

“A STUDY OF MERITS OF TALENT MANAGEMENT (PERFORMANCE DEVELOPMENT) USING ERP SAP HCM AND UNDERSTANDING ITS IMPACT AND ACCEPTANCE IN ENTERPRISE BRPL”****DR.LOKINDER KUMAR TYAGI & MS.NEETU BALI********DESIGNATION : Dean, (Prof) Bhartiya Vidyapeeth and Astt Prof Management Education Research Institute****ABSTRACT:**

In the dynamics of a new and changing business times, Talent Management has new dynamics at play. As per the SAP TALENT MANAGEMENT MODULE following are the complete understanding of a complete cycle of talent management:

SAP solutions can fully support talent management activities, helping you identify, develop, reward, and retain your key contributors through maintaining the right mix of assessment, compensation, benefits, and career development programs. You can align individual and team goals with corporate strategies. The paper tries to understand the correlation between satisfaction among employees and the talent management processes in an organization through a random sample BRPL employees, tries to understand the integrated process of talent management, from performance enhancement to personal development plans and the L&D Module of training and development.

The BRPL is mapped on SAP ERP SAP module, hence the entire talent management processes has been mapped and the advantages of an integrated technical process has been detailed with advantages of the SAP ERP module which have been detailed. The advantages, disadvantages all have been mapped and recorded in the below module.

INTRODUCTION:

According to researchers Talent Management is defined as, “the systematic, periodic and an important rating of an employee’s excellence in matters pertaining to his present job and his potential for a better job.”

The paper tries to analyze a techno-functional role played by HUMAN RESOURCES in developing the talent of an individual through the module of E-SAP HCM Talent management module. This would be analyzed using BRPL a live functional performance of employee management using the E-SAP HCM Talent management model along with the merits and demerits of the system. The advantage of the E-HCM SAP module is the integrated approach to people development from performance appraisal to personal development to integrated e-learning system to bridge the gap between hidden talent and expressed talent.

OBJECTIVE :

The objective of the paper is the following :

- 1) To understand the impact of talent development (performance development) on business
- 2) To study performance appraisal as a tool to develop performance of individuals through integrated processes of ERP SAP HCM.
- 3) To gauge motivation of employees and their performance in an organization with mature talent development systems and procedures using case study of BRPL.

RESEARCH METHODOLOGY:

The research design is an exploratory research design, which is also known Formularize Research Design. The main purpose of study is to understand the co-relation between the performances oriented employees and business metrics, and to study this we have taken BRPL as the primary source data to measure this interdependence.

Types of Data collected:

- Primary: Data was collected from the employees through questionnaires and personal interviews of BRPL.
- Secondary: The data from SAP library for e-performance appraisal was mapped and studied get a better insight into studying the live implementation of SAP at BRPL which is on SAP ERP system.

Simple Random Sampling

Simple random sampling refers to the sampling technique in which each and every item of the population is given equal chance of being included in the sample.

Random sampling is sometimes referred to as REPRESENTATIVE SAMPLING. If the sample is chosen at random and if the sample is sufficiently large, it will represent all groups in the population. The sample size of my project is 50 that are employees from BRPL.

◆ **Sample size:**

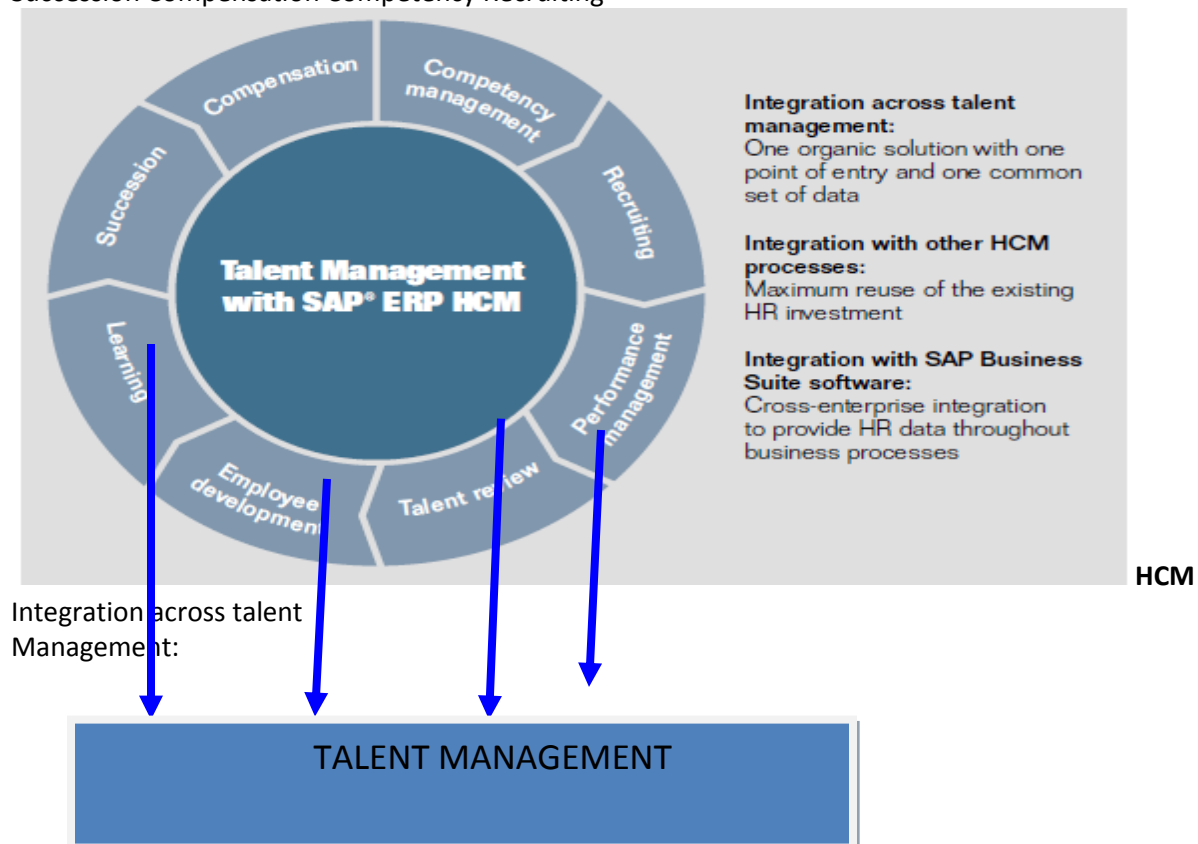
The sample size of my project is 50.

LITERATURE REVIEW:

In the dynamics of a new and changing business times, Talent Management has new dynamics at play .As per the SAP TALENT MANAGEMENT MODULE following are the complete understanding of a complete cycle of talent management:

SAP solutions can fully support talent management activities, helping you identify, develop, reward, and retain your key contributors through maintaining the right mix of assessment, compensation, benefits, and career development programs. You can align individual and team goals with corporate strategies. The software supports full integration of talent management processes both with each other and with other processes supported by SAP ERP HCM.As seen in Fig 1.0

Succession Compensation Competency Recruiting



The advantages of the integration are:

- One organic solution with one point of entry and one common set of data Integration with other HCM processes
- Maximum reuse of the existing HR investment

HENCE TALENT MANAGEMENT WITH SAP HCM ERP is an integrated management of the above highlighted processes.

DATA ANALYSIS

Let us now try to understand the live mapping of a SAP ERP Talent Management Module implementation in BRPL specifically to understand the merits of the use of a techno-functional system.

Talent Management through E-SAP HCM basically involves the culmination of three modules:

-Performance Appraisal

-Talent Review

-Employee Development through e-learning.

BSES Rajdhani Power Ltd is entirely based on SAP and thus has an E- Appraisal system. Recently they have added a new feature to their Performance Management System, the Goal setting feedback and Year end evaluation feedback of talent review and an integrated e-learning module to provide training to employees for competency gap filling. After analyzing the system of SAP-HCM talent management with screen shots of the system the following were the observations:

There is a two level process of review ,to reduce biasness

The appraisal process is biannually to keep the process of review continous

With every KRA there is a open discussion review for timely feedback

Feedback loop with every step of appraisal

employee can view past year appraisal for growth and development

The process is tagged with email for continuous update of the review process

The process of appraisal is as per the MBO

System in built process normalization for converting rating to ranking

Feedback form for appraisees for appraiser discussion and conclusion of process

Now analysing the people feedback which was collected from 50 employees from BSNL to see the live implementation of the e-SAPHCM Talent Management to get a first hand feel of the system.

A questionnaire on E-MAPING was introduced to 50 employees of BSES to understand their take on an E performance /talent management module:

INTERPRETATION: More than half of the employees are satisfied with the present performance appraisal system. The employees who are not satisfied are mainly from E-1 to E-3 level, the medium and top executives are very comfortable with the process. Almost 70% of the satisfied find the system better than historical system of paper pen appraisal system.

fig 1.0

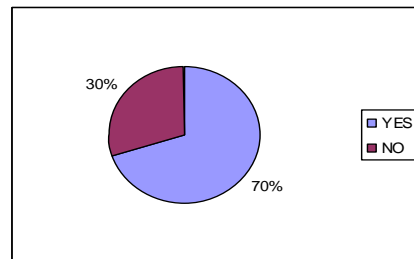
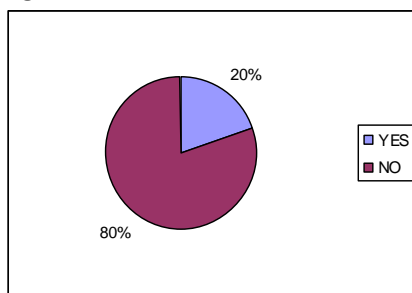


Fig 2.0



The fig 2.0 expresses that the KRA setting of goal is highly satisfactory which was uncertain in the previous historical method ,as defining the GOALS smartly and with a BSC approach quantifies the requirements definitely .The Best part is the KRA's are set jointly with the aim of a shared goal which is achievable.

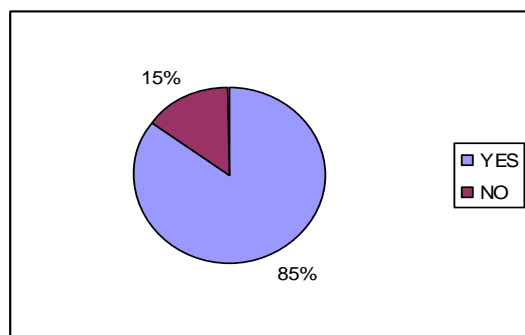


Fig 3.0 ,expresses that almost 85% feel that the personal relationship during the appraisal process is retained healthy through the electronic process of performance appraisal as it is mapped ,the process is sequenced, there is continuous interaction between the appraiser and appraisee and negative feedback also is exchanged online which is better than in person handling of the same.

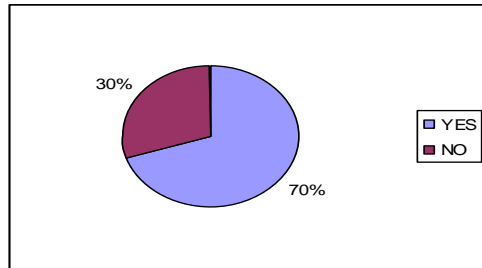


Fig 4.0 expresses, that appraisers are highly content with the feedback as almost 70% get the performance feedback on timely basis thus improving the development of employees on a continuous basis.

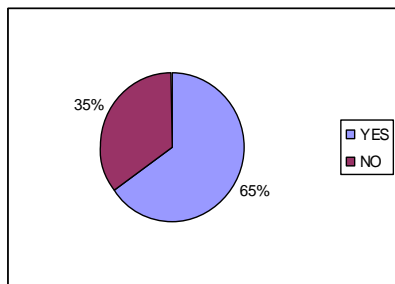


Fig 5.0 expresses that almost 65% of respondents feels that post appraisal process is also very successful as competencies and skill enhancement programs are integrated in SAP HCM, hence the assignment to respective training and competency building exercises is timely and immediate post the result to close the gap between required and attained competencies.

RESEARCH FINDINGS AND CONCLUSION

- 1) The system of E-SAP HCM has many advantages over the manual appraisal system where gaps of timely appraisal, spontaneous and continuous feedback, and KRA appointment using BSC approach, personal development plan planning-learning system to bridge the training gaps can be visible.
- 2) The entire TALENT MANAGEMENT system was studied through screen shots and the advantages were highlighted in the data analysis. Following are the advantages stage wise mapped with conventional paper method of appraisals

Green –HEALTHY FEEDBACK	Historical system Talent Management System	E-Talent Management System
	GOAL SETTING :Manual Goal setting	GOAL SETTING: Cascading of Goals through BETTER DEFINED KRA'S
	NO GOAL SHARING	GOAL SHARING BETWEEN APPRAISER AND APPRAISEE
	IN PERSON PERFORMANCE APPRAISAL –MANUAL CALCULATION	ELECTRONIC PERFORMANCE APPRAISAL –NO ERRORS AND LESS BIASES
	PERFORMANCE FEEBBACK IS UNTIMELY setting	PERFORMANCE FEEDBACK IS TIMELY
	NO GAP BRIDGING STATUS UPDATE FOR COMPETENCIES	GAPS FOR COMPETENCIES ARE BRIDGED CLOSED
	NO FEEDBACK ON THE PROCESS COMPLETION	FEEDBACK FORM FILLED BY ALL APPRAISESS BY THE APPRAISERS

3) The following are the observations from the questionnaire analysis from respondents from BRPL:

- Employees find problems in selecting their KRA's from the KRA master as there are so many KRA's and they have to select the KRA's which are related to their work. Hence the managers should assist in joint goal setting. But KRA's are set using BSC approach which is an added benefit.
- Appraisers also want that the score of Part- B (Interpersonal skills) of E- Map should be known to them and the basis on which their score is given as it would be helpful in self improvement of people management skill. But appraisers feel that the score of Part B should not be known to appraise as this is the only way by which they can control the rating of the employees
- Appraisers give proper feedback to their appraise on day today basis and proper training or challenging tasks are given to improve their performance. Integration with TALENT REVIEW and training and development module in SAP HCM assists in the complete development cycle, from gap closure of competencies acquired and required.
- But some appraise feel that the HUMAN TOUCH LOST SPECIFICALLY LOW PERFORMERS IS a deterrent in the process.

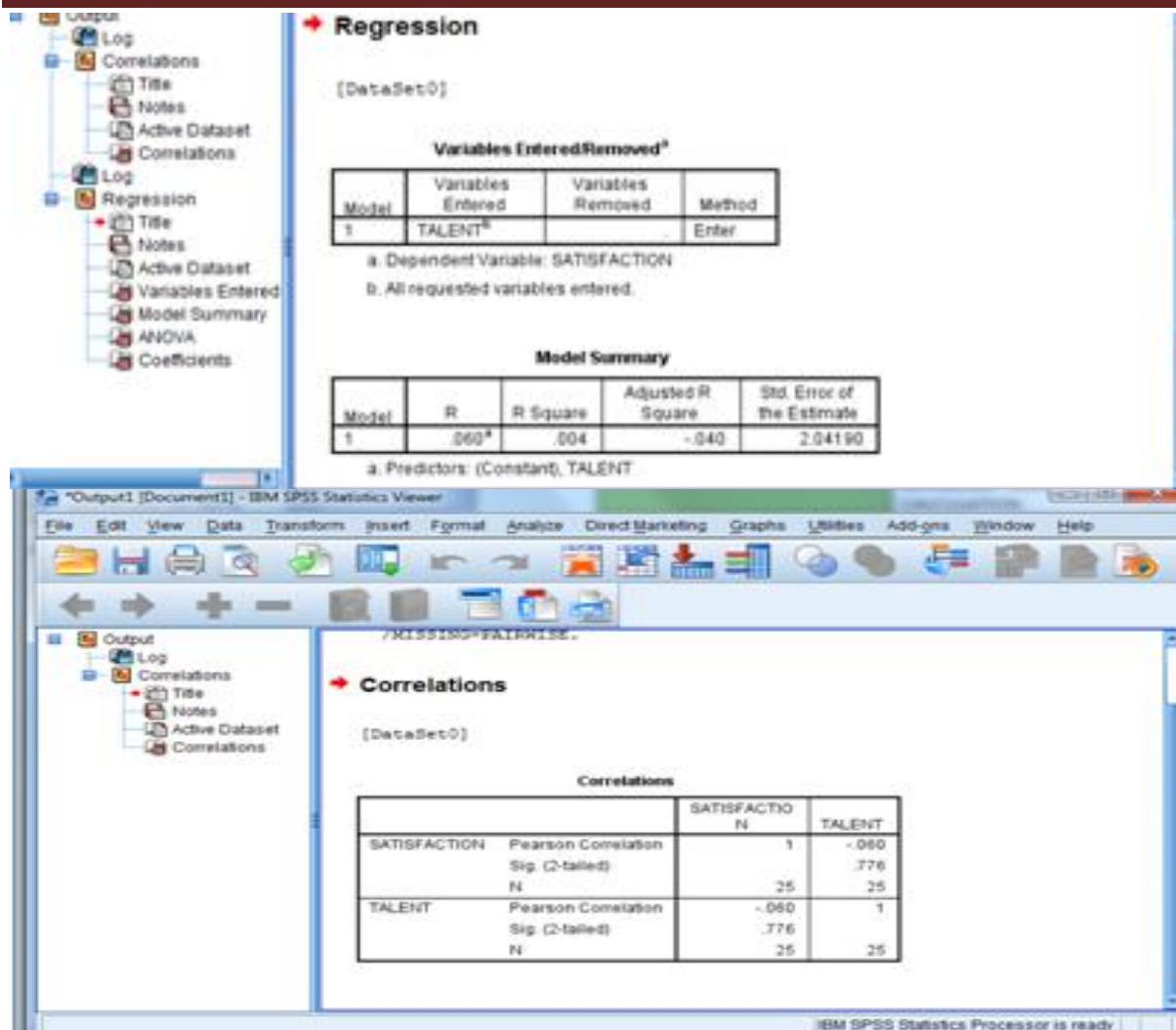
4) Analysis was done to find the correlation and regression analysis of the two variables satisfaction and talent management to gauge the dependency of the two variables.

SPSS IBM, Version 20 software was used to analyse the same and following are the predictions:

The frequency distribution was as per below. The responses were evaluated for questions 14 and question 15 of the questionnaire.

The correlation that is the relationship between the satisfaction level of employees with talent development is found to be .776 which is high, thus exemplifies the effect of talent development of employees a major reason for satisfaction in corporate.

The regression analysis expresses the extent of relation/dependency between satisfaction level and talent management systems in company, the index is .060 which again proves that the two factors are highly dependable on each other and positively related.



In all the above as can be seen the response to all stages of performance appraisal are healthy

SUGGESTIONS

- Proper training program should be conducted about the E-Map system for the new trainees to understand the usage of the system.
- Whenever there are any changes in the KRA's the executives should be informed about it in advance. Assistance in KRA goal setting must be given.
- Executives should be aware on what basis the performance is being measured in Part-B which is people analytics as this plays an important role at the time of their promotion and personality development which is not so currently.

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