality sector.

The digital disruption can be measured quickly, but for any organization to embrace that change and bring acceptance within the organization takes years. This emphasises the role of the HR function to manage people, encourage them to embrace and evolve along with this changed process / revolution, hence taking digitization to its advantage for the organization.

Warschauer (2007) has suggested that digital learning can be viewed from the following perspectives namely the way people learn, what they learn and where they learn. This preliminary research is trying to evaluate the organizations perspective for digital learning and the organizations readiness for the same.

### Digital Learning: Concept and Need

"Digital learning is any type of learning that is facilitated by technology or by instructional practice that makes effective use of technology", as mentioned in Wikipedia.

Institutes and organizations are now focusing on digital learning platform for the development of employees and their training needs. They are yet to fully capitalize on the potential that new digital learning platform can bring in the training and development landscape. With fast pace moving organizations, there is a need of such learning platforms that provide employees with the access to more

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information than ever before, the learning resources that are mobile and to cater to their diverse needs while providing the flexibility to balance work.

### **Training Delivery Methods and Approaches in the Digital Space**

In digital learning landscape the delivery method focuses on ensuring that the participants across multiple locations learn together or independently. There are various digital training delivery methods:

- ***E-Learning*** or online learning is defined as a pedagogy whereby content is delivered exclusively through digital means and without a live teacher physically present.
- ***Community Interactions*** among various groups.
- ***Virtual Instructor-Led Training (VILT)*** refers to training that is delivered in a virtual or simulated environment, or when instructor and learner are in separate locations. VILT is a solution for reaching widely dispersed learners efficiently and cost-effectively.
- ***Mobile Learning*** with the help of mobile devices, supports a continuous access to the learning process. This can be on appliances like your phone, laptop or tablet.
- ***Blended Learning*** is a pedagogy that blends digital and live classroom components, typically with a minimum of 30% of student time being spent on digital components.
- ***Game-based Learning or Gamification*** in digital learning provides an effective, informal learning environment, and helps learners practice real life situations and challenges in a safe environment. This leads to a more engaged learning experience that facilitates better knowledge retention.
- ***Massive open online course(s) : MOOCs*** aim at providing the unlimited participation and open access via the web and provide interactive user forums to support
- ***Assessment and Reporting Online***
- ***Active Participation in Online Communities***
- ***Graphics and Animated Videos*** possess great sharing potential enabling knowledge to reach out to larger audience.
- ***Simulations*** encompass the activities that are interactive in nature and variation to any parameter can provide real time change in outcome.
- ***E-Books*** provide easy to access and share, allowing learners to get knowledge at your own pace etc.

### **Organizations Perspective on the Associated Benefits of Digital Learning: Reviewed Literature**

An extensive literature study of various organizations and the surveys has been done to put forward following benefits of the digital learning:

**Personalized and Customized Learning:**

From the organizations learning context, personalization of a training program refers to custom designed and tailored curriculum as per the role requirement of the employee. It also has levels of competency assigned to each course. This approach is adhered to ensure that the conducive learning environment support each learners unique requirement of learning. Organizations provide various portals and digital content for employee to learn from for the same.

Andriotis (2017) argued that personalization of the training program supports learners to create and own their learning paths; with focused learning and role specific competencies helping them to pick the most relevant course and pursue the same as per his/ her convenience and pace. This has radically transformed the learning process from mandatory to targeted learning to meet both the personal as well as the organizational objectives effectively. Earlier organizations were engaging in one on one coaching, for the specific employees. Usually these courses are expensive in nature. The digital learning platform provides organization with the similar opportunity for its employee, allowing him/her to select the relevant courses for themselves. This is supported by recent study by Brandon Hall Group which found that 90% of companies agreed that personalized learning supports continuous development, and 93% of them agreed that personalized learning helped employees reach their goals more efficiently (Hoffman, 2017).

**Engaged Learning: Overcoming the Distance of Learner and Learning Environment and Relevance of Training:**

Earlier, learning was constrained by the location of the facilitator and the target audience; distances were a roadblock in the journey of the learning. However with the availability of the digital platform, now the workforce is rightly engaged in learning. Various tools are available in the digital learning landscape that enhances the involvement of the learner as gamification and simulation courses to name a few. These courses not only make learner learn new concepts but also provide them platform to experience the same. Specialised courses are available wherein an employee can enrol himself/herself totally depending upon his/her interest area. Therefore, neither the distance nor the relevance of the course acts as an obstacle in the learning curve of an employee. The more engaged employee is in its learning; more are the chances of success of the learning outcome.

**Competency-Based Learning:**

In the highly learning agile organizations, each role has a defined set of competencies and the indicative courses aligned to that competency as the proposed learning curriculum for an employee. This is then referred by the employee to design his/her own learning curriculum by selecting relevant courses from the indicated list. The courses available on the digital platform have listed learning objectives specifying the outline of the course and key take away along with the proficiency level of the course. Once an employee initiates the learning, he/she can progress to the next step only on demonstrating high proficiency level in that competency resulting in self- paced individualised learning.



**Assessment for Learning:**

Unlike the traditional learning, where the evaluation on the understanding of the concept happens prior to the training and post training is done manually which is time consuming, digital learning is driven by the continual assessment process. It is divided into three stages: Pre, Post and during the learning program. The content of the program enables structured assessment to evaluate the learning curve of the learner through inbuilt assessment features. It encompasses the games, quizzes, situational scenarios etc. making learning a continuous feedback and knowledge check mechanism. This provides the learners with an opportunity to track their progress and focus on the specific portion of the skill development. It acts as a motivation catalyst to their learning journey, where they are able to monitor the shift toward the improved scoring on their assessments.

**Cost Effectiveness:**

Researchers in U.S. have estimated the costs of blended-learning models and fulltime virtual schools currently in operation. They found that the average overall per-pupil cost of both models were significantly lower than the \$10,000 national average for traditional brick-and-mortar schools (Butler et al., 2012).

Digital learning platform provides various avenues to reduce the cost. In the previous era, accounting to diversified and globalized expansion of organizations across geographical areas, there was also a need of duplication of course and the supporting training infrastructure to impart training to workforce, thus incurring cost. Making availability of the world in class trainers for the workforce was also a challenge as facilitators travel and logging cost are added to the training program expenditure. The participants also need to give up on the man-hours and travel to the training locations, adding to the costs in form of notional cost of lost man-hours of production and actual travel cost of the participants.

With the digitization of the learning platform there is a freedom of selecting the best trainer across locations and imparting training virtually to all employees without making them travel, thus ease of content delivery. Also with use of the instructor led courses, it has facilitated in providing niche content to learners through various digital tools powered by technology. Recently cloud data sharing has seen an exponential growth. The facilitators don't indulge into printing the content and hence reducing the cost of training per person and ensuring maximum coverage of participants as well.

The concept of e-libraries is also evolving along with the access to free and open ware tools to access learning material. The studies have shown that the retention of the training content and the skill learnt through instructor led course is only 30% post 24hours of the learning program i.e., 70 % of program content is forgotten, unless it is made to use immediately or is reinforced frequently (Kohn, 2014). Thus the use of digital platform can support the high maintenance cost of the ILT trainings.

**Availability of Updated Contents:**

With the ease of content availability and usability, the digital world of learning also provides the scope of updating the content as per the dynamic scenario. These days' organizations seek instant

feedback from its employees on the course post attending the training module, to evaluate the very first level of training effectiveness model of Kirkpatrick. The courses are then re-designed bases the participant rating on relevance of the work, usability of the skills imparted, ease of the course navigation, content in alignment to the stated objective etc. It has also been observed that organizations publish the dashboards to its employees on the popular, high rated courses or the launch of updated/new courses.

### **Ensuring Successful Application of Digital Learning in Organizations: Readiness:**

Digital learning is revolutionizing the organizations learning strategy. Having said that, the organizations plan to support this digital transformation won't be a success till it is backed by aligned business objectives and sponsored by its leadership. Organizations are continuously weighing the implementation of the digital learning strategy and its associated outcomes. While there are numerous factors to support digital learning platform, there is a huge change management process required by the organization to help its employee make a mental shift to have the acceptance to the digital way of learning. Foremost challenge in the digital learning adoption is the diverse workforce that has four generations deployed currently namely, Baby Boomers, Generation X, Y and Z. The acceptance to this transformation will be at a different scale for all of them.

Second challenge, is the needed infrastructure i.e. the initial implementation cost of the digital learning platform. There are various organizations that have designed their own portals for the same reasons to share content and provide training material, thus overcoming this obstacle.

Thirdly, creating buy-in with the first –line managers is also very critical. Majority of workforce report to these first line managers and form the maximum percentage of the workforce population. Engaging content design comes as another challenge. Lack of the same makes the participant discontinue or not complete the enrolled course. Orlev (2017) reported that with online training the dropout rates were high. Numbers varied from 35% churn to 54% for online courses and higher than 90% for MOOCs. Organization Time to Know reported a staggering 60% drop-out rate from their flagship vocational training programs.

The irony of the digital learning is that in its major challenge lies one of the major benefits, that is self- paced and self -driven learning. It has been observed that in routine employee lifecycle often tends to take a low seat on his /her priority list. The business demands and pressures continuously expect employee to have high turnaround time on the successful task completion. The dilemma here is that organization wants employees to make a shift to digital learning; however the learning strategy of the organization misses the point of emphasising the need of taking ownership of self-learning which leads to increase in productivity. Researching more on the identified topic, the relevant research studies from /on various organizations in the same domain are summarized thus:

**Table 1: Summary**

Research Study	Research Outcomes	Author	Year
How to design and scale digital and blended learning programs to improve employment and entrepreneurship outcomes-Accenture Research Study	Less successful digital learning programs are more due to suboptimal design and implementation than to inherent problems with the digital learning method itself. The author found that digital learning is an inherently effective learning method to achieve skills to succeed outcomes. More than the effectiveness of digital learning program, the focus should be on the design and effective implementation of the program.	Fisher, S.	2015
Six strategies for digital learning success - White Paper	The authors explored six strategies that talent leaders can leverage to make digital learning initiatives more effective within their organization as compared to traditional instructor-led learning. They reported that when properly designed, delivered, and evaluated, digital learning initiatives can change a company's corporate culture, improve employee engagement, and increase retention. Conversely, if done poorly, digital learning initiatives can end up as meaningless corporate activities.	Mehta, S. and Downs, H.	May 2016
What is your Digital Learning Strategy? – Chief Learning Officer Newsletter	Results suggest that almost 45 percent of employees are not satisfied with their current traditional internal training offerings as being irrelevant to their daily responsibilities. Author states that employers must move beyond traditional methods of learning and development toward omnipresent learning activities and cognitive analytics to personalize the learning experience for the employees that meet their career development needs. This would be beneficial for all generations of workforce and help organizations achieve competitive business results and an engagedwork force.	Antonelli, P.	February 1, 2017

## Conclusion

Digital learning holds great potential to impart learning to participants. However, how organizations can ensure its success depends upon how well they are making it as a part of their learning strategy and learning culture. From this preliminary literature review study it can be foreseen that there is a need of identifying the effective strategy, evaluating the best training method/pedagogy from the

varied options available as blended, simulation, e- learning etc. and also understanding the varied aspects so as to make digital learning successful in the organization.

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## A Study on Gender Based Perception towards Usage of Mobile Banking Services in Indore

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### Abstract

*Mobile Banking refers to provision and access to banking and financial services with the help of mobile telecommunication devices. Mobile Banking is a service provided by the banks that enables the user to receive information on the accounts and make monetary payments and transfers to third parties based on orders sent via mobile phone and SMS service. Transactions can be made to legal or natural persons who have a valid Mobile Payment Reception and whose place of business has been marked accordingly. Mobile banking services includes account alerts, security alerts, reminders, account balances, updates, history, customer services via mobile, branch and ATM location information, bill payments, deliver online payments by secure agents, mobile client applications, funds transfers, transaction verification, and mortgage alerts.*

*The present study has been carried out on 118 respondents to find out the factors that lead to acceptance of M-banking as a convenient mode of transaction by users. The factors considered for the study are secure and trustworthiness, value addition, perceived usefulness, eco-friendly transaction, conformance to self-efficacy, perceived ease of use, accessible and cost effective, customized timely information, convenient and multiple usage and affordability. The study focuses on gender based significant effect on the above factors for adopting mobile banking services. Based on the findings, it is recommended that banks should focus on increasing the value perception of the customers by considering easy design of the services, fast transactions and try to give more control to the customers to increase the usage of mobile banking services.*

**Keywords:** Mobile Banking Services, Gender based Perceptions, Perceived Ease of Use, Secure and Trustworthy.

### Introduction

Mobile phone is the common and well known technology that becomes part of every individual in this information era. As India is the second largest telecom market in the world and have very high potential for expanding banking services using mobile. Banks are considered as the nerve centre of an economy. Through their varied services they cater to the needs of the customers. Today, mobile communication technologies offer vast additional value for consumers' banking transactions because of their greater network coverage and more powerful signals and the option to access banks anytime and anywhere. Mobile banking or M-banking is considered yet another channel for delivering the

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banking services. Mobile banking focuses on customer requirement of anytime, anywhere banking concept into reality in a convenient and cost efficient manner. It refers to provision and access to banking and financial services with the help of mobile telecommunication devices.

M-commerce was originally coined in 1997 to mean "the delivery of electronic commerce capabilities directly into the consumer's hand, anywhere, via wireless technology. Mobile Banking is a service provided by the bank that enables the user to receive information on the accounts and make monetary payments and transfers to third parties based on orders sent via mobile phone and SMS service. Transactions can be made to legal or natural persons who have a valid Mobile Payment Reception and whose place of business has been marked accordingly. Mobile banking services includes account alerts, security alerts, reminders, account balances, updates, history, customer services via mobile, branch and ATM location information, bill payments, deliver online payments by secure agents, mobile client applications, funds transfers, transaction verification, and mortgage alerts.

### **M-Banking in India**

Mobile banking in India, though at a low stage of acceptance, is in a growing, with the high penetration of mobile phones acting as a growth driver. In India, as quoted by an RBI report (Report of the Technical Committee on Mobile Banking, 2014), 64 banks have commenced mobile banking operations and there are 22 million active mobile banking users, which is roughly 5% of the total bank accounts. The studies conducted on IT adoption of Indian banks render insufficient information about what affects consumer's decision to consume services particularly on mobile channel. The report further displays a growing trend of mobile banking with the volume and value of transactions having risen at 108.5% and 228.9% from Financial Year 2012 to 2013 respectively. Reserve Bank of India (RBI) further reports that there were around 870 million mobile connections in India by June, 2013 and around 450 million bank accounts. Hence, the scope of mobile banking is bound to increase. However, the fact is that the adoption of new technology is not growing at the same pace as the introduction of the same. There are still many crucial problems, which are very difficult to conquer such as Indian attitudes towards the new technology-based banking services, lifestyle of local people, attitudes towards using credit cards, traditional concept and habits of personal financial management and, the low prevalence of internet in most of the places in India. Safety was also reported to be a big obstacle for online payment. And potential barriers to adoption of mobile banking relate to peoples' perceptions of its usefulness (value), its ease of use, its credibility and efficiency, and costs associated with banking transactions.

### **Review of Literature**

A study by Sylvie and Xiaoyan (2005) investigated the market status for online/mobile banking in China. The demographic, attitudinal and behavioural characteristics of online and mobile bank users were examined. Respondents from six major Chinese cities participated in the consumer survey. The results showed Chinese online and mobile bank users were predominantly males, not necessarily young

and highly educated, in contrast with the electronic bank users in the West. The issue of security was found to be the most important factor that motivated Chinese consumer adoption of online banking. The barriers to mobile banking adoption were lack of awareness and understanding of the benefits provided by mobile banking.

Hanudin (2007) investigated the moderating effects of gender on students in explaining intention to use SMS banking. The Technology Acceptance Model (TAM) is employed as the base model and develops a proper version of TAM to reflect SMS banking context. This is achieved by examining the perceived expressiveness, perceived usefulness, and perceived ease of use, social norm and perceived system quality. The findings reveal that perceived expressiveness, perceived ease of use and social norm are the important determinants for intention to use SMS banking among female students. Whereas, perceived usefulness and perceived system qualities are the important determinants to use SMS banking among male students. Empirically, attitude towards the use of SMS banking is significant for both male-female students. However, attitudes had strong effect on intention to use SMS banking for male students than female students.

Study of Marwan and Mustafa (2008) is concerned with the opinion of a number of commercial bank managers towards advantages of using Mobile Banking (MB). A sample of 59 Jordanian commercial banks branch managers was used. The sample was classified into three groups: branch location, gender and years of experience. The research found that the managers who work in Amman feel that using Mobile Banking provides a high degree of comfort ability for the customers and an easy access to Wireless Application Protocol (WAP) and the managers who work in Irbid and Zarka feel that using Mobile Bank (MB) provides monitoring & following reports related to work and enables bank dealing individually according to customers' needs.

A study by Awasthi and Sangle (2013) aims to identify interactions existing among the identified factors and understanding how they impact adoption intention so that better CRM strategies for mobile channel can be orchestrated. The study explores the underlying factors by the application of confirmatory factor analysis and structural equation modeling. The study sample consists of 523 respondents with a response rate of 63.9 percent (usable response rate). The empirical findings reveal that from the perspective of benefits, perceptions value, perceived usefulness and context were the three critical components significantly influencing adoption intention. On the apprehension side, the effects of perceived security assurance, perceived trust, perceived cost and perceived risk on perceived value as well as perceived usefulness were significant. The study had a few limitations such as selection of the sample from a limited number of places, and the model was cross-sectional measuring perceptions and intentions at a single point of time. Based on the findings, banks should focus on increasing the value perceptions of the customers by considering the perceptions of usefulness in various service contexts. The structural assurances and risk mitigation strategies also need attention. The findings provided insight into the factors that contribute to the acceptance of mobile CRM services

in India from new consumers' perspective. This study demonstrated that in the case of mobile CRM, the factors related to service aspect dominate over the technical aspect.

Lisa and Judy (2010) carried out the study to identify and test the key motivators and inhibitors for consumer acceptance of mobile phone banking (M-banking). A web-based survey was undertaken where respondents completed a questionnaire about their perceptions of M-banking ease of use, usefulness, cost, risk, compatibility with their lifestyle, and their need for interaction with personnel. Correlation and hierarchical multiple regression analysis, with Sobel tests, were used to determine whether these factors influenced consumers' attitude and intention to use M-banking. The results also support a mediation model, whereby attitude transfers the effects of the consumers' perceptions to their intention to use M-banking.

The purpose of study by Thakur and Srivastava (2013) was to investigate the factors influencing the adoption intention of mobile commerce. A research model was developed based on constructs from the technology acceptance model and innovation resistance theory and a literature review on research related to usage intention of similar technologies which was then empirically tested using second generation statistical technique of SEM. Perceived usefulness, perceived ease of use and social influence are found to be significant dimensions of technology adoption readiness to use mobile commerce while facilitating conditions were not found to be significant. The results also indicate perceived credibility risk defined by security risk and privacy risk is significantly associated with behavioural intention in negative relation, which indicates that security and privacy concerns are important in deterring customers from using mobile commerce. The study relates to inclusion of both utilitarian and credibility aspect of adoption intention. It gives an empirical basis which mobile and Banking Companies Can Base Their Mobile Payments Marketing Strategy.

### **Objectives**

1. To identify the variables affecting the consumer's acceptance of mobile banking services.
2. To identify the impact of gender of the respondents on these variables affecting usage of mobile banking services.

### **Research Methodology**

**Type of Study :** This study was designed to find out the factors affecting the acceptance of mobile banking services in India. To conduct the factor analysis, descriptive research design was developed.

### **Sampling Plan :**

**Population :** The present study consists of the respondents of Indore and Bangalore who use the mobile banking services.

**Sampling Technique :** Convenience sampling method was used for the study.

**Sample Size :** 118 respondents



**Method of Data Collection :** The present study is carried out on the basis of primary data collected through structured questionnaire. The variables considered for acceptance of m-banking services are taken from the literature study carried out by other authors. Demographic characteristics like Gender, Age, Occupation, and Income were considered as the bases of selection of representative elements from the target population. Also, the individuals were tested to ensure that they are users of mobile banking services. The data is collected with the help of five point Likert scale ranging from 1 as strongly disagree to 5 as strongly agree. Secondary data has been collect from different research paper, books, journals, news articles, internet and other sources.

**Data Measurement Techniques and Tools :** Percentage Analysis, Mean, Standard Deviation, t-Test

### Analysis and Findings

**Table 1: Respondent's Profile**

Variables	Percentage
<b>Gender</b>	
Male	57.6
Female	42.4
<b>Age</b>	
21 to 40 yrs	93.2
41-60 yrs	5.1
Above 60 yrs	1.7
<b>Occupation</b>	
Self Employed	1.7
Service	78.0
Professionals	20.3
<b>Income (Per Month)</b>	
Less than Rs. 20000	1.7
Rs. 20000-40000	57.6
Rs. 40000-60000	22.0
More than Rs. 60000	18.7

Based on the data collected analysis suggests that males are more inclined to use mobile banking in comparison to females. The respondents of the age group 21 to 40 yrs i.e mostly youngsters are using

mobile banking more as compared to other age groups. Usage of Mobile Banking Services is done more by Service class respondents as compared to Self Employed and Professional respondents. The income group Rs. 20000 to Rs. 60000 is inclined more towards this service as compared to other income group of the respondents.

**Table 2: Gender-wise Mean and Standard Deviation towards Factors Considered for Acceptance of Mobile Banking Services**

Factors	Gender	N	Mean	Std. Deviation
Secure and Trustworthy	Male	68	3.4205	.89525
	Female	50	3.8292	.44478
Value Addition	Male	68	3.4444	.56753
	Female	50	3.7911	.51807
Perceived Usefulness	Male	68	4.0672	.45676
	Female	50	4.1943	.63872
Eco Friendly Transaction	Male	68	4.1324	.38371
	Female	50	3.9600	.40764
Conformance to Self-Efficacy	Male	68	3.8353	.45964
	Female	50	3.9440	.57291
Perceived Ease of Use	Male	68	3.7255	.68372
	Female	50	3.6133	.65763
Accessible and Cost Effective	Male	68	4.0882	.72988
	Female	50	4.0400	.42931
Customised Timely Information	Male	68	3.6471	.57988
	Female	50	3.8200	.44904
Convenient and multiple usage	Male	68	4.1471	.70742
	Female	50	4.0800	.48823
Affordable	Male	68	3.8235	.75194
	Female	50	4.0000	.49487

Table 2 exhibits that Male respondents were found to be relatively more indeterminate and unclear in their opinion towards Secure and trustworthiness of Mobile Banking Services. Whereas female respondents were determinate and clear in their opinion that Mobile Banking Services were Secure and Trustworthy. Male respondent were found to be more confused towards Value Addition service of Mobile Banking, rather than female respondent. Both male and female respondent are decisive and clear opinion towards Eco Friendly Transaction of Mobile Banking Service. Male and female respondent thought that Mobile Banking Services provide Customised Timely Information.

### Results of Hypotheses Testing:

**Table 3: t-Test**

<b>Factors</b>		<b>Levene's Test for Equality of Variances</b>				
		<b>F</b>	<b>Sig.</b>	<b>t</b>	<b>df</b>	<b>Sig. (2-tailed)</b>
<b>Secure and Trustworthiness</b>	Equal variances assumed	16.257	.000	-2.968	116	.004
	Equal variances not assumed			-3.257	103.574	.002
<b>Value Addition</b>	Equal variances assumed	.505	.479	-3.401	116	.001
	Equal variances not assumed			-3.449	110.630	.001
<b>Perceived Usefulness</b>	Equal variances assumed	2.588	.110	-1.260	116	.210
	Equal variances not assumed			-1.199	84.084	.234
<b>Eco Friendly Transaction</b>	Equal variances assumed	.399	.529	2.348	116	.021
	Equal variances not assumed			2.326	101.986	.022
<b>Conformance to Self-Efficacy</b>	Equal variances assumed	.042	.839	-1.143	116	.255
	Equal variances not assumed			-1.105	91.387	.272
<b>Perceived Ease of Use</b>	Equal variances assumed	.120	.730	.895	116	.373
	Equal variances not assumed			.900	107.965	.370
<b>Accessible and Cost Effective</b>	Equal variances assumed	10.304	.002	.417	116	.677

	Equal variances not assumed			.449	111.216	.654
<b>Customised Timely Information</b>	Equal variances assumed	4.145	.044	-1.756	116	.082
	Equal variances not assumed			-1.825	115.660	.071
<b>Convenient and Multiple Usage</b>	Equal variances assumed	14.315	.000	.577	116	.565
	Equal variances not assumed			.609	115.594	.544
<b>Affordability</b>	Equal variances assumed	18.656	.000	-1.445	116	.151
	Equal variances not assumed		-1.535	114.742	.127	

### Analysis

**H<sub>1,1</sub>** - Gender has a significant effect towards Secure and Trustworthiness of Mobile Banking Services.

The study found that Gender has a significant effect towards Secure and Trustworthiness of Mobile Banking Services, as P value came out 0.004, which is less than .05, hence the alternate hypothesis H<sub>1,1</sub> was not rejected.

**H<sub>1,2</sub>** – Gender has a significant effect towards Value Addition of Mobile Banking Services.

The study found that Gender has a significant effect towards Value Addition of Mobile Banking Services, as P value came out 0.001, which is less than .05, hence the alternate hypothesis H<sub>1,2</sub> was not rejected.

**H<sub>1,3</sub>** – Gender has a significant effect towards Perceived Usefulness of Mobile Banking Services.

There is no significant effect of Gender towards Perceived Usefulness of Mobile Banking Services, as P value came out 0.210, which is greater than .05, hence the alternate hypothesis H<sub>1,3</sub> was rejected.

**H<sub>1,4</sub>** – Gender has a significant effect towards Eco Friendly Transactions of Mobile Banking Services.

It has been observed that Gender has a significant effect towards Eco Friendly Transaction of Mobile Banking Services, as P value came out 0.021, which is less than .05, hence the alternate hypothesis H<sub>1,4</sub> was not rejected.

**H1.5** – Gender has a significant effect towards Conformance to Self-Efficacy of Mobile Banking Services.

There is no significant effect of Gender towards Conformance to Self-Efficacy of Mobile Banking Services, as P value came out 0.255, which is greater than .05, hence the hypothesis  $H_{1.5}$  was rejected.

**H1.6** – Gender has a significant effect towards Perceived ease of Use of Mobile Banking Services.

It has been observed that Gender has no significant effect towards Perceived ease of Use of Mobile Banking Services, as P value came out 0.373, which is greater than .05, hence the hypothesis  $H_{1.6}$  was rejected.

**H1.7** – Gender has a significant effect towards Accessible and Cost Effective of Mobile Banking Services.

Gender has no significant effect towards Accessible and Cost Effective of Mobile Banking Services, as P value came out 0.677, which is greater than .05, hence the hypothesis  $H_{1.7}$  was rejected.

**H1.8** – Gender has a significant effect towards Customised Timely Information of Mobile Banking Services.

Gender has significant effect towards Customised Timely Information of Mobile Banking Services, as P value came out 0.082, which is less than .05, hence the alternate hypothesis  $H_{1.8}$  was not rejected.

**H1.9** – Gender has a significant effect towards Convenient and Multiple Usage of Mobile Banking Services.

There is no significant effect of Gender towards Convenient and Multiple Usage of Mobile Banking Services, as P value came out 0.565, which is greater than .05, hence the hypothesis  $H_{1.9}$  was rejected.

**H1.10** – Gender has a significant effect towards Affordability of Mobile Banking Services.

Gender has no significant effect towards Affordable of Mobile Banking Services, as P value came out 0.151, which is greater than .05, hence the hypothesis  $H_{1.10}$  was rejected.

## Conclusion

Study shows Perceived Ease of Use, Accessible and Cost Effective, Customised Timely Information, Convenient and Multiple Usage are important in acceptance of mobile banking. Now days hi-tech models are available in the market which are based on advanced technological platforms. So the problem arises on the part of compatibility of the services on the part of service providers. To resolve these problems, service providers i.e. banks need to coordinate for smooth operating of the system. Majority customers feel that perceived risk through mobile banking as a critical issue. Here banks are advised to educate customers on this issue to raise their awareness and comfort towards usage of mobile banking. Especially for the customers' worries like losing money if once mobile handset is lost (substantial number of respondents worried about it). Banks and telecom operators are suggested to



draft comprehensive joint policy regarding security & privacy so that customers can be assured at both banks and telecom operator's levels while doing mobile banking.

Customers facing complexity while using mobile banking services (especially when using mobile banking services of multiple banks). For resolving this issue RBI may draft certain uniform guidelines to be applicable on banks of all sectors. In developing countries, like India, where internet access is much lesser than mobile phone penetration, banks should consider it important to take certain measures about the above mentions factors to specifically target segments that do not use the mobile banking services.

### Limitations

The study has following limitations:

- The research is confined to Indore and Bangalore only. So the findings are applicable on the respondents of these two cities only. Change in geographical segment may come up with different aspects of mobile banking with different target group.
- Increase in sample size could come up with more concrete results.
- There is a scope of biasness in data as questionnaires were filled by e-mail link.
- Study is based on the assumption that the information furnished by the respondents is true and correct and the respondents have a fair level of comfortability with mobile banking.

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## Talent Management Practices and Its Impact on Performance of an Individual and Organization: An Overview

\*Ankita Jain, \*\* Dr. Anukool Manish Hyde

### Abstract

*In this dynamic and competitive business era organizations are facing Challenges in managing the Talent. Talent management of Employees is becoming of great importance for the organizational performance on global level. Talent management is the pool of activities which are concerning to attracting, selecting, developing and retaining the best employees in the strategic roles (Scullion & Collings, 2011). According to Lewis and Heckman's (2006) Talent Management comprises of three different conceptions which are a) a collection of typical human resource department practices, b) the flow of human resources throughout the organization, and c) sourcing, developing and rewarding employee talent. The reason for organizations are in a state of Fight for the best people is, the demand for talented Employees on key position is high because the persons who will steer the Organization and will be responsible to take the organization towards the peak of success. There have been many practices adopted by different Organizations in order to manage the available talent with them such as team building, training, identification of talent, talent development, constant feedback etc. Talent management starts with recruitment process, workforce alignment to the organization, developing the people and get constant feedback to help in increasing performance level of an individual as well as an organization. The practices adopted generally differ from Organization to Organization in many.*

*This is a Conceptual Study which aims to map the Importance of talent management practices and its benefits to an individual or an organization. Desk work has been done in which Secondary data has been collected from various Journal, Articles, Books, Websites and other online and Offline Publications.*

**Keywords:** Talent Management, Performance and Practices, Competitive Advantage, Management

### Introduction

Talent management implies recognizing a person's inherent skills, traits, personality and offering him a matching job. Every Human has a unique talent that suits a particular profile of a job and any other position will cause discomfort. Talent management refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for your company. The process of attracting and retaining profitable employees, as it is increasingly being more competitive between firms, has come to be known as "the war for talent". According to Lewis and Heckman's (2006) Talent Management comprises of three different conceptions which are as follows a) a collection of typical human resource department practices, b) the flow of human

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resources throughout the organization, and thirdly c) sourcing, developing and rewarding employee talent. Organizations that have declared their commitment to talent management, a sense of “passion”, and “pride” can be found amongst those responsible for its implementation (Morton, 2005). Chambers (1998) mentioned that organizations need to “elevate talent management to a burning corporate priority. Human Resource Management, which is essential for the smooth contact of an organization, is defined as a process of dealing with the people in organizations towards achieving individuals and organizational goals. The Human Resource Management functions comprise not only the process of hiring the right people for the organization but also include a strategic approach towards developing and sustaining them towards being competitive. Earlier, Human Resource Management or Personnel Administration was considered only as an administrative matter Related to salaries and costs, and measurements were only employee turnover, absenteeism and similar measurements.

Talent in general terms refers to the capabilities, skills or the art a person possess in a particular field. It also refers to those people who have high potential, scarce knowledge and skill or who can successfully bring about transformation and change in the organization. Talent management involves individual and organizational development in response to a changing and complex operating environment. Talent Management encompasses in itself the entire process of Planning, Recruiting, Developing, Managing, and Compensating employees throughout the organization. Companies that focus on developing their talent integrate plans and processes to track and manage their employee talent, including the following:

- Sourcing, attracting and recruiting qualified candidates with competitive backgrounds.
- Managing and defining competitive salaries.
- Training and development opportunities.
- Performance management processes.
- Retention programs.
- Promotion and transitioning.

## History

The term Talent management emerged in the 1990s to incorporate developments in Human Resources Management which emphasis more on the management of talent of human resources. The term was propounded by David Watkins of Softscape published in an article in 1998. Companies have initially taken talent management as a tool to solve high employee turnover. In course of time it has become integral part of the corporate strategy itself with a key responsibility placed on the line managers.

Talent management is the pool of activities which are concerned with attracting, selecting, developing and retaining the best employees in the strategic roles (Scullion & Collings, 2011). It also includes the creation and maintenance of a supportive, people oriented organizational culture.

Organizational growth has been transformed from “quantity of talent” to “quality of talent.” The process of Talent management is continuous that helps employers to:

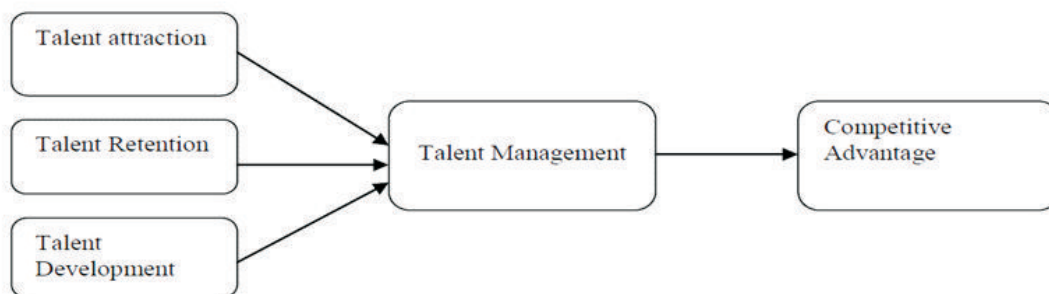
- Effectively plan talent needs.
- Attracting the very best talent.
- Motivating the right behavior.
- Developing targeted capabilities and knowledge.
- Retaining the highest performers.
- Enabling talent mobility across the organization.

In short, Talent management is the integrated process of ensuring that an organization has a continuous supply of highly productive individuals in the right job, at the right time. Talent management is also known as HCM (Human Capital Management), HRIS (HR Information Systems) or HRMS (HR Management Systems), and HR Modules.

### Components of Talent Management

There are three main component of talent management

1. Talent attraction and selection
2. Talent Retention
3. Talent development



### Talent Attraction and Selection

According to Armstrong (2006) organization should use various techniques and methods for recruiting and selecting the right talent. To gain and maintain the performance of the organization the recruitment and selection the talented individuals is very crucial. The creation of talent pool can be done in two forms. The internal recruitment of talent pool will be from the already exiting employees of the organization. However, the external sources will be the best way of gathering a talent when organization wants to bring the cultural change and wants innovation (Ballesteros & Inmaculada, 2010).

### Talent Retention



It is a process of retaining the talented employees with the organization for a longer time period of time. There two classification of retention the talented employees with organization. One is Intrinsic incentive includes some non monetary rewards that can satisfy employee's psychological needs while the second is extrinsic which are the monetary rewards which may help to fulfill employee's physiological needs. The monetary reward is admitted as an essential tool to retaining talent (Vaiman & Vance, 2008).

### Talent Development

In this competitive and dynamic business era, learning and development has become a backbone of success. Strategy makers and HR practitioners are focusing towards learning and development of the talented employees to enhance organizational performance. Talent development is process of upgrading the skills and attitude of the employees.

### Talent Management Model

The following talent management model can created by the researcher based on the talent management dimensions and selected variables.

#### Selection of Variables

- **Recruitment and Selection**

Recruitment is a positive process of finding and employing the human resource that can aid in achievement of business objective.

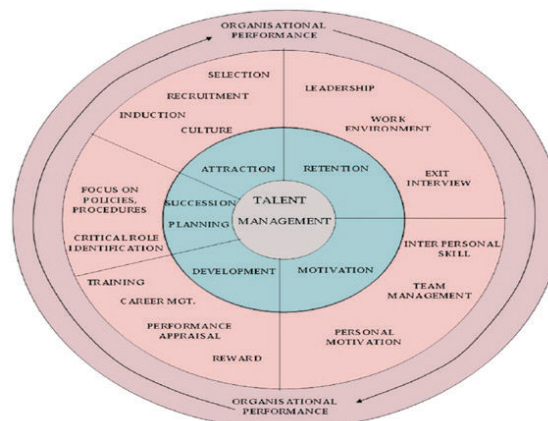
- **Induction**

An induction programme is a first step towards welcome new employees to the company and introducing the job and organization to the recruit and him to the organization, prepare them for their new role and gaining an employees' commitment.

- **Performance Appraisal**

It is a method by which the job performance of an employee is evaluated.

**Figure 1.1 Talent Management Model**



- **Culture**

Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture.

- **Leadership**

As a manager, as a leader, may be one of the most important talent retention tools that the company has. In addition, remember the key to retention success: People don't leave corporations; they leave bosses.

- **Work Environment & Exit Interview**

Many people leave jobs because of the way they perceive the working environment and their opportunities to do what they love to do in a way that allows them to be effective, efficient and successful.

- **Team Management**

This Involves working with others in a group towards a common goal. This requires cooperating with others, being responsive to others' ideas, taking a collaborative approach to learning, and taking a responsibility for developing and achieving group goals.

- **Interpersonal Skills & Personal motivation**

Interpersonal skills include how we communicate with others, our confidence and our ability to listen and understand, Problem solving, decision making and personal stress management People with strong interpersonal skills are usually more successful in both their professional and personal lives.

- **Training and Development**

Training and development is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

- **Career Management**

Career management is the lifelong process of investing resources to achieve your career goals which is the combination of structured planning and the active management choice of one's own professional career. The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial security.

- **Reward**

Employee reward and recognition programs are one method of motivating employees to change work habits and key behaviors to benefit a small business.

- **Focus on Policies and Procedures**

Be sure all key positions are defined well, and then look to find the best person to fill the

position. Hiring of new employees must be in accordance with up-to-date personnel policies to ensure fair, equitable and legally compliant employment practices.

- **Critical Role Identification**

Organizations differ in size, scope and type, so it is difficult to stipulate what level of the organization critical roles should be identified.

### **Talent Management - Opportunities and Challenges**

There is no dearth of professionals but there is an acute shortage of talented professionals globally. Every year B-Schools globally churn out management professionals in huge numbers but how many of are actually employable remains a question! This is true for other professions also. Opportunities and Challenges:

1. Recruiting Talent
2. Training and Developing Talent
3. Retaining Talent
4. Developing Leadership Talent
5. Creating Talented Ethical Culture

### **Review of Literature**

Taylor (2007) states that most definitions give a definition of what TM should consist of, instead of saying what it is. Therefore, he came to the following definition: Talent management is making capabilities fit commitments (Taylor, 2007a). He suggests that his definition is focusing on the aim of TM and he further argues that TM should not be seen as an individual aim but as an aim of the organization as a whole. TM should help the organization to ensure that it is able to do what it is set out to do today, but also in the future.

Tony Davis (2007) Talented and ambitious people will only stay with their current employer if they are offered positive development, motivation and nurturing to ensure they are given every chance of realizing their potential. This book shows how to manage the needs of the individual employees and those of the organization in parallel.

Pandit (2007) Focusing on the challenge of attracting and retaining talent faced by Indian HR managers, the article outlines initiative that can be put in place to help organization retain nurture and retain the talent.

Coleman (2005) argues that TM is more than an HR process, since it requires an integrated and holistic approach. Organizations should realize that talent might remain hidden and dormant if it is not developed, even though it can be seen as a natural ability. Organizations need to pay attention to the subject as a separate issue and not just see it as leadership development, which fits our elitist definition of talent.

Allan Schreyer (2004) opined that Internet has created more confusion than solutions for the world of recruiting and talent management. It has certainly made things more complex. HR professionals and even company presidents have become desperate for clarity on the future of talent management.

Von Seldeneck, (2004) the best time to recruit key people is in a slowing economy. Since highly talented people would predisposition in order to manage their environment, a firm might utilize such situation by providing new compensations schemes and challenging packages that are tailored for key Talents, simultaneously; other organizations would be dormant in locating talented people. The internal human capital is essential to attract talented people from competitors. Thus they should have the vision, passion, integrity and ability to create an environment that will draw people in.

Frank & Taylor (2004) pointed out that it is an essential part in the Talent Management to provide learning and performance improvement of high performers.

Michaels et. al. (2001) states that while not everyone can become a superstar in the organization, they can stand out by challenging themselves and by being more dedicated to their work, and that is what the development programs are for. Adapting those programs, organizations will attract Talents, retain talented staff for longer time and would have better performance in the long run.

Branham, (2000) agrees that recruitments are too expensive and it is essential that the new staff should stay for long time. According to Dalziel, (2004) a major factor of recruitment failure is due to wrong recruitment practices that are based on credentials which considered poor predictors for performance. The successful recruitment recipe is —Hiring for Competencies which considered a main building block that Talent Management relies on.

Fayol (1916) has established bases of a management concept organizationally by earning management agent new and holistic terms and earned principles like division of labor and specialization, authority and responsibility, discipline, organizational benefits which are indispensable principles in every step of scientific management coming up to today and the principle that organizational benefits are above individual benefits which make up the base of Quality Management. This study builds on Fayols twelfth principle of stability of use of personnel. Principle of stability is linked with long tenure of personnel in the organization. This means production being teamwork, an efficient management always builds a team of good workers. If the members of the team go on changing the entire process of production is disturbed. It is always in the interest of the enterprise that its trusted, experienced and trained employees do not leave the organization. Stability of job creates a sense of belongingness among workers who with this feeling are encouraged to improve the quality and quantity of work. Therefore, an organization should adopt an efficient talent management system which ensures that that skilled human capital is maintained in the organization.

### **Objectives of the Study**

- To study the implementation talent management practices adopted in the organizations.

- To study the importance of talent management practices adopted by organizations.
- To study benefits or results of talent management practices to an individual or an organization.

### Research Methodology

**The Study** tries to highlight concept of “Talent Management Practices and Its Impact on Performance of an Individual and Organization: An Overview”.

**Data Collection:** Secondary data has been collected for the study.

### Finding and Discussions

**Benefits of Talent Management:** Talent management can be a discipline as big as the HR function itself or a small bunch of initiatives aimed at people and organization development. It could just include a simple interview of all employees conducted yearly, discussing their strengths and developmental needs. This could be utilized for mapping people against the future initiatives of the company and for succession planning. The benefits are:

**A) Right person in the Right job:** If there is a better alignment between an individual’s interests and his job profile, the job satisfaction is increased.

**B) Retaining the top talent:** Organizations that fail to retain their top talent are at the risk of losing out to competitors. The focus is now on charting employee retention programs and strategies to recruit, develop, retain and engage quality people.

**C) Better Hiring:** The best way to have talent at the top is have talent at the bottom.

**D) Better professional development decisions:** When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. The result is a workforce that is more committed and engaged determined to outperform their competitors and ensure a leadership position in the market for their organization.

**Financial Benefits of Talent Management:** There are pros and cons of every management philosophy and the associated processes. The following facts become worth consideration here:

- New employees cost the company 30-60 % more than the existing employee in terms of compensation only.
- There is an additional cost incurred on training and developing the new individual.
- The process of recruitment itself costs an organization in a big way, right from advertising a post, to attracting talent and finally short listing and hiring someone for the job.
- Often there is a compromise in hiring when the need is urgent.

**Implementation of Talent Management Practices:** Companies that engage in talent management (Human Capital Management) are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organization. From a talent management



standpoint, employee evaluations concern two major areas of measurement: performance and potential. The Talent Review meeting is an important part of the overall talent management process, is designed to review the performance and career potential of employees. This is what talent management is all about gathering information about talent, analyzing their career interests and organizational business needs, identifying top talent and successes, and developing these individuals to reduce the risk of losing the best people and experiencing extensive leadership gaps when turnover occurs. Talent Management enables organizations to rapidly align, develop, motivate, and maintain a high-performance labor force. They also alleviate the hassle of writing performance reviews by automating the task and ensuring quality of reviews and reviewed on time.

#### **Importance of Talent Management includes:**

- **Globalization:** - Now for any talent seeker the whole world is the potential place to find employment with various available opportunities.
- **Increased Competition:** - Increased competition in the market place, the companies to put in all efforts to hire and retain the best talent for constant good performance.
- **Increasing Knowledge:** - The knowledge era has necessitated the retaining of those talents which have the ability to assimilate new technologies and knowledge.
- **Recruitment:** - Ensuring the right people are attracted to the organization.
- **Retention:** - Developing and implementing practices that reward and support employees.
- **Employee Development:** - Ensuring continuous informal and formal learning and development.
- **Leadership & "High Potential Employee" Development:** - Specific development programs for existing and future leaders.
- **Performance Management:** - Specific processes that support performance, including feedback/measurement.
- **Workforce planning:** - Planning for business and general changes, including the older workforce and current/future skills shortages.
- **Culture:** - Development of a positive, progressive and high performance "way of operating".

#### **Conclusion**

In this era of competitive business organizations are facing challenges in talent management. Talent management of talented worker is becoming of great importance for the global level organizations. The paper explored the There is scarcity for talent; all organizations are seeking the same kind of talent very aggressively. Talent management should start from the interview process to check if the employee is a right fit to the organization till employee separation where the employee leaves the organization.

Talent management is the pool of activities which are concerned with attracting, selecting, developing and retaining the best employees. Organization should have ability and capacity to recognize the people and their capability that may create value and deliver the competitive advantage for the organization; in addition it also aims at developing and deploying the right people at the right job on the right time and providing them the proper working environment to show off their abilities in a best possible way for the organizations. Finally, to conclude the future of organizations depends on how the whole organizational functions and not just HR anticipates and reacts to changes in this era of talent shortages. They have a long way to go to lead organizations. TM is a continuous process.

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## A Study on Employee Engagement in Nationalized Banks

\* Dr. Deepa Katiyal \*\* Khushboo Jain

### Abstract

*Banks are the key part of every nation's economy, as banks play a major role in the financial management of any nation. Employees being the driving force of every industry were studied during the research for their employee engagement in the organizations as employee engagement is the recent trend of HR and is adapted by many organizations and is appreciated in corporate world too rapidly. Hence the survey was performed to know the employee perception about introducing employee engagement program in nationalized banks in Indore. The data has been collected using convenient sampling by distributing the structured questionnaire among 105 employees working in Nationalized Banks of Indore. Factor analysis was done to find factors affecting employee engagement. Descriptive statistics was used to analyze the population based on demographical variables. Finally it was concluded in the present study that there is significant relationship between some of the demographical variables and employee engagement.*

**Keywords:** Employee Engagement, Nationalized Banks, Factors, Demographical Variables

### Introduction

A bank is a financial institution that provides banking and other financial services to their customers. Nationalized Banks have public assets under the ownership of national or state government. Nationalized Banks have extensive network with thousands of branches all over the country including metro cities, urban areas, semi-urban areas, rural areas and even locations outside India. The bank also has zonal offices and regional offices which help it to control its operations. The functioning of such extensive network require high levels of employee engagement as engaged employee acts as a key to organizational and team effectiveness.

“Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customer development, energy and well-being as we leverage, sustain and transform our work connections into results” David Zinger (2010). Motivated employees exhibit improved performance which has a significant link with profitability. Engaged employees stand as an advocate of the company and its products and services, and contribute to business success, loyalty creation in a competitive environment and leveraging high energy working environment. Engaged employees serve as a brand ambassador of the organization. High level of employee engagement keenly correlates to individual,

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group and corporate performance in areas such as retention, turnover, productivity, customer service and loyalty. Employee engagement is a workplace approach framed to ensure that employees are devoted to their organization's goals and values, motivated to contribute to success of their organization, and are able, at the same time, to enhance their own sense of well-being.

**Nationalized Banks considered for the study are:**

1. State Bank of India
2. Bank of India, and
3. Bank of Baroda.

**Review of Literature**

Lockwood, N.R (2007) found that the decision of employees regarding being loyal to the organization by staying or moving for the sake of competition was found dependent on their level of engagement. The factors that were found responsible for employee engagement were how well the employees find themselves connected with the organizational goals and strategies, managerial styles, recognition achieved, presence of culture of learning and development and employee wellbeing in terms of health and work life balance. Also found that the high levels of employee engagement resulted in retention of talent, fostering customer loyalty, improving organizational performance and stakeholder value.

Vazirani, N. (2007) identified some critical factors of employee engagement as career development, leadership, empowerment, reputation, communication etc. by using Gallup 12 point questionnaire for finding the employee engagement and the results of his research revealed that along with the 4P's (Product, Place, Price and Promotion) of marketing the 5th P i.e. People (the employees) is highly considerate for their engagement in their work.

Robertson, I. and Cooper, C. (2010) introduced the concept of "full engagement" with employee engagement and psychological well-being as the affecting factors. They proposed that employee engagement is more likely to be sustainable when employee psychological well-being is also high. The current, narrow focus of employee engagement concentrates too heavily on employee commitment, attachment and citizenship but not enough on employee psychological well-being.

West A. and Dawson J.F. (2013) recognized that engagement of employees with their work and organization is primarily affected by two factors: Job resources and Personal resources. It revealed the fact that more the employees are engaged, better are the outcomes for the employees and the organization in general in terms of trust, employee absenteeism, quality of services provided, appraisals and supportive managerial style.

Employee engagement is also studied in the context of Transformational Leadership. The studies show that transformational leadership is assumed to develop positive attitude, in the employees, for the organization; builds trust, satisfaction, compatible work environment that fosters the sense of

belongingness and ownership in the employees which improves their self-identity, commitment towards the organization and ultimately to improved performance. (Ghafoor, A. et al, 2011)

The connection of drivers of Employee engagement and financial results are also of considerable attention for personal and organizational performance. Significant relationship was found among employee engagement and decision making / co-ordination, performance reward systems and employee involvement leading to profitability and services improvement. Training and career development and employee performance appraisals were found to be insignificantly related to the employee engagement in the limited scope of the study. (Rashid, H. A. et al, (2011).

Frese, M. & Fay, D. (2001) has argued for the concept of personal initiative to be work behavior for employees to be more proactive in meeting their work responsibilities, to let the employees enable themselves to be more engaged.

### **Rationale**

According to a survey on employees, engaging employees is one of the top most important challenges for the management of any organization because of the varied career opportunities of growth available in the market for the employees. Employee engagement has become a hot cake in recent years among the popular business and banking sector too. Successful organizations consider employee engagement as one of the critical component as an engaged employee can contribute significantly to organization's success. Employee engagement is also affected by demographical variables for deciding upon the factors of career opportunities and the sense of self well-being. Therefore the study of employee engagement concept can help banking organizations to have a pool of engaged and satisfied employees.

### **Objectives of the Study**

1. To identify the factors responsible for employee engagement in Nationalized Banks.
2. To study the effect of gender on the factors of employee engagement in Nationalized Banks.
3. To study the effect of Marital Status on factors of employee engagement in Nationalized Banks.
4. To study the effect of experience on factors of employee engagement in Nationalized Banks.

### **Research Methodology**

**Research Design:** The research design was descriptive in nature the study was done to know about the factors responsible for employee engagement and the effect of demographical variables on employee engagement.

### **Sampling Plan:**

**Population:** Employees of different Nationalized Banks of Indore M.P.

**Sampling Technique:** Convenience sampling technique was used for the present study.



Sample Size: 105 respondents

**Method of Data Collection:** Data collection was done through a structured questionnaire consisting of scales on employee engagement using the Likert's 5 point scale.

**Data Measurement Techniques and Tools:** Factor Analysis was done to find the factors responsible for employee engagement. One-way ANOVA was used to find the effect of independent variable (demography) on dependent variable (employee engagement).

### Analysis and Data Interpretation

**Objective 1.** To identify the factors responsible for Employee Engagement in Nationalized Banks.

The Kaiser-Meyer-Olkin (KMO) Measure and Barlett's Test of Sphericity were computed to determine whether the data was suitable for factor analysis. Barlett's Test of Sphericity was applied to the construct validity. The value of KMO varies from 0 to 1, and KMO overall should be 0.50 or higher to perform factor analysis.

**Table1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.626	
Bartlett's Test of Sphericity	Approx. Chi-Square	226.757
	df	105
	Sig.	.000

**Table 2: Rotated Component Matrix**

	Component			
1	2	3	4	
Q1				.754
Q2			.624	
Q3			.741	
Q4				.626
Q5				.709
Q6	.520			
Q7	.796			
Q8	.586			
Q9	.633			

Q10		.713		
Q11		.801		
Q12			.586	
Q13			.501	
Q14		.508		
Q15				.725

The Kaiser-Meyer-Olkin measure of sampling adequacy is 0.626 which is shown in the Table 1 , indicating a high-shared variance and a relatively low uniqueness in variance which ensures the suitability of conducting factor analysis. On the basis of Rotation Component Matrix, four factors, for our 15 variables have been identified. Based on the item loadings, these factors were respectively labeled as:

1. Career Opportunities
2. Peer Culture
3. Job Security
4. Job-Employee Fit

**Objective 2: To study the effect of Gender on the factors of Employee Engagement in Nationalized Banks.**

Hypothesis formulated for Objective 2:

**H<sub>0a</sub>:** There is no significant difference in the effect of gender on Career Opportunities.

**H<sub>1a</sub>:** There is significant difference in the effect of gender on Career Opportunities.

**H<sub>0b</sub>:** There is no significant difference in the effect of gender on Peer Culture.

**H<sub>1b</sub>:** There is significant difference in the effect of gender on Peer Culture.

**H<sub>0c</sub>:** There is no significant difference in the effect of gender on Job Security.

**H<sub>1c</sub>:** There is significant difference in the effect of gender on Job Security.

**H<sub>0d</sub>:** There is no significant difference in the effect of gender on Job-Employee fit.

**H<sub>1d</sub>:** There is significant difference in the effect of gender on Job-Employee fit.

**Table 3: Effect of Gender on the Factors of Job Engagement**

S. No.	Factors	Sum of Squares	df	Mean Square	F	Sig.
1.	Career Opportunities	.734	1	.734	1.141	.288
2.	Peer Culture	.603	1	.603	.912	.342
3.	Job Security	.693	1	.693	1.183	.279
4.	Job-Employee Fit	.003	1	.003	.008	.930

To test the null hypothesis One way ANOVA was applied at 5% significance level. Calculated value of gender for Career Opportunity (with F-value=1.141, df=1 and significance level as .288), Peer Culture (with F-value=0.912, df=1 and significance level as .342), Job Security (with F-value=1.183, df=1 and significance level as .279) and Job-Employee fit (with F-value=.008, df=1 and significance level as .930) was not significant. In light of this the null hypothesis  $H_{0a}$ ,  $H_{0b}$ ,  $H_{0c}$  and  $H_{0d}$  were accepted and it concludes that there is no significant difference in the effect of gender on any of the factor of employee engagement.

**Objective 3: To study the effect of Marital Status on factors of Employee Engagement in Nationalized Banks.**

Hypothesis formulated for Objective 3:

**H0e:** There is no significant difference in the effect of marital status on Career Opportunities.

**H1e:** There is significant difference in the effect of marital status on Career Opportunities.

**H0f:** There is no significant difference in the effect of marital status on Peer Culture.

**H1f:** There is significant difference in the effect of marital status on Peer Culture.

**H0g:** There is no significant difference in the effect of marital status on Job Security.

**H1g:** There is significant difference in the effect of marital status on Job Security.

**H0h:** There is no significant difference in the effect of marital status on Job-Employee fit.

**H1h:** There is significant difference in the effect of marital status on Job-Employee fit.

**Table 4: Effect of Marital Status on the Factors of Job Engagement**

S. No.	Factors of Job Engagement	Sum of Squares	df	Mean Square	F	Sig.
1.	Career Opportunities	2.938	2	1.469	.724	.048
2.	Peer Culture	4.140	2	2.070	3.278	.042
3.	Job Security	.272	2	.136	.228	.797
4.	Job-Employee Fit	.154	2	.077	.188	.829

To test the null hypothesis One way ANOVA was applied at 5% significance level. Calculated value of marital status for Career Opportunity (with F-value=.724, df=2and significance level as .048) and Peer Culture (with F-value=3.278, df=2and significance level as .042) were significant. In light of this null hypothesis H<sub>0e</sub> and H<sub>0f</sub> were rejected. Significant difference is found for Career Opportunities and Peer Culture with respect to marital status.

The values for Job Security (with F-value=.228, df=2and significance level as .797) and Job-Employee fit (with F-value=.188, df=2and significance level as .829) was not significant. In light of this the null hypothesis H<sub>0g</sub> and H<sub>0h</sub> were accepted and it concludes that there is no significant difference in the effect of marital status on Job Security and Job-Employee fit.

**Objective 4: To study the effect of Experience on factors of Employee Engagement.**

Hypothesis formulated for Objective 4:

**H<sub>0i</sub>:** There is no significant difference in the effect of experience on Career Opportunities.

**H<sub>1i</sub>:** There is significant difference in the effect of experience on Career Opportunities.

**H<sub>0j</sub>:** There is no significant difference in the effect of experience on Peer Culture.

**H<sub>1j</sub>:** There is significant difference in the effect of experience on Peer Culture.

**H<sub>0k</sub>:** There is no significant difference in the effect of experience on Job Security.

**H<sub>1k</sub>:** There is significant difference in the effect of experience on Job Security.

**H<sub>0l</sub>:** There is no significant difference in the effect of experience on Job-Employee fit.

**H<sub>1l</sub>:** There is significant difference in the effect of experience on Job-Employee fit.

**Table 5: Effect of Experience on the factors of Job Engagement**

S. No.	Factors	Sum of Squares	df	Mean Square	F	Sig.
1.	Career Opportunities	6.172	4	1.543	2.544	.045
2.	Peer Culture	6.745	4	1.686	2.731	.034
3.	Job Security	6.868	4	1.467	2.789	.050
4.	Job-Employee Fit	6.385	4	1.596	2.514	.020

To test the null hypothesis One way ANOVA was applied at 5% significance level. Calculated value of experience for Career Opportunity (with F-value=2.544, df=4 and significance level as .045), Peer Culture (with F-value=2.731, df=4 and significance level as .034), Job Security (with F-value=2.789, df=4 and significance level as .050) and Job-Employee fit (with F-value=2.514, df=4 and significance level as .020) was significant. In light of this the null hypothesis  $H_0i$ ,  $H_0j$ ,  $H_0k$  and  $H_0l$  were rejected. Significant difference is found for all the factors (Career Opportunities, Peer Culture, Job employee fit and Job security) of employee engagement with respect to experience.

### Conclusion

Employee engagement is considered as one of the critical factors of job performance. In survey of the Nationalized Banks' employee's four factors of employee engagement were identified: Career Opportunities, Peer Culture, Job security and Job-employee fit. The employees of the banks were found to have high engagement in their work. They are getting career opportunities to grow and they are also satisfied with the subordinates and seniors. Bank jobs are highly secured jobs which also increases their engagement in their work. Most of the employees think, they are perfect for this job and recommend others to join banking. Most of them have positive attitude towards their work because they have the perception that all responsibilities are clear to them, their skill, abilities and strengths are used at work, they are supportive to each other and their they feel themselves valued at work.

### Limitations

- A small sample from only three nationalized banks was used which may not be true representative.
- Time and resources were limited so a comprehensive study was concluded.
- Some employees were reluctant to share their views openly and other contributing factors, even surety was given that the information is confidential.
- Some didn't take it seriously as they thought researches are just carried out for academic purposes and has nothing to do with improvement.
- Employees in banks have a lot of workload. All the questionnaires were filled at banks during work hours so it is a possibility that they have filled the questionnaire in hurry.

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## Talent Hunt at Finalytics

\*Dr. Santosh Dhar, \*\*Vinita Ramchandani, \*\*\*Bhagat Singh, \*\*\*\* Dr. Monica Abrol

### Introduction

Finalytics was setup by Dr. PC Sethi, a 69 year old Professor of finance in 2015 at Bhopal. He had entered into academics after serving corporate for 36 years. A mechanical engineer, an MBA and Ph.D. had been teaching Finance at various known management Institutes of Bhopal for last 20 years. He had passion for research which had made him guide many research scholars. He had two sons who were settled abroad and he was staying with his wife, a renowned practicing paediatrician. Setting up this venture had given him an opportunity to put into practice whatever he had learnt during his tenure as professor of finance. The company was a KPO that was working for US client, TELS that was into managing hedge funds globally. It was an opportunity for Sethi as only 10 firms were into quantitative finance all over India and none of the companies was in MP. In Mutual funds, asset management handling fee is charged while in Hedge funds (meant for High Networth Individuals) performance fee is charged which ranges from 15-40%.

Finalytics was into lower end processes like tracking global indices, companies into global indices, various corporate events like bonus shares, new issues, dividends declaration and mergers. The company would track 4000 to 5000 companies listed in global indices. They would also maintain database bought by their client, TELS from various vendors and would rearrange the information in the customized format for them. They would also track ETF (Exchange traded funds and all the information gathered was shared through cloud computing with their US Client. For this they would do 5-6 times reporting every day.

The company was a profit making company which had moved from 3 seater office to 5 seater, then to 7 seater, then to 12 seater and finally had shifted to 24 seater office in an IT park in Bhopal in 2016. The company had started with only 1 person Sethi but now he had 10 people working with him from diverse backgrounds. 5 were from his alma maters, 1 from IIT Indore, 1 from BITS Pillani, 1 was his Ph.D. scholar, 1 was BE and 1 was an MBA who assisted him in administrative work. These people were hired as OJT (On job training). The company purchased all the original software. Every system in the company had a cost of Rs.1 lakh. It had 100 mbps of line. The client's requirements for the job description were difficult to fulfil. The employees had to have 3 skills; a quantitative degree (engineering, physics, and mathematics) with good grades and conceptual clarity, an aptitude to learn programming as

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*This case has been developed by Dr. Santosh Dhar (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore); Vinita Ramchandani (Shri Vaishnav Institute of Management, Indore); Bhagat Singh (Research Scholar, CUH) and Dr. Monica Abrol (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore) in a case writing workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore in association with AIMS, NHRD and ISTD on May 25-27, 2017*

Finanalytics Company used Python as the main language. At times C, C++ and java were also used. Since the data collected and analyzed was in bulk, operation was not possible manual and programming algorithms had to be used to retrieve the data from sources and then analyze. Above all the person had to have an aptitude for finance. In 2015, Sethi had shortlisted 25 people for the same but were rejected by US client as they wanted to recruit only from reputed Institutes like IITs. Since he had to run the show he had to take the people from other Institutes also.

People with all the three requisites were rare and therefore Sethi was finding it difficult to recruit right people for the right job. The tasks to be performed had to be zero- error, timeline had to be maintained, and therefore right choice had to be made while recruiting people. Sethi was visiting various professional institutes across the country to give Pre placement talks and promote his organization and acquire the best talent but to his despair in spite of being the highest paying organization he did not get the desired response. The company had just started and students with high calibre from IITs had high aspirations and did not see a very bright future in his organisation. Sethi would always stress on the positivity of a 2-Tier city in his Pre Placement Talks. Many a times people would accept the offer and promised to join within a span of 4-5 months but would not finally join. In such case Sethi had to depend upon his Alma mater and his network to get people to run the business.

In 2015, the employees who were recruited had to sign 2 year bond with the company. At the time of giving joining letter the company would give the list of the courses, the prospective employee had to undertake and pass them with good grades then only he/she was eligible for the joining. Though some courses were free of cost but courses in quantitative finance were very expensive (around 6 to 12 lakhs) and uncommon in India. These are basically run by US universities. The cost incurred by the prospective employee in doing these courses would be reimbursed by the US client; TELS fully after the employee would join the organization. The employee did not have any formal training and from day 1 they had to get onto their job after interacting with the US client. Researchers from the client company would visit the organization once in a year and had the face to face interactions with the employees.

The working hours in the organization were from Monday to Friday 3 pm to 11: 30 pm and on Saturday it was from 6 to 10:30 pm which was devoted to presentations about weekly tasks done and discussion about other issues with Sethi. There were very few female employees because traditional mind set of Bhopal did not see timing of the office suitable for females. The company had handsome pay package with 30 to 40% of variable component. The employees who could not deliver were given some other task as per their aptitude. The company followed a flat structure with a very informal culture. They would celebrate birthdays, anniversaries and would have Lunch and dinner on weekends. Even picnics would be arranged on Sundays. These functions were not restricted to employees only but their families would also be invited. The company would arrange regular health check-ups for their employees. These check-ups were organized by Mrs. Sethi.

## About the US Client

TELS, the US based company was setup by 3 partners - John Hawthorn, 58 year old Dutch, a physicist; Denis, 50 year old, an American mathematician and Rakesh Sethi, 45 years old Doctorate, in computational neural networks. All the 3 had a long association as they had been working with an investment banker firm in San Francisco, USA. In 2008 due to subprime crisis, the firm was taken over by Japanese firm Yoko. All the three were retained by Yoko. In 2012, the trio decided to part from the company and setup their own venture. They had already earned a good reputation in the market as fund managers and thus it was easy for them to have clients across the globe. The company had 17 people working who were involved in High end processes like trading strategies and traded almost 6 billion dollars per day. This needed in-depth research with 100% accuracy. Hence, more skilled manpower was needed.

Rakesh being an Indian was familiar with the Indian scenario and the labour costs which is 1/10 as compared to US. Therefore, he suggested outsourcing this function to India where they could cut down their cost and have higher profits. Being a US based firm they had to have an outsourcing partner in India who would agree to their terms and conditions. In such a scenario Sethi fulfilled all the requirements they were looking for. He was a man of Finance well versed with Indian legal systems and procedures. He was father of Rakesh, one of the promoters, therefore man of confidence, faith and trust. Sethi also agreed to have their clientele only. So in 2015, Finalytics signed intellectual property rights agreement with TELS according to which TELS would have exclusive rights to all the procedures and algorithms developed in Finalytics and after 5 years, TELS can acquire Finalytics, subject to the proper evaluation and consent of Sethi.

Finalytics did not face any hassles like any other start-up company because it was completely funded by TELS. Sethi did not take any loan. No marketing efforts were made in order to seek more clients. TELS bore all the cost of infrastructure and salary of employees of Finalytics. Since it had no liabilities it started making the profit the day it became operational. For Sethi, it had been a comfortable journey so far.

## Future Ahead

Finalytics was planning to have additional processes of quantitative research like review quantitative research literature across the globe and go for Alpha research to know the viability of previous models on new data. For this they had recruited 1 senior person and 4 IIT graduates who were to join within 2 months.

The talent Sethi required was very rare, very few skilled people were eager to join, the ones who joined would find themselves struggling with their jobs and Sethi wanted a safe pipeline to run the show. He thought of designing certificate courses and diploma courses in quantitative finance as per his requirements and had started talking with leading institutes to start these courses. He was ready to sign an MOU for the placement of these students and provide the faculty to deliver these courses. Sethi

although positive was a little bit apprehensive about both the new recruits who would not join after accepting the offer and the employees who would be completing the tenure of bond. They had been trained and had acquired the skills and there was every possibility they would move towards greener pastures. He was wondering in such a scenario would it be a smooth sailing in future also.

### Questions

1. Discuss the challenges of talent acquisition and talent retention in this case.
2. Had you been consultant to Sethi what would you suggest to him?

## Trust, Innovation and Growth

\*Dr. Rajeev Shukla, \*\*Pragati Tomar, \*\*\*Deepika Batra, \*\*\*\* Dr. Sapna Sharma Saraswat

### Introduction

Darling Duoro and Darling Bros. were renowned for manufacturing vertical water pumps in Canada. Being a design specialist in pump manufacturing, Mr. Avinash Bhaskar Ranade from India worked as a head of Research and development center of Darling Duoro in the late 1970's.

Mr. Avinash was well settled in Canada, but used to visit India regularly on his summer vacation to meet his family friends and relatives. In one of his visit to India, he visited south part of Gujarat and noticed that in farm houses the long mono block water pumps were not able to fetch the water with full capacity from wells when water level decreased in summer season, Even with a large numbers of labors were deployed to change the position of pump up and down.

This problem of farmers has attracted the innovative mind of Mr. Avinash to develop a product, which could solve the farmer's problem. His vast expertise of designing pumps and experience had born the fruit and he designed a new type of submersible pump, which can be placed inside the water. Getting inspired by the development of new product and with a view of serving his home land, Mr. Ranade decided to start his own business venture in India in tie up with Darling Duoro. He started submersible pump manufacturing unit in Mumbai in 1982 with a brand name Darling Pumps. So, in one way he trusted his old long association with Darling Duoro of Canada. Darling is basically a surname used by Canadians. Surprisingly, giving an interesting name to his startup, he found that "Darling Pumps" was an appropriate name to his venture as it was very catchy and funny in Indian scenario. The name also brought brand recognition and higher brand recall value in the Indian market.

This case has been developed by Dr. Rajeev Shukla (Shri Vaishnav School of Management, Indore); Pragati Tomar, (Shri Vaishnav School of Management, Indore); Deepika Batra, (Shri Vaishnav Institute of Management, Indore) and Dr. Sapna Sharma Saraswat, Assistant Professor, Govt. V.Y. T. PG Autonomous College, Durg, Chattisgarh, in a case writing workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore in association with AIMS, NHRD and ISTD on May 25-27, 2017

### Growth and Challenges

KVC, a giant renowned brand into the pump industry having manufacturing unit in Dewas Industrial area, Madhya Pradesh appreciated the patented products of Darling Pumps and extended business association with Darling Pumps in 1982. This association resulted in almost 70% of sales of Darling Pumps only to KVC. This bulk sales arrangement with KVC had provided an opportunity for

*This case has been developed by Dr. Santosh Dhar (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore); Vinita Ramchandani (Shri Vaishnav Institute of Management, Indore); Bhagat Singh (Research Scholar, CUH) and Dr. Monica Abrol (Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore) in a case writing workshop organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore in association with AIMS, NHRD and ISTD on May 25-27, 2017*

planning new manufacturing unit near Dewas to Darling Pumps. In the year 1985, Darling Pumps started its manufacturing from Indore Madhya Pradesh under leadership of Mr. Ranade. It was a smooth sailing for Darling pumps until it was supplying its

70% of products to KVC. However, in 1993, some conflict related to supply terms and conditions took place between Darling Pumps and KVC and negotiation failed to keep continue business dealing with KVC. This failure in business dealing with KVC was a major setback and testing time for Darling Pumps to prove its worth independently in the market. Here, the expertise of Mr. Ranade for designing and manufacturing innovative and quality products and business dealing was tested in the market for sometimes. But sooner, it was the qualities of the products of Darling Pumps and business dealing of Mr. Ranade won the heart of marketers and succeeded in making direct business dealing with the clients, dealers and suppliers, previously associated through KVC. Darling Pumps came into a good business and had tie ups with the earlier clients when they were into association with KVC. The company not just believed in the product quality, but also in innovative products and development along with maintaining long term relationship with their customers.

### **Succession Planning**

Mr. Ranade had three daughters who could bring their support in the business, if in case needed. However the two elder daughters and son in laws were already running their own business establishments, Mr. Ranade for the succession planning requested his third son-in-law, Mr. Sandeep Naolekar, who used to practice law, to join the business. And finally, Mr. Sandeep entered into the Darling Pumps in the year 1997 and learnt various entrepreneur skills while working under leadership of Mr. Ranade.

### **Testing Time in the History of Darling Pumps**

January, 2000 was a major history in Darling Pumps, when a sudden demise of the founder, Mr. Ranade took place, leaving behind a proper succession planning for the business to be continued under leadership of Mr. Sandeep Naolekar.

It was a testing time for Mr. Sandeep to manage single handedly the operations of Darling Pumps located at two distant places Mumbai and Indore. Market shares suddenly started falling, Profits were shrinking and employees were feeling insecure especially at Mumbai plant. Mr. Sandeep had to devote most of his time in crises management to continue anyhow day to day operations. He could not able to spare time for making quality decisions that could guide the business on right path. Mr. Sandeep faced the management crunch and was compelled to take a tough decision to shut down the operations of Mumbai plant. Very tough decisions were to be implemented as much of the family emotions were attached. However, he came up with amicable solutions for closing down the Mumbai plant without any employee lay off. It was ensured that every employee was fairly treated by given them the options for alternative job. The employees were offered to join Indore manufacturing center and were also offered to work with Mumbai office in Marketing, Sales and Service and Finance departments. At the same



time, he took various decisions to strengthen the Research and Development activities, sales and service team and for improving operational efficiency at Indore plant. In the year 2002, he appointed Mr. Shridhar Kher, an ex-employee of KVC for overall production management, who now looks after the company as a Chief Operating Officer. Darling Pumps with its dedicated team of R&D experts and with its new state of the art manufacturing facilities at Indore is well equipped to manufacture pumps up to 500 HP. It has ability to integrate different systems to provide customized technical solutions. Proven quality and cost effectiveness are just the by-products of integrated involvement and dedication of Team Darling. Darling Pumps is been recognized for its capability to handle tough and varied Indian pumping conditions. Marketing efforts were also focused to serve industrial segments only by targeting specific market segments.

In the due course of time, despite being a Law graduate, Mr. Sandeep developed an expertise over the marketing, technical and managerial skill sets. In this short span many new product ranges evolved like - submersible dewatering pumps, sewage pumps, non clog pumps, slurry handling pumps, cantilever pumps etc. Darling pumps with its expertise of over 35 years and with over 750 indigenously developed pump models has Patronage of leading organizations like: NPCIL, NTPC, BHEL, SAIL, IFFCO and many other leading industrials & commercial organizations like: L&T, ADANI, TISCO, ASIAN PAINTS, VOLTAS, ITC, TESLA, ALSTOM. They have a large client base in government and Private sectors. After creating a niche in submersible pumps sector in India, various models of Darling Pumps are now being exported to various Asia Pacific, Middle East, European and South African countries.

Training and development is an integral part of operation at Darling pumps as it not only updates their team in various aspects of organizational working, but also provides an opportunity to build upon the knowledge and skill they already have. Quality management concepts like Kaizen and Total Productive Maintenance (TPM) are being successfully practiced in Darling pumps for continuous improvement. Similarly, learning how to sell is an ongoing process. There are always new strategies and new technologies that a sales team must learn in order to sell effectively. The sales person is acquainted with the marketing objectives and future plan of the company, as it is imperative that the employees go in the similar direction as the company moves.

Innovation in Information Communication Technologies has also helped to improve operational efficiency of Darling Pumps. Online mediums such as Skype, Youtube, Webex tools and What's App could be used to reach customers, sales and service executives on the move. Darling Pumps has developed the training modules which allow user extendibility, accessibility, and suitability. Users can proceed through training at their own pace and at their own place. Customers can also access the training at any time, receiving only as much as they need. Executives are equipped with the proper tools to develop their individual action plan to implement in the field. This helps in maximizing performance of employees and made easy to measure individual goal progress in terms of the actions and ability before and subsequently afterwards.

The turnover of the company witnessed Rs. 14.5 crores in the financial year 2016-17. The growth rates in the previous years were stagnant nearly at 11% in 2014-15 and 2015-16 due to adverse market conditions and slower industrial growth. However, things started changing and industrial growth was picking up due to initiatives taken by government at the center such as Make in India. It has reflected in balance sheet of Darling pumps, where the growth rate reached to 25% in financial year 2016-17 and expected to grow at 40% in the year 2017-18. This projected growth of 40% is based on actual growth of 40% realized in the month of April, 2017.

Darling Pumps over last so many years has grown richer in experience and confidence. Each new problem accepted as an opportunity, far from growing complacent after its noteworthy achievements. Once, while having a cup of tea with Mr. Kher, Mr. Sandeep was happily discussing the projected growth and future plans of the company, but at the same time he is aware of competitive business scenario where stability is a myth: Either you go up or come down. Mr. Sandeep believes from his past experiences that trust and long term relationship is key for the success and growth. Employees are the assets if the team works properly otherwise they become liability and it's a big challenge to manage them. He trusts on potential of his employees, but not sure how employees will actually perform their potential in order to achieve the higher growth.

### Questions

1. How do you rate the succession planning of Darling Pumps? Discuss
2. If you would have been the Managing Director of the Darling Pumps, What strategies would you have opted for prospective growth?
3. "Employees are the assets if the team works properly otherwise they become liability". Explain