A STUDY ON INFLUENCE OF EUSTRESS TOWARDS TALENT MANAGEMENT AMONG EMPLOYEES IN AUTOMOBILE INDUSTRY

1Dr.N.Shani, 2P.Divyapriya
1Research supervisor Department of management studies & Research, Karpagam University. Coimbatore. E-mail : shaniresearch@gmail.com
2Ph.D Research scholar Department of management studies Karpagam University. Coimbatore E-mail : divyapriyamithu@gmail.com

ABSTRACT

Today, companies have become fiercely competitive when it comes to attracting and retaining talent. The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and development. The study titled “A STUDY ON INFLUENCE OF EUSTRESS TOWARDS TALENT MANAGEMENT OF EMPLOYEES IN MANUFACTURING INDUSTRY” is an outcome of four months study. The main objective of the study is to know how eustress towards talent management in workplace among employees. The researcher adopted a population study. The primary data and secondary data w

As collected from company catalogue, websites and books. The collected data was analyzed using simple percentage and chi-square testing. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. The main suggestions given to the company that the overall performance of the company was good but there is need for better motivation system. Secondly there should be more training programmers which help employees to improve their productivity. The researcher hopes that the findings and the suggestions have
given to the company might help the organization for the betterment of its growth. Major findings shows that most of the employees are satisfied with the management practice, IR, followed in the employees to free from stress and they are proud to say that they are employee of engineering industry.

INTRODUCTION

Modern life is full of stress. Stress on individuals ranges from personal life to their organization activities. Urbanization, individualization and increase in scale of operations in the society cause increasing stress in changing environment, introduction, transaction, planning and regulation between key issues, each with its own frustrations attached, people feel stress as they can no longer have complete control over what happens in life. Stress is “wear and tear” of our body experience as we adjust to our continually changing environment. It has physical and emotional effects on us and can create positive or negative feelings. As a positive influence, stress can help compel us to action. It can result in the new awareness and an exciting new perspective.

CONSEQUENCES OF EUSTRESS

As it is pointed out in the introducing comments on stress, stress is not automatically bad for individual employees or their organization performance. It is the dysfunctional aspects of the level of stress that should be and are a major concern for contemporary society, in general and effective human resource management in particular. Distress experienced by individuals has negative consequence for them, their families and for the organization they serve. The consequences of stress can be studied under three general categories.

Eustress symptoms

According to the researchers high degrees of stress are typically accompanied by sever anxiety, frustration and depression some of the physiological symptoms of success as given by business week are as following:

(a). Stress: irritability, insomnia, alcohol and food abuse. Physical changes including rapid breathing and heart beat, tensed muscles. Prolonged
stress can cause muscular twitches, skin problems, baldness and sexual problems such as importance.

(b). Anxiety: Excessive worry, irritability, anger, nervousness as well as inability to concentrate or sleep. Physical changes include palpitations, chest pain and dizziness.

(c). Depressions: Feelings of sadness, hopelessness, guilt and worthlessness, lost of interest activities, change in appetite or weight, difficult in concentrating and suicidal thoughts.

TALENT MANAGEMENT

A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization.

Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

HOW DOES AN ORGANIZATION EFFECTIVELY MANAGE TALENT?

Recognize talent: Notice what do employees do in their free time and find out their interests. Try to discover their strengths and interests. Also, encourage them to discover their own latent talents. For instance, if an employee in the operations department convincingly explains why he thinks he's right even when he's wrong, consider moving him to sales.
Attracting Talent: Good companies create a strong brand identity with their customers and then deliver on that promise. Great employment brands do the same, with quantifiable and qualitative results. As a result, the right people choose to join the organization.

Selecting Talent: Management should implement proven talent selection systems and tools to create profiles of the right people based on the competencies of high performers. It's not simply a matter of finding the "best and the brightest," it's about creating the right fit - both for today and tomorrow.

Retaining Talent: In the current climate of change, it's critical to hold onto the key people. These are the people who will lead the organization to future success, and you can't afford to lose them. The cost of replacing a valued employee is enormous. Organizations need to promote diversity and design strategies to retain people, reward high performance and provide opportunities for development.

Managing Succession: Effective organizations anticipate the leadership and talent requirement to succeed in the future. Leaders understand that it's critical to strengthen their talent pool through succession planning, professional development, job rotation and workforce planning. They need to identify potential talent and groom it.

Change Organization Culture: Ask yourself, "Why would a talented person choose to work here?" If the organization wishes to substantially strengthen its talent pool, it should be prepared to change things as fundamental as the business strategy, the organization structure, the culture and even the calibre of leaders in the organization.

A rightly managed talent turns out to be a Gold Mine. It's inexhaustible and priceless. It will keep supplying wealth and value to the organization. In turn, Management needs to realize its worth, extract it, polish it and utilize it. Don't hoard Talent- spend it lavishly, like a millionaire flashing his luxuries, because Talent is Wealth.
IMPORTANCE OF TALENT MANAGEMENT

Like human capital, Talent Management is gaining increased attention. Talent management (TM) brings together a number of important human resources (HR) and management initiatives. Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinated, performance oriented approach is adopted.

Quite often, organizations adopting a TM approach will focus on co-coordinating and integrating:

- 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 and "high potential employee" development - specific development programs for existing and future leaders.
- Performance management - specific processes that nurture and 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”.

SEVEN TALENT MANAGEMENT PRACTICES

- Job Stretch and Mobility
- Mentoring Not Just Managing
- Freedom and Stimulation
• Deep Immersion
• Teaching and Coaching
• Diversity of Talents and Personalities
• Horizontal Growth Paths

REVIEW OF LITERATURE

Mythili (2008) conducted a study about “stress management”. This objective of the study is to find out the causes of stress by work overload, role of ambition, poor relationship with bosses etc., she also finds the effects of stress and suggests the techniques of stress by relaxation, time management and listening to music.

Dr.S.Rajaram (2005) conducted a research on “how to reduce stress”, the objectives of this study is to find at the actions that reduces stress, in this study the researcher found that both external and internal environment causes stress. The researcher suggests that changing life style habits, changing the thinking and avoids discussions and distractions may reduce stress.

T.k. Kalaselvi (2003) conducted a study on pressure of the stress the objective s of the study is to find out the stressors which cause stress among the employees, in this study the researcher found the anger, nervousness, depression, boredom, conflicts etc., are the stressors, the researcher also suggests job redesign, flexible working hours, employee participation program, team building etc., can eliminate stressors.

Vice President, HR of Seagram, Mr. Gopi Nambiar, says talent can be best described as a combination of abilities and attitudes. The real trick is to match the right motivated talents to the right role, individually and collectively, harnessing and harmonizing this crucial attribute to achieve the objectives of your company. Today, companies have become fiercely competitive when it comes to attracting and retaining talent. According to Branham, 75 per cent of
the senior executives admit that employee retention is a major concern today, the obvious reason being the ‘increasing rate of turnover’

Williams I Roth well “The Strategic Development of Talent” ignites the imagination, expands the possibilities, and offers practical strategies any organization can use to effectively develop, retain and utilize talent for the benefit of an organization and enter the fluid, flexible future. Managers at all levels will cheer the sanity Roth well suggests.”

OBJECTIVES OF THE STUDY

1. To study and understand the influence of Eustress among employees.
2. To identify the factors causing Eustress.
3. To identify various upcoming challenges of employee.
4. To identify talent management practices existing in the organization.
5. To identify various upcoming challenges of talent management
6. To establish upcoming trends in talent management.

NEED OF THE STUDY

The study can be done with some alterations in the questionnaire according to the need of the organization. The scope of the study is to identify the factor which leads to determine satisfaction level of eustress among school teachers.. The supply side discussed puts pressure on companies to attract the best talent and ensure that employees join the company and choose to stay in the organization rather than look for opportunities elsewhere. Present study is supposed to find out the existing Indian talent scenario so as to analyze its emerging challenges and trends.

RESEARCH DESIGN

Descriptive research design is adopted.” Research is defined as a careful investigation or enquiry especially for new facts in any branch in knowledge”. The sampling technique Used in the study was convenience Sampling.
The sampling design covers all the aspects of sampling such as the system of selection, preparation of sampling frame, size of sample, etc. The study covers a period of **6 weeks**. Data are collected from both primary and secondary sources. Percentage and Chi-square test was used to know the relationship between two variables.

**TABLE 1: ADMINISTRATIVE STRATEGIES AND POLICIES:**

<table>
<thead>
<tr>
<th>PERSONAL OPINION</th>
<th>HS</th>
<th>S</th>
<th>N</th>
<th>DS</th>
<th>HDS</th>
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<tr>
<td>1. Promotion and transfer policy</td>
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<td>31.2</td>
<td>22.2</td>
<td>16.6</td>
<td>11.1</td>
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<tr>
<td>2. Opinion regarding supervision</td>
<td>23.2</td>
<td>20.2</td>
<td>22.2</td>
<td>16.6</td>
<td>18.8</td>
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<td>3. Level of pressure at work place</td>
<td>31.3</td>
<td>16.6</td>
<td>18.8</td>
<td>22.2</td>
<td>11.1</td>
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<tr>
<td>4. Responsibilities allotted to your job</td>
<td>11.3</td>
<td>13.3</td>
<td>33.3</td>
<td>16.6</td>
<td>25.5</td>
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<tr>
<td>5. Shifts and shift timings</td>
<td>16.6</td>
<td>20</td>
<td>22.4</td>
<td>25.5</td>
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<tr>
<td>6. Availability of time to complete your work</td>
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<td>20</td>
<td>22.2</td>
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<td>18.8</td>
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<tr>
<td>7. Achievable work load</td>
<td>16.6</td>
<td>35.5</td>
<td>14.4</td>
<td>22.2</td>
<td>11.3</td>
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**TABLE 2: INTERPERSONAL RELATIONS**

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<td>16. Relationship with your boss</td>
<td>14.4</td>
<td>44.6</td>
<td>22.6</td>
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<td>17. Formal and informal communication pattern</td>
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<td>20</td>
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<td>18. Support from others in your work</td>
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<td>22.2</td>
<td>31.1</td>
<td>16.6</td>
<td>11.3</td>
</tr>
<tr>
<td>19. Help and praise from your boss towards good work</td>
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<td>22.2</td>
<td>13.5</td>
<td>11.8</td>
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TABLE 3:

<table>
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<td>5</td>
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<td>19</td>
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<td>90</td>
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</tbody>
</table>

CHI-SQUARE

Null Hypothesis (Ho)

The is no significant difference between the eustress management and talent management

Alternative hypothesis (H1)

There is significant difference between the eustress management and talent management.

To Calculate the Tabulated Chi – Square Value:

Degree of Freedom = (R − 1) X (C − 1)

= (5 − 1) X (5 − 1)

= 16

Level of Significance = 5%, i.e., 0.05

Table Value = 26.296
INTERPRETATION

At 5% level of significance and 16 degree of freedom the computed value of Chi – Square is 60.03, and the table value is 26.296, the computed value is greater than the table value, hence the null hypothesis is rejected.

INFERENCE

Hence, it may be concluded that there is significant difference between the Eustress Management and Talent Management.

FINDINGS, RECOMMENDATION AND CONCLUSION

FINDINGS

- Most of respondents are between the age group of 26-30 years, they have the ability to work in an effective manner.
- 45% of the respondents are working in the organization for 18-30yrs.
- Majority of the respondents are non-technically qualified.
- 60% of the respondents are having the income less than 5000.
- 82% of the respondents are female.
- 45% of the respondents are unmarried.
- 52% of the respondents have 0-5years of total experience.
- 54% of the respondents have a monthly income above 15000.
- Most of the workers qualification is diploma and technical.
- Most of the female workers are satisfied with working condition and nature of job.
- In most of the companies the talent is identified by competencies (42%) and the HR professional view to increase career growth opportunity.
- Sales and business development are the two areas where retaining talent is most difficult.
Class room workshop, mentoring and coaching are usually used by the organization to carry out talent development activities.

Most the employees have a clear knowledge about the company’s vision, mission and objectives. And they know how to achieve these objectives (76%)

Most of the respondent are satisfied by job description, salary review, health care benefits etc.

**RECOMMENDATION**

- The company may reduce job pressure at work place by the way of increasing smooth relationship between workers and superiors.
- The company may take necessary steps to increase the facilities and to satisfy the workers.
- The company may take steps to improve the employee’s skills by giving training programme.
- The management may take steps to create awareness about the employee’s role by giving clear job description.
- Unordered to refresh the mental agony, management may organise regular get together meetings once in a month.
- Positive outlook towards works/ responsibilities.
- Healthy compensation need be provided.
- Technical skill must be improved.
- Implementing positive stress can encourage employees in work.

**CONCLUSION**

In future, corporation would be looking for people with cross-functional expertise strong academic back ground and team management skills. As the companies realize the importance of human element in gaining a sustainable
competitive advantage, there would be mad scramble for ‘stress. This would in
turn, compel corporate houses to pay close attention for stress and talent
management. Continuing research, articulation, and implementation keeps in
dynamic plan. The Charter framework gives parents and teachers a unique
opportunity to be partners in the educational program. This partnership has
resulted in the creation of a non-traditional program which is developmentally
based. The curriculum, methodology, and environment facilitate the
development of excellent academic skills, while creativity, good decision-
making, communication, independent thinking, self-esteem, and a love of
learning flourish.

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