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6. An Analytical Study of Talent Management and Employee Engagement Practices Adopted of Private Sectors Organization in Maharashtra

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Abstract:

The present study is important to understand the nature of obstacles and know the measures for removing the obstacles in finding out the hidden talent of the employees and employee engagement it is also important to study the utilization of hidden talent and its relationship with satisfaction of employees. The utility of the study could be appreciated with reference to the point such as; the study could be useful addition to the literature on the topic, which is particularly scarce in the Indian context. The information and analysis presented on related topic too are likely to be useful, especially private organization of Maharashtra State. The information as regards the Maharashtra State and attitude of employers regarding management of talent of their employees and employee engagement is also likely to be useful for value added knowledge to the mass community. The present study covers the employees working in private organization in Maharashtra. This study also covers/the study of hidden talent of these employees, employee engagement and study the views of employers regarding hidden talent management, and the scope of the present study is limited to understand the nature of obstacles in finding out the hidden talent of the employee.

Introduction:

The new psychological contract has a bearing on the talent Management. Talent management system must be aimed at by organization for developing long lasting relationship between the employer and employees. When employee's talents are not fully utilized they have hidden talents which are not known by the employer, if that hidden talent is utilized for the Organization it will be beneficial for the organization. Organizations are facing shortage of talent

manpower so they can be benefited by making better use of the hidden talent of their employees. Employees possess lot of talent, other than the talent used for their normal working in the Organization. This talent goes unutilized by the employer because they are not aware of hidden talents of their employees or they have never tried to find out what talent employees have. In today's economy, finding external talent to fulfill Organization needs, not always possible, and not it is always necessary. By paying attention and asking the right question management likely to discover many hidden talents of existing employees and will be able to utilize the full potential of their employees which will lead to more productivity in the Organization with less cost and more involvement. Another more significant thing is that, the talented people are not retained in their present Organizations. Talent would rather remain with their current employer if career opportunities are presented. Thus, Organizations that are serious about retaining key talent have a great opportunity today to create a work environment that allows for flexibility, growth and development. There is an abundant hidden talent of the employees that if they identify and utilize if for the Organization, it will be beneficial for the employees. If proper career opportunities are presented to them, they will be motivated for their hidden talent recognition and utilized for growth of the Organization. These lead to more productivity and less attrition in the Organization.

Johari window also highlighted the term of hidden talent The Johari window model was developed by American Psychologists Joseph Luft and Harry Ingham in the *1950s,* while *researching group* dynamics interesting, Luft and Ingham called their window *model as* "Johari" *after* combining their first names Joe and Harry. Here, researcher has explained the term Johari Window, which shows the significance of the present study topic.

Johari Window four regions-

1. What is known by the person about himself/herself and is also known by others - (i.e open area in figure) open area, open self, free area, free self, or the arena.

2. What is unknown by the person about himself/herself, but which others know - (i.e blind area in figure) blind area, blind self, or 'blind spot.

3. What the person knows about himself/herself, that others do not know - (i.e hidden area in figure) hidden area, hidden self, avoided area, avoided self or 'façade'. This area comprises the knowledge about self but is hidden from others. The person does not share details about self with others lest others would think less of the person or use the information to their advantage.

4. What is unknown by the person about himself/herself and is also unknown by others - (i.e. unknown area in figure) unknown area or unknown self.

This study is mainly concerned with the hidden area of the Johari window model. This third window concerned with those persons who are aware about their talents, they know about their capabilities but unknown by others. This is the main study area of the present research topic. It is important to know or identify the hidden talent of the employees which is not known by the employer or management. It is equally important to examine the employers' interest about the hidden talent of their employees.

Objective Of The Study

1. To study and identify the hidden talent of the employees.
2. To study the employers' interest relating to the hidden talent of the employees and employee engagement.

Scope And Limitations Of The Study

The study is not claimed to be highly comprehensive and the researchers are aware of their limitations. It would be, therefore, important to define at the outset the scope of this study. The present study covers the employees working in private organization in Maharashtra. This study also covers/the study of hidden talent of these employees, employee engagement and study the views of employers regarding hidden talent management, and the scope of the present study is limited to understand the nature of obstacles in finding out the hidden talent of the employee.

1. Enquiry by employer about hidden talent of employee:

Enquiry by the employer about a hidden talent of employees shows the employers' interest or awareness regarding hidden talent of the employee. The question was asked with a view to get information about the enquiry by an employer about a hidden talent of the employee. The researcher analyzed this information in table no. 1 below-

Table No. 1 Enquiry by employer about hidden talent of employees

Enquiry	Frequency	Percentage	Cumulative Percentage
Yes	61	13.26	13.26
No	399	86.74	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (61)13.26 % respondents stated that their employer asked about their hidden talent and (399) 86.74 % respondents stated that their employer did not ask them about their hidden talent.

2. Employee's desire to tell about his hidden talent to employer:

An employee's desire to tell about his hidden talent to the employer shows whether the employee is willing to tell about a hidden talent to the employer or not. The question was asked with a view to get information about the employee's desire to tell about his hidden talent to employers. The researcher analysed this information in table no. 2 below-

Table No. 2 Employee's desire to tell about his hidden talent to employer

Desire	Frequency	Percentage	Cumulative Percentage
Yes	169	36.74	36.74
No	291	63.26	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (169) 36.74 % respondents stated that they like to tell about his hidden talent to employer and (291) 63.26 % respondents stated that they do not like to tell about their hidden talent to their employer. When researcher asked the respondents why you don't like to tell your hidden talent to the employer he/she said if we opened our hidden talent to employer they will take more work from us and they will not pay for that.

3. Employee's desire to tell about his hidden talent to anyone:

An employee's desire to tell about his hidden talent to anyone shows whether the employee is willing to tell about his hidden talent to employers or any other person or not. The question was asked with a view to get information about the employee's desire to tell about his hidden talent to anyone. The researcher analysed this information in table no. 3 below-

Table No. 3 Employees desire to tell about his hidden talent to anyone

Desire	Frequency	Percentage	Cumulative Percentage
Yes	192	41.74	41.74
No	268	58.26	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that 192 i.e. 41.74% respondents stated that they like to tell about their hidden talent to others and (268) i.e. 58.26% respondents stated that they do not like to tell about their hidden talent to others.

4. Employee's desire to tell about his hidden talent to employer if employer is ready to give compensation for utilization of his hidden talent:

It shows that whether the employees are ready to tell employers about their hidden talent or not, If an employer is agreeing to giving compensation. The question was asked to understand the employee's desire to tell about his hidden talent to employers if employer ready to give compensation for utilization of his hidden talent. The researcher analysed this information in table no. 4 below-

Table No. 4 Employee's desire to tell about his hidden talent to employer if employer ready to give compensation for utilization of his hidden talent

Desire	Frequency	Percentage	Cumulative Percentage
Yes	369	80.22	80.22
No	91	19.78	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (369) 80.22 % respondents stated that they will tell to employer if employer is ready to pay the compensation for the utilization of the hidden talents and (91) 19.78 % respondents stated that they are not ready to tell employer though he is ready to pay compensation.

5. Utilization of Hidden Talents of employee

The employee opinions about the utilization of their hidden talents will show hidden talent of employees are used in the organization or not. The question was asked with a view to get information about the utilization of hidden talent of the employee by the organization. The researcher analysed this information in table no. 5 below-.

Table No. 5 Utilization of Hidden Talents of employee

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	146	31.74	31.74
Disagree	192	41.74	73.48
Uncertain	58	12.61	86.09
Agree	56	12.17	98.26

| Strongly Agree | 8 | 1.74 | 100 |
| Total | 460 | 100 | |

Source: Primary Data

Interpretation:

From the above table it emerges that (192)41.74 % respondents stated that 'Disagree" their hidden talent are utilised in the organization, (146)31.74 % respondents stated that "strongly disagree" that their hidden talent are utilized in the organization, (58) 12.61% respondents are regarding this "Uncertain", (56)12.17% respondents stated that "Agree" that their hidden talent are utilised in the Organizations and (8) 1.74 % respondents stated that "Strongly Agree" that their hidden talent is utilised in the Organizations.

6. Satisfaction level of employee at an organization:

The satisfaction level of employee at an organization will show the satisfaction level. The question was asked with a view to get information about the rate of satisfaction level of employee in the organization. The researcher analysed this information in table no. 6 below-

Table No. 6 Satisfaction level of employee at organization

	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	35	7.61	7.61
Disagree	203	44.13	51.74
Uncertain	48	10.43	62.17
Agree	138	30.00	92.17
Strongly Agree	36	7.83	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (203) 44.13 % respondents are "dissatisfy" with the organization and (35) 7.61 % respondents are "strongly dissatisfy" with the organization. Total 51.74 % respondents are "dissatisfied with the organization and (48)10.43 % respondents are "Uncertain" about their satisfaction level.

7. Employees feeling about their hidden talent utilized in the Organization:

Employees feeling about their hidden talent utilized in the Organization shows that whether he is satisfied or not satisfied with the Organization. The question was asked to the employees' feeling about their hidden talent utilized in the Organization. The researcher analysed this information in table no. 7 below-

Table No. 7 Employees feeling about their hidden talent utilized in the Organizations

Feeling	Frequency	Percentage	Cumulative Percentage
Don't know	33	7.17	7.17
Stay in company for more period	49	10.65	17.83
More Empowered	88	19.13	36.96
More Motivated	290	63.04	100.00
Total	460	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (290) 63.04 % respondents stated that if their hidden talents are utilized in the organization they will be more motivated, (88) 19.13% respondents stated that they will be more empowered, (49) 10.65% stated that they will be ready to stay in company for more period and (33) 7.17 % respondents stated that they "Don't know" about their feeling regarding the hidden talent utilized in the organization.

8. Training requirement for enhancement hidden talent:

Training to the employees is important in the Organization because it increases the efficiency of the employee. The question was asked with a view to get information about the training requirement for enhancing the hidden talent of employee. The researcher analysed this information in table no. 8 below-

Table No. 8 Training requirement for enhancement hidden talent

Training Requirement	Frequency	Percentage	Cumulative Percentage
Yes	359	78.04	78.04
No	101	21.96	1 00.04)
Total	464)	100	

Source: Primary Data

Interpretation:

From the above table it emerges that (359) 78.04% respondents stated that they require training for enhance their hidden talents and (101) i.e. 21.96% respondents stated that they don't require training.

Conclusion

It can be concluded that, every employee has hidden talents and employee engagement which may or may not be utilized by the management of the organizations. Most of the employers have not shown any interest in enhancing the hidden talent of their employees. Majority of employers don't know about the hidden talents of their employees. They also don't

have any awareness regarding the benefits of utilizing these hidden talents for the development and growth of organizations.

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