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Study on Talent Management in Reducing Occupational Stress among the Employees in Print Media

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Abstract:

Talent management ensures that people with good skills are placed in the right job place to achieve goals. Infact talent management consist of a complete set of processes to determine, use and manage people in order to perform organization needed business strategies successfully. The stress may affect the people in all levels of the organization in general, all age groups irrespective of sex, nationality, educational qualification or role in particular. The researchers studied the relationship between talent management in reducing occupational stress among the employees of print media with special reference to Daily Thanthi (A leading Tamil Newspaper in South India), at Tiruchirappalli in Tamil Nadu, India. A sample of 100 employees was taken up for the study. Four hypotheses have been formulated and examined by using ANOVA and Correlation. The hypotheses related findings show that there is no significant variance among the age, designation and educational qualification of the respondents. The results indicate that there is a meaningful relationship between talent management and its components (support management, give rewards and encourage employees in reducing the work-related stress of the respondents of the study.

Keywords: Talent management, occupational stress

1. Introduction

In our modern world, talent management is indispensable for any organization. Every organization has to retain the talent of its employees in order to face competition and maintain its reputation. In the current situation, there are lots of youngsters in search of a good job. For example, for any vacancy in a company, a minimum of 100 candidates applied for the post. It is the duty of the human resource department to select the best candidate. Capacity plays an imperative role in handling and retaining the candidate so selected. The researcher discussed the role of talent management in reducing occupational stress. Generally, occupational stress is prevalent at all levels in any organization; in particular, it is more common among employees in achieving the given target. A manager plays a significant position in recruiting, mounting and retaining of superior employees in talent management. Talent management is an occupational strategy that should be properly integrated within all of the employee-related processes of the organization. Retaining talented employees is the job of every member of the organization, but especially, managers are playing reporting staff (talent). Talent management is currently a crucial management practice; what was once solely attached to recruitment now covers a multitude of areas. You will find here information on career management and development, career planning, human resource planning, promotion, succession planning, talent audits, talent for competitive advantage, talent pools and war for talent. Conflicts with superior and other workers or customers are other major reasons for stress in most cases. Its the causes of stress that lead to job burnout and health problems.

2. Related Literature

Al Ariss, Cascio, and Paauwe, (2014), said that effective use of talent management in globalized organizations attracts people easily from all over the globe. They identified the key trends that influence the practice of talent management.

Ackfeldt and Malhotra, (2013), investigated the moderating influences of empowerment and professional development on role stress-commitment interaction while probing and confirming the possessions of role stress on organizational commitment. They found that empowerment is particularly useful in fighting the dysfunctional effects of role ambiguity on affective commitment, while

professional development is an input tool that helps to fight the dysfunctional effects of role conflict on affective and continuance commitment.

Aljamal, W et al., (2013), examined the effect of talent management on competitive advantage. Talent management and knowledge are integrated into firm strategy, so talent management activities and knowledge integration activities can be viewed as a source of competitive advantage. The result indicates that talent management represents the most essential functions affecting competitive advantage achievement. Hence, organizations must work on linking talent management as a strategy with corporate and business strategy, as well as co-ordination of different function.

Garavan, (2012), observed that talent management is strategically imperative, because organizations are able to manage downsizing, extension and structural alignment. This also helps them to prepare for growth in the future.

Kossek et al., (2012), found that the contextual stressors originate from issues that challenge profession development. Implicitly in this kind is the reality that stress-related problems originating from oblige of job safety frequently have the approaching of impeding careers progression and may negatively influence employees' sense of comfort and commitment to work.

Mendez et al., (2011), investigated leader empowering behavior can positively contact on job intelligibility, psychosomatic empowerment, and job engagement with the final outcome being the retention of talent. In the ever changing work environment, organizations place great emphasis on their human capital. The positive organization utilizes specific elements to optimize human capital's potential. It is consequently important to identify the elements contributing to a positive organization as well as the elements which lead to the retention of talent.

Grossman, (2007), define talent management strategy as part of necessary changes in the twenty-first century as well as the complementary part of evolution in organizations. Talent management strategy is a tool that converts organizational human resources as a critical factor in maintaining a competitive advantage to the organization's strategic priority. Therefore, talent management strategy can be through the creation of talent and components of communication, nurturing staffs, performance management, reward, granting and organizational climate and culture use of the organizational conflicts and conflict resolution methods to achieve organizational objectives and to reduce its non-functional aspects and to add to its functional aspects.

Reddy and Canunger, (2007), observed that the talent management strategy supports cultural and strategic organizational purposes, thus, its implementation requires spending a long period of time and gaining the support and commitment by senior managers to operate it. To create an organization with high performance, it is necessary to do some reforms in areas such as communication, performance management, reward and granting, training staff and open culture and climate. All these factors are focused on the most valuable asset of organization, i.e. staff, and they construct the basis for talent management strategy.

Falkenberg et al., (2005), reported that the environmental issues that were affected and affecting elements are individuals. Given the fact that changes are considered as essential factors for the future development, it is necessary for the survival of organization that organization to evolve, close to the around changes and according to these changes, guide talents of their staff towards organization's objectives.

3. Problem and Objectives

Not only keeping some of the above literatures, but also finding out the influence of talent management in reducing occupational stress among the employees in print media, especially at Tiruchirappalli, Tamil Nadu, South India, the objectives of the study are formulated:

- To find out the personal profile of the respondents in the study area.
- To study the influence of age in reducing occupational stress among the employees of print media in the study area.
- To study the influence of the educational qualifications of the respondents towards talent management in reducing occupational stress in the study area.
- To study the difference between the marital status and talent management in reducing occupational stress of the respondents in the study area.
- To find out the association between various dimensions of talent management in reducing occupational stress of respondents in the study area.

Thus, by keeping the above points, the researchers encompass a revise on dimensions of talent management in reducing occupational stress of employees at workplace by way of analyzing the personal profile and elements of talent management in organization, which would influence the occupational stress of employees in the study area.

4. Research Methodology

The present research involves empirical testing of problem statements set forth for the study. The methodology adopted for carrying out the investigation of the present study is survey method and design used is descriptive in nature. The research is mainly based on the survey conducted among the employees of print media with special reference to Daily Thanthi (A leading Tamil Newspaper in South India), Tiruchirappalli in Tamil Nadu, India. Based on the data collected from the employees, the hypotheses lay down were tested using suitable statistical tabulations and tests. The study aims to identify the relationship between elements of talent management strategies in reducing occupational stress. The study in terms of research is descriptive correlation, which describes the relationship between the independent variable of talent management strategy and the dependent variable of conflict.

4.1. Research Universe and Sample

This research is focused on the employees of print media with reference to Daily Thanthi (A leading Tamil Newspaper in South India), Tiruchirappalli in Tamil Nadu, India. The universe of the study comprises of 204 employees, but the researchers adopted simple random sampling method by which 49% i.e., 100 employees were selected randomly for the study. A structured survey tool was developed on the base of 4 point scale and was used to collect the necessary information from the respondents. Not to disrupt the job of employees, the researchers visited the employees frequently during their break time for collecting the primary data. In this manner, data was collected from respondents over 1 month period.

4.2. Data Collection and Analysis

Once the questionnaires were collected from the respondents, the researchers coded the data as given in the scoring keys along with the questionnaire. The scores are entered for analysis with SPSS. Chi-square, ANOVA and t-test were done for analyzing the association, variation and difference between dependent and independent variables of the study.

5. Hypotheses, Test And Results

The hypotheses formulated by researchers are null-hypotheses only and will follow the relevant tests and interpretations. This task of the researchers is to accept or reject the null-hypotheses after the relevant tests.

- Hypothesis-1: There will be no significant association between age of the respondents and their opinion about talent management in reducing occupational stress

Variable	Age										Statistical Inference
	Below 25 Yrs (n=12)		26 to 35 Yrs (n=56)		36 to 45 Yrs (n=28)		46 Yrs & above (n=14)		Total (n=110)		
Support Management											
Low	6	50.0%	25	44.6%	12	42.9%	4	28.6%	47	42.7%	X ² =1.490 Df=3 .685>0.05 Not Significant
High	6	50.0%	31	55.4%	16	57.1%	10	71.4%	63	57.3%	
Give Rewards											
Low	6	50.0%	36	64.3%	18	64.3%	7	50.0%	67	60.9%	X ² =1.702 Df=3 .637>0.05 Not Significant
High	6	50.0%	20	35.7%	10	35.7%	7	50.0%	43	39.1%	
Encourage Employees											
Low	7	58.3%	32	57.1%	13	46.4%	6	42.9%	58	52.7%	X ² =1.582 Df=3 .663>0.05 Not Significant
High	5	41.7%	24	42.9%	15	53.6%	8	57.1%	52	47.3%	

Table 1: Association between Age of the Respondents and their Opinion about Talent Management in Reducing Occupational Stress

The table 1 reveals that there is no significant association between age of the respondents and their opinion about talent management in reducing occupational stress, since the calculated value greater than table value ($p>0.05$).

→ Findings

There will be no significant association between age and opinion about talent management in reducing occupational stress in terms of support management, give rewards and encourage employees of the respondents in the study area. Hence, the formulated null hypothesis is accepted.

- Hypothesis-2: There will be no significant variation between age of the respondents and their opinion about talent management in reducing occupational stress

One-way ANOVA						
Educational Qualification	Mean	S.D	SS	Df	MS	Statistical Inference
Support Management						
Between Groups			6.430	3	2.143	F=.445 .722>0.05 Not Significant
Diploma (n=37)	17.38	2.396				
UG (n=14)	17.86	1.351				
BE &B.Tech (n=35)	17.26	2.187				
ME &M.Tech (n=24)	17.79	2.265				
Within Groups			511.061	106	4.821	
Give Rewards						
Between Groups			14.223	3	4.741	F=.847 .471>0.05 Not Significant
Diploma (n=37)	22.81	2.591				
UG (n=14)	23.50	2.279				
BE &B.Tech (n=35)	23.46	2.174				
ME &M.Tech (n=24)	22.67	2.316				
Within Groups			593.195	106	5.596	
Encourage Employees						
Between Groups			35.281	3	11.760	F=1.412 .243>0.05 Not Significant
Diploma (n=37)	39.46	3.347				
UG (n=14)	40.50	3.082				
BE &B.Tech (n=35)	40.03	2.584				
ME &M.Tech (n=24)	40.96	2.368				
Within Groups			882.619	106	8.327	

Table 2: Variation between Educational Qualification of the Respondents and their Opinion about Talent Management in Reducing Occupational Stress

The Table 2 reveals that there is no significant variation between educational qualification of the respondents and their opinion about talent management in reducing occupational stress. Hence, the calculated value greater than table value ($p>0.05$).

→ Findings

There will be no significant variation between educational qualification and opinion about talent management in reducing occupational stress in terms of support management, give rewards and encourage employees of the respondents in the study area. Hence, the formulated null hypothesis is accepted.

- Hypothesis-3: There will be no significant difference between Marital Status of the Respondents and their Opinion about Talent Management in Reducing Occupational Stress

T-Test			
Marital Status	Mean	S.D	Statistical Inference
Support Management			
Married (n=66)	17.50	1.955	T=.053 Df=108 .958>0.05 Not Significant
Unmarried (n=44)	17.48	2.501	
Give Rewards			
Married (n=66)	23.26	2.214	T=1.006 Df=108 .317>0.05 Not Significant
Unmarried (n=44)	22.80	2.566	
Encourage Employees			
Married (n=66)	40.39	2.694	T=1.305 Df=108 .195>0.05 Not Significant
Unmarried (n=44)	39.66	3.169	

Table 3: Difference between Marital Status of the Respondents and their Opinion about Talent Management in Reducing Occupational Stress

The Table 3 reveals that there is no significant difference between marital status of the respondents and their opinion about talent management in reducing occupational stress. Hence, the calculated value greater than table value ($p > 0.05$).

→ Findings

There will be no significant difference between marital status and opinion about talent management in reducing occupational stress in terms of support management, give rewards and encourage employees of the respondents in the study area. Hence, the formulated null hypothesis is accepted.

- Hypothesis-4: There will be no significant association between various dimensions of talent management of the respondents and their opinion about over all talent management in reducing occupational stress

Chi-square Test							
Dimensions of Talent Management	Overall Talent Management in Reducing Occupational Stress						Statistical Inference
	Low (n=56)		High (n=54)		Total (n=110)		
Support Management							
Low	33	58.9%	14	25.9%	47	42.7%	$X^2=12.236$ Df=1 .000<0.05 Significant
High	23	41.1%	40	74.1%	63	57.3%	
Give Reward							
Low	44	78.6%	23	42.6%	67	60.9%	$X^2=14.946$ Df=1 .000<0.05 Significant
High	12	21.4%	31	57.4%	43	39.1%	
Encourage Employees							
Low	43	76.8%	15	27.8%	58	52.7%	$X^2=26.490$ Df=1 .000<0.05 Significant
High	13	23.2%	39	72.2%	52	47.3%	

Table 4: Association between Various Dimensions of Talent Management of the Respondents and their Opinion about Over All Talent Management in Reducing Occupational Stress

The Table4 reveals that there are significant association between various dimensions of talent management of the respondents and their opinion about over all talent management in reducing occupational stress. Hence, the calculated value less than table value ($p < 0.05$).

→ Findings

The Table4 reveals that there are significant association between various dimensions of talent management (Support management, give rewards and encourage employees) of the respondents and their opinion about over all talent management in reducing occupational stress. Hence, the calculated value less than table value ($p < 0.05$). So the research hypothesis is formulated and the null hypothesis is rejected.

6. Findings of the Study

6.1. General Findings

Some of the general findings pertaining to the personal profile of the employee in the study area are:

- It is found that forty percent of the respondents belong to the age group of 25-35 years and 32% of the respondents belong to the age group of 35-45 years.
- Seventy four percent of the respondents are male and 26% of the respondents are female.
- Fifty four percent of the respondents are married and 46% of the respondents are unmarried.
- Fifty two percent of the respondents belong to the Hindu religion, 30% of the respondents belong to the Christian religion and 18% of the respondents belong to the Muslim religion.
- Forty two percent of the respondents belong to the backward class, 32% of the respondents belong to the scheduled caste/scheduled tribe, 22% of the respondents belong to the most backward class and only 4% belong to the other caste/community.
- Forty percent of the respondents were studies upto +2, 24% of the respondents were under graduates and 32% of the respondents were qualified upto PG level.
- Thirty four percent of the respondents are getting their monthly income below Rs.10,000/-, 26% of the respondents are getting their monthly income between Rs.15,001-20,000/-.

- Sixty four percent of the respondents leading the nuclear family system and 36% of the respondents belong to joint family system.
- Fifty six percent of the respondents are having the working experience between 1-5 years and 20% of the respondents are having work experience between 5-10 years.

6.2. Hypothesis Related Findings

The hypotheses related findings based on the cross tabulations and statistical tests are given below:

- There will be no significant association between age and opinion about talent management in reducing occupational stress.
- There will be no significant variation between educational qualification and opinion about talent management in reducing occupational stress.
- There will be no significant difference between marital status and opinion about talent management in reducing occupational stress.
- There is a significant association between various dimensions of talent management of the respondents and their opinion about over all talent management in reducing occupational stress.

7. Discussion and Conclusion

There is a meaningful relationship between employees' talent management and occupational stress in print media. It shows about developing and maintaining talent of employees available in organization. The organizations can consider and perform these aspects correctly, by stepping forward in the field of decreasing job stress. This will create a momentous relationship linking co-ordination and maintenance with job stress in print media. As this occurs, employees won't involve distress and mental pressures resulted from lack of knowledge about job importance and finally their stress will decrease.

Stress confronted by employees in workplace has been found through the study, which is due to unsuitable job conditions, heavy work load, doing the tasks on part time, long working hours, weak relationship between employees and paying low attention to employees.

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