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TALENT MANAGEMENT STRATEGIES-AN EMPIRICAL STUDY OF HR PRACTICES IN SRI SAIRAM CLOTHING

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ABSTRACT
Talent management has become a crucial aspect of modern Human Resource Management as organizations strive to attract, develop, and retain skilled employees in a competitive business environment. The success of any organization largely depends on its ability to effectively manage and utilize employee talent. This study focuses on analyzing the talent management strategies and HR practices adopted by Sri Sairam Clothing and their impact on employee performance, satisfaction, and retention. The findings of the study indicate that effective talent management strategies play a significant role in improving employee motivation, performance, and commitment toward the organization. Proper training programs, transparent performance appraisal systems, and employee recognition initiatives contribute positively to employee satisfaction and retention. The study concludes that implementing strong talent management strategies and well-structured HR practices can help organizations enhance workforce productivity, reduce employee turnover, and achieve long-term organizational success.

KEYWORDS: *Talent Management, Human Resource Management, Recruitment and Selection, Training and Development, Workforce productivity, Performance Appraisal.*

INTRODUCTION
The textile and clothing industry is one of the oldest and most significant industries in the world, playing a vital role in economic development and employment generation. In India, the textile industry is a major contributor to the country's GDP, industrial output, and export earnings. It is also one of the largest sources of employment, providing job opportunities to millions of people, especially in rural and semi-urban areas.

The Indian textile and apparel industry is highly diverse, encompassing a wide range of segments such as cotton, silk, wool, jute, and synthetic fibers. It includes both organized and unorganized sectors, with a strong presence of small and medium enterprises as well as large-scale manufacturing units. The industry is known for its rich heritage, traditional craftsmanship, and adaptability to modern technologies.

The clothing or garment sector, which is a key segment of the textile industry, focuses on the production of ready-made garments for domestic consumption as well as exports. This sector is highly labour- intensive and depends largely on skilled and semi-skilled workers for activities such as cutting, stitching, finishing, and quality control. Due to its labour-intensive nature, effective human resource management is crucial for ensuring productivity, quality, and timely delivery.

OBJECTIVES
- To study the talent management strategies and HR practices in Sri Sairam Clothing.
- To analyse the effectiveness of recruitment and selection processes in the organization.
- To evaluate the training and development programs and their impact on employee performance.
- To examine the performance appraisal system and its influence on employee motivation and satisfaction.

REVIEW OF LITERATURE
- **Josh Bersin (2024)** conducted a detailed study on emerging HR trends and highlighted the increasing role of Artificial Intelligence (AI) and automation in recruitment and employee management. The study found that organizations are increasingly adopting AI-driven tools for resume screening, candidate matching, performance evaluation, and employee engagement, which significantly reduces manual effort and improves decision-making accuracy. It further emphasized that automation helps streamline HR processes, minimize human errors, and enhance overall efficiency. However, the study also noted the importance of balancing technology with human judgment to maintain fairness and employee trust. Overall, the research concluded that the integration of AI and automation in HR practices leads to greater efficiency, improved accuracy, and more effective talent management.

- **David Green (2025)** conducted a detailed study on the role of people analytics in modern talent management practices. The study found that the use of predictive analytics enables organizations to identify high-potential employees, assess future workforce needs, and make informed strategic decisions. It highlighted that data-driven insights help in improving workforce planning, succession planning, and talent development initiatives. The research further emphasized that organizations leveraging people analytics can enhance employee performance, optimize resource allocation, and reduce uncertainty in HR decision-making. Overall, the study concluded that predictive analytics is a powerful tool that strengthens talent management processes and contributes to improved organizational effectiveness.

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- **Divya Nair (2026)** conducted a detailed study on employee-centric HR practices and their impact on workplace outcomes. The study highlighted that organizations adopting employee focused approaches—such as personalized development plans, flexible work policies, recognition programs, and supportive work environments—experience higher levels of employee satisfaction and organizational commitment. It emphasized that when HR practices are designed to address employee needs and well-being, employees feel valued, motivated, and more connected to the organization. The research further revealed that employee-centric strategies lead to improved engagement, reduced turnover, and enhanced productivity. Overall, the study concluded that focusing on employee well-being and development is essential for strengthening commitment and achieving long-term organizational success.

RESEARCH DESIGN

The present study adopts a **descriptive research design** to examine the talent management strategies and HR practices in Sri Sairam Clothing and their impact on employee performance, satisfaction, and retention. This design is appropriate as it enables the researcher to systematically describe the existing HR practices and understand the relationship between talent management initiatives and employee outcomes. A **quantitative research approach** is employed to collect and analyze numerical data through structured questionnaires distributed among employees of the organization.

HYPOTHESIS

- **H_0 (Null Hypothesis):** There is no significant association between the educational qualification of employees and their perception of the effectiveness of training and development programs.
- **H_1 (Alternative Hypothesis):** There is a significant association between the educational qualification of employees and their perception of the effectiveness of training and development programs.
- **H_0 (Null Hypothesis):** There is no significant association between an employee's geographic location (Rural, Semi-Urban, Urban) and their intention to stay with the organization (Employee Retention).
- **H_1 (Alternative Hypothesis):** There is a significant association between an employee's geographic location and their intention to stay with the organization.
- **H_0 (Null Hypothesis):** There is no significant difference in respondents' opinions on talent management variables across different Age groups.
- **H_1 (Alternative Hypothesis):** There is a significant difference in respondents' opinions on talent management variables across different Age groups.

SOURCE OF DATA

Secondary data on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process. In this study secondary data are collected from the online articles, journals, text books, etc.

SAMPLE SIZE

The sample size for the working consists of 132 employees working in various department.

TOOLS FOR ANALYSIS

Data is collected through structured questionnaire by way of circulating the questionnaire to the respondents. The collected data is tabulated and coded, using simple percentage method and statistical methods the data were analyzed and interpretation was given.

METHOD OF ANALYSIS

This is a Univariate analysis where the percentage of a particular factor with different categories is calculated, in order to help one get fair idea regarding the sample and thereby that of the population. The number of responses of each category is summarized to percentage format for the convenience to use other statistical tools namely pie chart and bar diagrams.

CHI SQUARE ANALYSIS

Hypotheses for Test 1:

- **H_0 (Null Hypothesis):** There is no significant association between the educational qualification of employees and their perception of the effectiveness of training and development programs.
- **H_1 (Alternative Hypothesis):** There is a significant association between the educational qualification of employees and their perception of the effectiveness of training and development programs.

Chi-Square Test Results on the Relationship Between Education and Perception of Training Effectiveness

Statistic	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.541	12	.009
Likelihood Ratio	27.812	12	.006
ear-by-Linear Association	4.125	1	.042
N of Valid Cases	**132**		

Interpretation

The Chi-Square analysis shows a significant relationship between employees' educational qualification and their opinion on training and development programs. The Pearson Chi-Square value is 26.541 with a p-value of 0.009, which is less than 0.05. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. This means employee perception of training depends on their education level. Diploma/ITI employees are more satisfied with practical, job-related training, while graduates and postgraduates may expect advanced and leadership-focused development programs. Sri Sairam Clothing should provide different training methods based

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on employee education levels to improve effectiveness.

Hypotheses for Test 2

- **H_0 (Null Hypothesis):** There is no significant association between an employee's geographic location (Rural, Semi-Urban, Urban) and their intention to stay with the organization (Employee Retention).
- **H_1 (Alternative Hypothesis):** There is a significant association between an employee's geographic location and their intention to stay with the organization.

Chi-Square Test Results on the Relationship Between Geographic Location and Employee Retention Intention

Statistic	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.832	8	.062
Likelihood Ratio	15.104	8	.057
Linear-by-Linear Association	2.945	1	.086
N of Valid Cases	132		

Interpretation

The Chi-Square analysis shows no significant relationship between employees' geographic origin and their retention intention at Sri Sairam Clothing. The Pearson Chi-Square value is 14.832 with a p- value of 0.062, which is greater than 0.05. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected. This means employees' decision to stay or leave is not mainly influenced by whether they come from rural, semi-urban, or urban areas. Instead, common factors like compensation, performance appraisal, and work-life balance affect all employees equally. The company should focus on overall retention strategies rather than location-based solutions.

CORRELATION ANALYSIS

Correlation between Training & Development and Employee Performance

Variables		Training & Development	Employee Performance
Training & Development	Pearson's Correlation	1	.648**
	Sig. (2-tailed)		.000
	N	**132**	**132**
Employee Performance	Pearson's Correlation	.648**	1
	Sig. (2-tailed)	.000	
	N	**132**	**132**

Interpretation

The Pearson correlation analysis shows a strong positive relationship between training and development programs and employee performance, with a correlation value of $r = 0.648$ and $p < 0.001$. Since the p-value is less than 0.05, the null hypothesis is rejected. This means that better training and development programs lead to higher employee performance. When Sri Sairam Clothing provides effective skill-based, safety, and process training, employees become more competent, productive, and efficient, while reducing errors and improving work quality.

Correlation between Employee Engagement and Job Satisfaction

Variables		Employee Engagement	Job Satisfaction
Employee Engagement	Pearson's Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	**132**	**132**
Job Satisfaction	Pearson's Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	**132**	**132**

Interpretation

The statistical evaluation establishes a profound, positive correlation ($r = 0.715$, $p < 0.001$) between employee engagement and job satisfaction. This represents the strongest relationship measured in the study, compelling the immediate rejection of the null hypothesis.

The magnitude of this correlation theoretically interlocks emotional engagement with cognitive job satisfaction. An engaged employee one who feels a sense of purpose, alignment with organizational goals, and integration within the team structure is inherently more satisfied with their workplace conditions. In the context of Sri Sairam Clothing, human resource strategy must aggressively foster deep engagement through participative management styles, transparent communication, and psychological empowerment, as operational hygiene factors alone are insufficient to guarantee peak organizational performance.

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SUGGESTIONS

- To transition these empirical findings into strategic operational success, Sri Sairam Clothing must pivot from reactive personnel administration toward proactive, analytics-driven talent stewardship.
- The prevalent opacity surrounding evaluations directly suppresses motivation.
- This tailored approach will maximize the return on educational investments and foster a pipeline for internal succession planning.
- Empowering the workforce psychologically will fortify organizational loyalty far more effectively than marginal wage adjustments.
- Finally, Sri Sairam Clothing should implement a continuous human resource analytics dashboard to track leading indicators of workforce health.

CONCLUSION

This exhaustive empirical investigation definitively establishes that strategic talent management is intricately and inextricably bound to the operational success, human capital stability, and competitive viability of Sri Sairam Clothing. The rigorous statistical translation of employee perceptions into quantifiable business intelligence dismantles traditional, tenure-based human resource assumptions, proving unequivocally that modern, transparent, and engaging HR practices are the primary catalysts for performance and retention within the labor-intensive textile sector.

The data illustrates that while Sri Sairam Clothing possesses a dynamic and capable workforce, realizing its full potential requires the systemic eradication of opaque appraisal mechanisms, the customization of development pathways, and the aggressive fostering of psychological empowerment. By transforming these empirical insights into targeted operational policies, Sri Sairam Clothing can effectively insulate its workforce against the chronic industry threat of turnover. Ultimately, the sustainable optimization of the manufacturing enterprise is not achieved through isolated administrative policies, but through an integrated, holistic ecosystem of talent management that views every employee as a critical asset worthy of continuous development, equitable recognition, and strategic retention.

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