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Role of Quality Commitment and Result Orientation Factors in Talent Acquisition among Employees

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Abstract: In this modern world, corporate and industries are concerned much on the talents to march forward the business. This paper discusses the role of attributes associated with quality commitment and result orientation in context of talent acquisition among employees. The research is qualitative in nature and identifies the factors responsible for dissatisfaction among employees. In this research work, data is collected by mean of a questionnaire. Questionnaire has many attributes based on quality commitment and result orientation, which are studied or analyzed based on the response given by the employees. Nine attributes are taken into consideration for analysis, out of which seven attributes are found which are disagreed by the dissatisfied employees. By taking more consideration on the seven factors playing major role in dissatisfaction of employees, we can use the talent of dissatisfied employees more efficiently.

I. INTRODUCTION

Talent Management comprises of three different conceptions which are as follows [1]

- A. Collection of typical human resource department practices,
- B. Flow of human resources throughout the organization
- C. Sourcing, developing and rewarding employee talent.

Human resources which are talented can contribute to the achievement of competitive advantage in their organizations [2] because they make innovations in their field and they have the ability to make the right decisions to achieve goals of the organization. Talent management includes performance management, staffing, compensation, learning management, employee development, and succession planning [3] [4].

The data was collected by use of a questionnaire. There were nine statements mentioned in result orientation and quality commitment part. Various responses were recorded by ticking the appropriate answer as strongly agree, agree, neutral, disagree and strongly disagree.

The questionnaire was filled by the employees of The Jind co-operative sugar mills limited and Saint Gobain Gyproc India limited, Jind. By the questionnaire, we tried to find out the effectiveness of such talent management initiatives and satisfaction level of employees with respect to result orientation and quality commitment attributes.

II. DATA ANALYSIS

The data was analyzed with the help of Rapid Miner Studio 7.3 [5]. Three tools were used to analyze the data i.e. data to similarity, agglomerative clustering and flatten clustering. The attributes related to quality commitment and result orientation are shown as follows. The proposed model is shown in figure 1.

QUALITY COMMITMENT

- C1- Appropriate measures to protect the environment during work
- C2- Within the department, employee's safety is ensured.
- C3- We continually work to improve working conditions
- C4- Within the department, we learn from our mistakes
- C5- Within the department, efforts are recognized to improve quality

RESULTS ORIENTATION

- D1-Goals of the department are better understood.

D2-We understand how the personal objectives support the department's goals

D3-Departmental results meet/exceed expectations.

D4-The department acts with great urgency where change is required

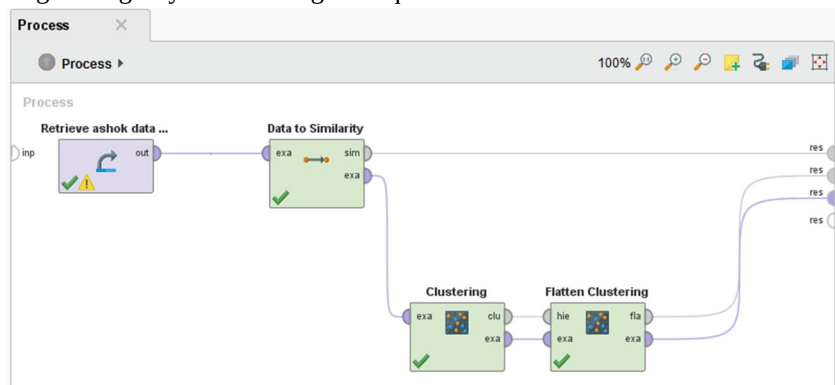


Figure 1: Representing the Model for Data Analysis

Three clusters were formed as shown in figure 2, the cluster 0 may be defined as the satisfied and cluster 2 may be defined as the non-satisfied and cluster 1 may be defined as neutral. Cluster 0 consists of 46 elements. Cluster 1 consists of 3 elements. Cluster 2 consists of 1 element [6].

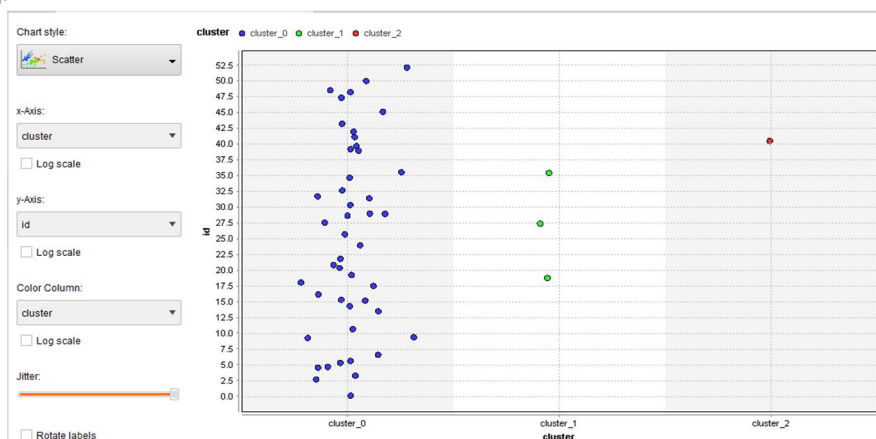


Figure 2: Showing the scatter graph on id verses cluster.

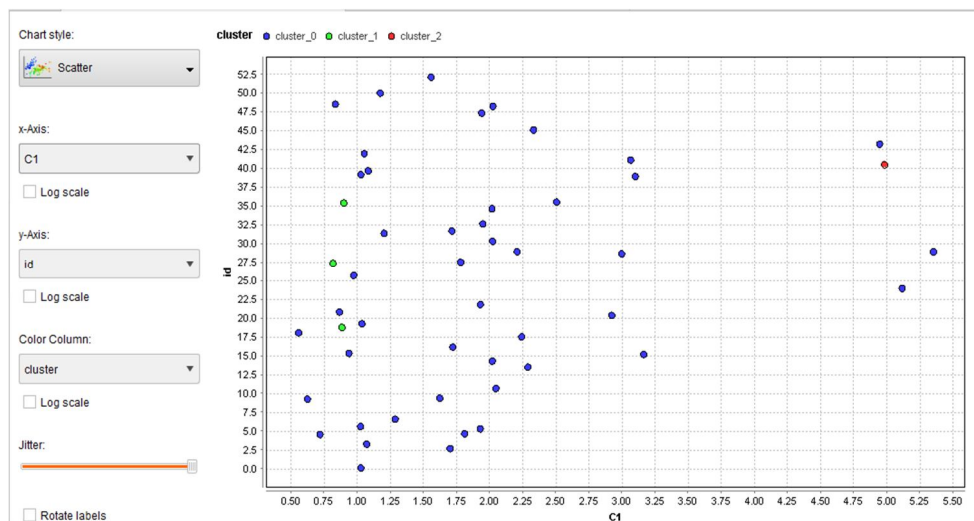


Figure 3: Showing the scatter graph of id verses C1.

The scatter graph id verses attributes were made to show their contribution into the cluster. The graph of id verses C1 shown in figure 3 indicates that the higher the value of C1, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute C1. The figure indicate that the dissatisfied employee said that they don't take appropriate measures to protect the environment during work.

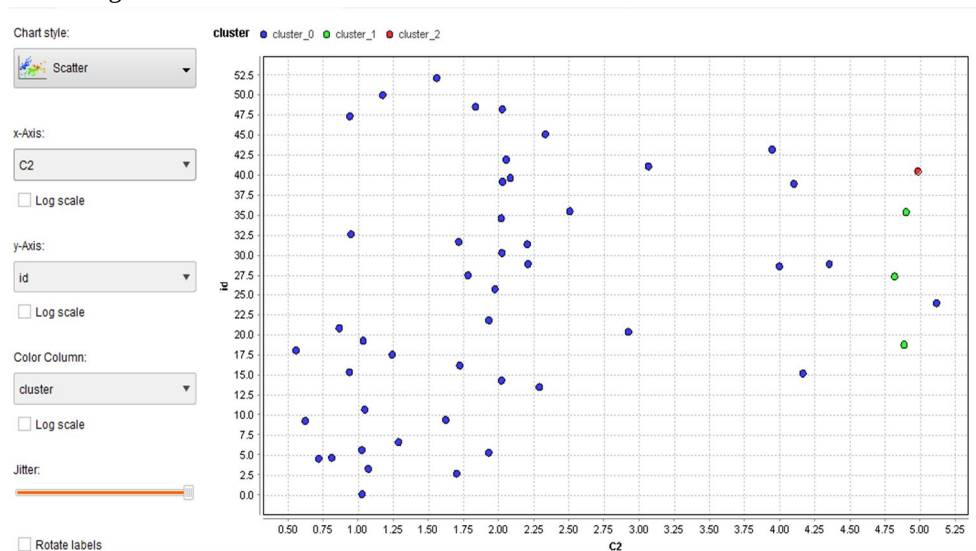


Figure 4: Showing the scatter graph of id verses C2.

The graph of id verses C2 shown in figure 4 indicates that the higher the value of C2, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute C2. The figure indicate that the dissatisfied and neutral employee said that within the department, employee's safety is not ensured.

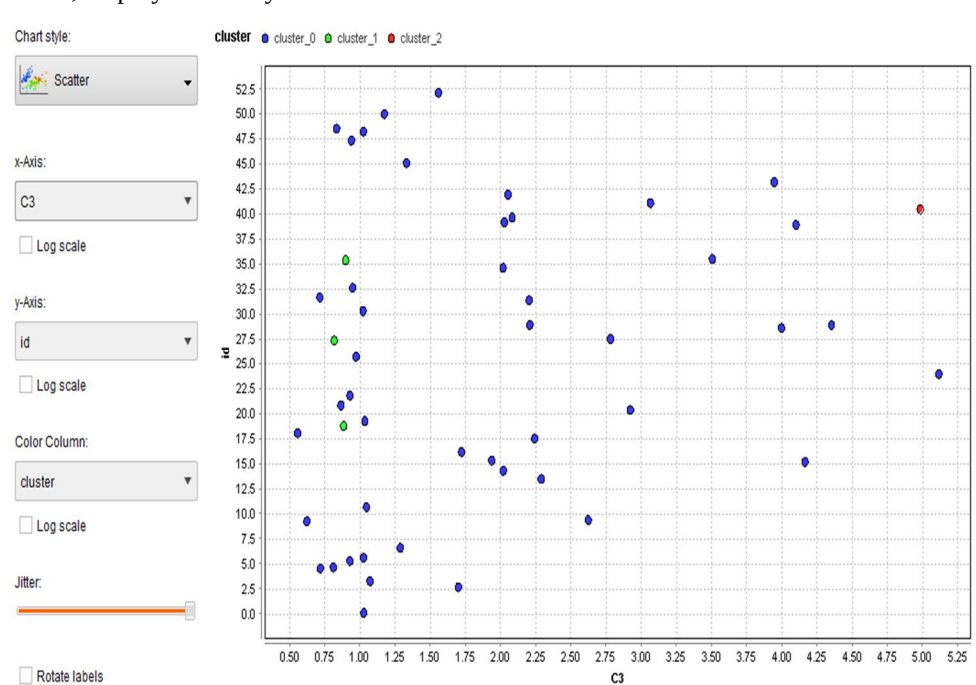


Figure 5: Showing the scatter graph of id verses C3.

The graph of id verses C3 shown in figure 5 indicates that the higher the value of C3, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute C3. The figure indicate that the dissatisfied employee said that within the department, they don't continually work to improve working conditions, but the satisfied and neutral employees do.

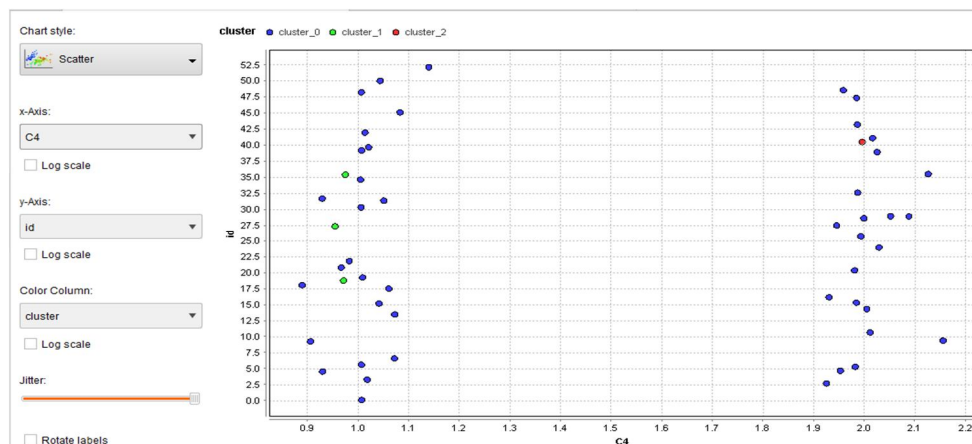


Figure 6: Showing the scatter graph of id verses C4.

The graph of id verses C4 shown in figure 6 indicates that the higher the value of C4, higher the dissatisfaction level where as the satisfied employee do not found throughout in the range of attribute C4. They are either at lower level or at higher levels only. The figure indicate that the dissatisfied employee said that within the department, they don't learn from their mistakes.

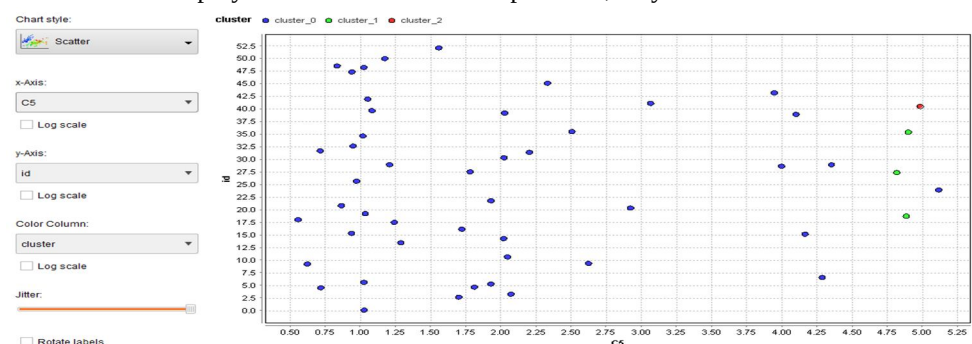


Figure 7: Showing the scatter graph of id verses C5.

The graph of id verses C5 shown in figure 7 indicates that the higher the value of C5, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute C5. The figure indicate that the dissatisfied employee said that within the department, efforts are not recognized to improve quality.

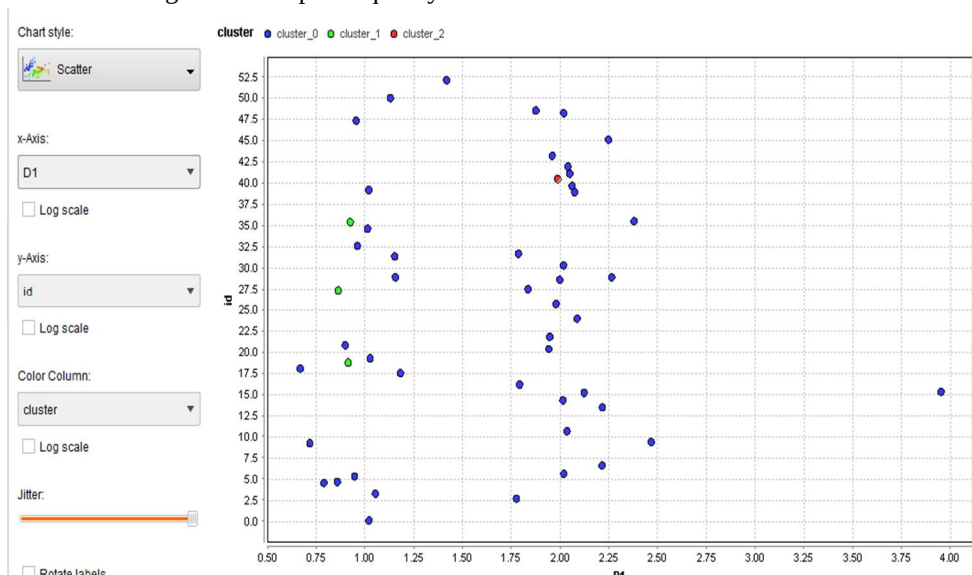


Figure 8: Showing the scatter graph of id verses D1.

The graph of id verses D1 shown in figure 8 indicates that the lower the value of D1, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute D1. The figure indicate that the dissatisfied employee said that they better understand the goals of department.

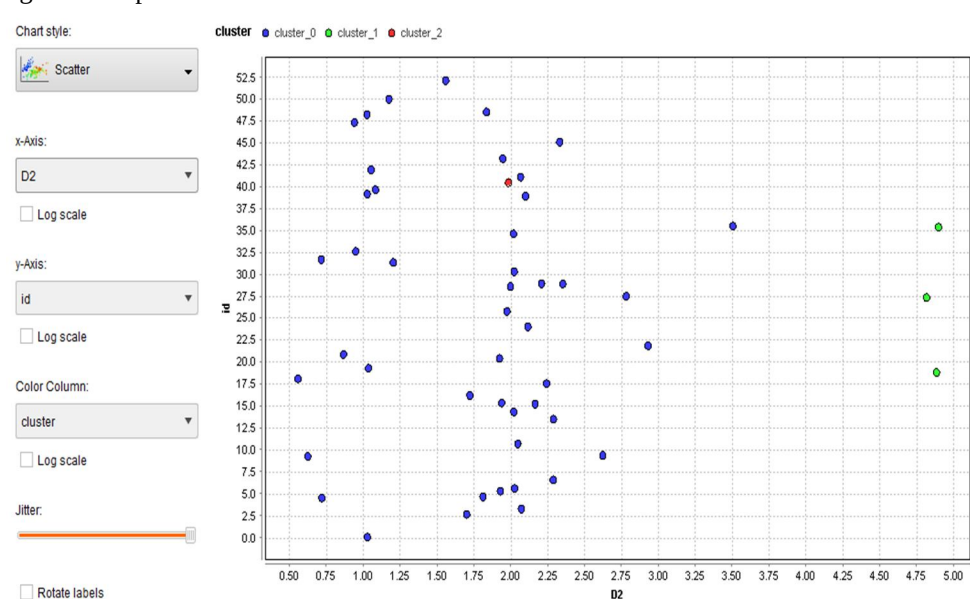


Figure 9: Showing the scatter graph of id verses D2.

The graph of id verses D2 shown in figure 9 indicates that the lower the value of D2, higher the dissatisfaction level where as the satisfied employee found throughout in the range from 1 to 3 of attribute D2. The figure indicate that the dissatisfied employee said that they better understand how the personal objectives support the department's goals.

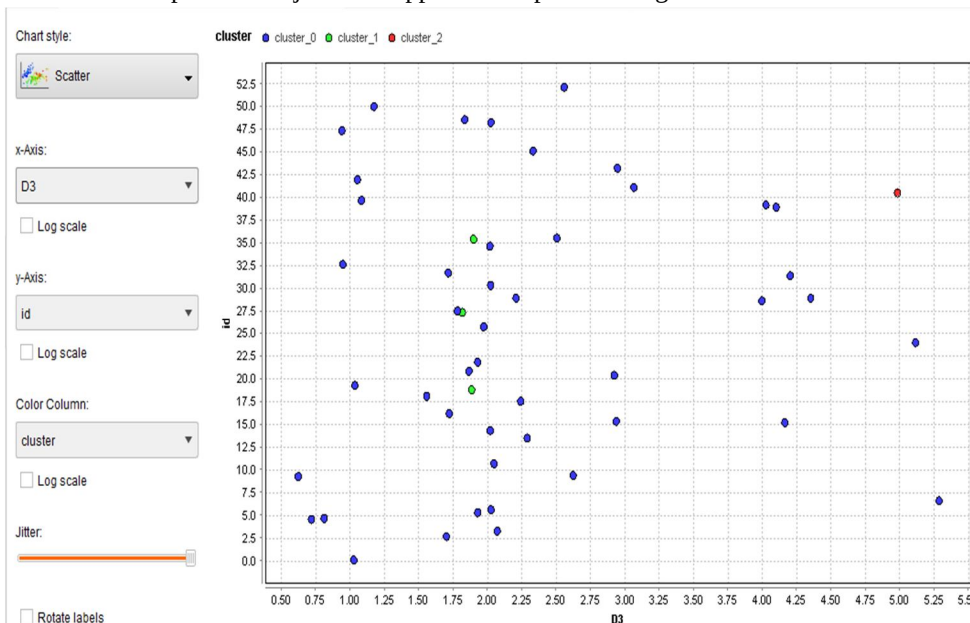


Figure 10: Showing the scatter graph of id verses D3.

The graph of id verses D3 shown in figure 10 indicates that the higher the value of D3, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute D3. The figure indicate that the dissatisfied employee said that the department do not produce results that meet expectations.

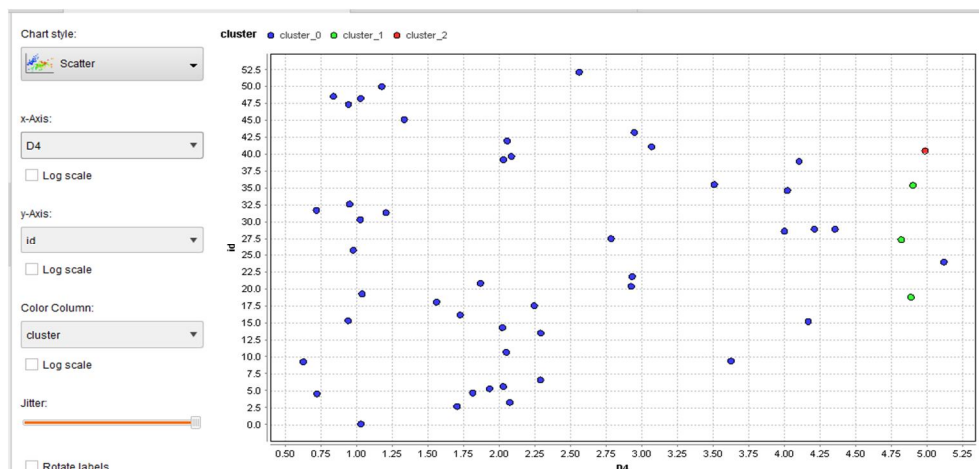


Figure 11: Showing the scatter graph of id verses D4.

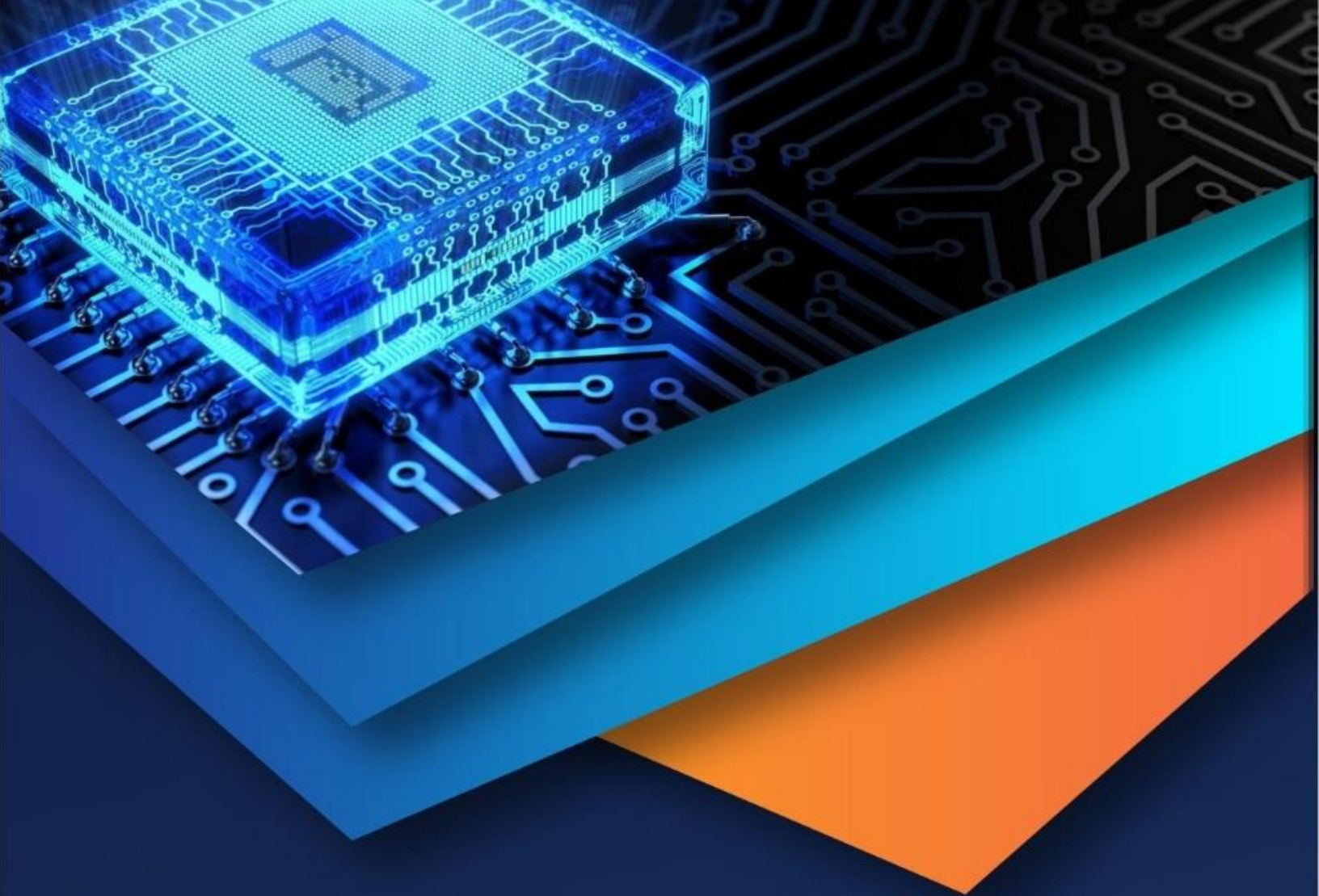
The graph of id verses D4 shown in figure 11 indicates that the higher the value of D4, higher the dissatisfaction level where as the satisfied employee found throughout in the range of attribute D4. The figure indicate that the dissatisfied employee said that the department do not act with great urgency where change is required.

III. CONCLUSION

In this research work, after data collection and analyzing various scatter graphs of id verses attributes, out of nine attributes, seven are found to affect significantly the overall progress of the organization. C1, C2, C3, C4, C5, D3 and D4 are the attributes in which the dissatisfied employees are playing an important role. So, by taking more consideration of these attributes, we can manage the talent efficiently so that overall performance of the organization increases. The attributes are related to the categories of quality commitment and result orientation. Moreover, some attributes related to result orientation like D1 and D2 are strongly agreed or agreed by majority of employees which can be satisfied or dissatisfied ones.

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