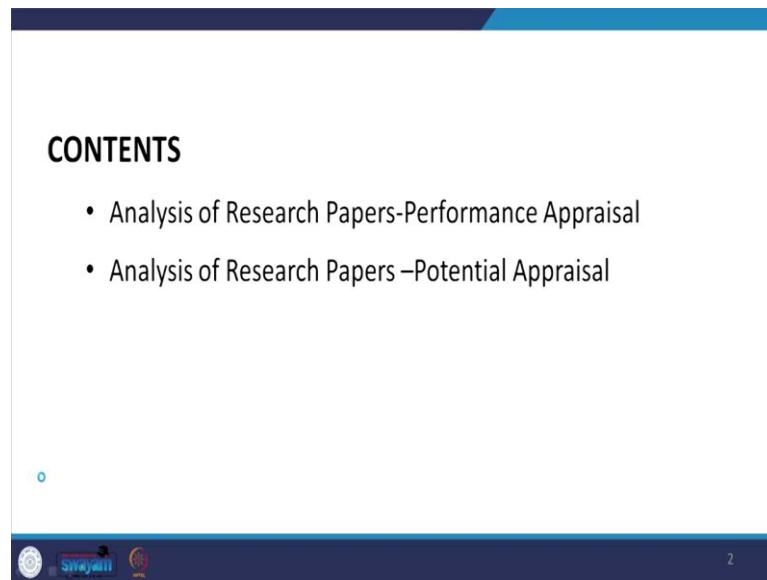


**Talent Acquisition and Management**  
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**Lecture - 40**  
**Meta-Analysis and Talent Analytics - II**

Now, in the earlier session, we have seen that is the Meta-Analysis. And, then the process of the performance appraisal and potential appraisal, how to identify the talent, and how to make the use of the meta-analysis for this particular purpose of identifying the employees, their potential under the talent analytics.

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Now, in the further part of this, here, we will talk about certain research papers that are on the performance appraisals and what type of studies and variables have been taken. This will also help some of your research scholars because this is the literature review part. So, that may help you to decide your Ph.D. topic also or maybe the deciding the research papers to refer to and then you include in your research work.

Second is the analysis of the research papers of the potential appraisal, and the same methodology will be applicable. So, a meta-analysis of the research papers of the performance appraisal first, we will go, and in the year 1986 2 papers have been published.

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S.No.	Year	No. of Paper	Analysis of Performance Appraisal
1	1986	2	It has been used in respect to variable like:- - <u>Manager and Subordinate Perception</u> - Effectiveness of Performance Appraisal System. - Appraisal practices for upper management

Now, here with respect to variables, now this is this I want to share with you. That is, whenever we are talking about the variables, first is the manager and subordinate perception that is the how the managers and subordinates perceptions are affecting the performance appraisal.

Now, what is the perception? In the perception process, there is a perceiver, target, and situation, and this is the process of perception. So, whenever we are having this type of target and perceiver and the situation. Now, it becomes very important that this manager, he is a perceiver, subordinate, he is a target and organization culture, or in the process where this particular appraisal has been done, that is the situation is there.

Naturally, this analysis of the performance appraisal will decide does the perceiver that manager perceives the target in favorable conditions, in the unfavorable conditions. Favorable conditions of the business organization growth. And, unfavorable conditions mean the when the business organization's growth is not there.

So, if the overall growth is not there at the organization, that will impact the employees also, and therefore, in that case, this variable has been taken here. The second variable, the effectiveness of the performance appraisal system. Now, you see that is in the case of these performance appraisal systems, and there are the traditional methods.

In HRME, you have studied that there are the traditional methods like the two pairs method, force choice method is there, a ranking method is there, comparison method is there right, and these are the traditional methods are there. And, in the modern methods, we talk about the 360-degree methods in which you involve all the stakeholders.


And therefore, that is the effectiveness of the performance appraisal system, and it is which appraisal system is the more effective. In the comparison method, there is a two pair comparison method is there then that is also applicable when you have to compare only the two employees in a specific situation.

Now, the appraisal practices for the upper management, how we because these methods you see these methods for which you have the data, data from these there these bosses and then you are making the appraisal.

But, for those who are in the upper-level management and then you have to comment on their performance, it is not that easy as compared to the frontline managers and middle-level managers. So, there are also the appraisal practices that have been checked for the upper management level.

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S.No.	Year	No. of Paper	Analysis of Performance Appraisal
2	1992	1	It has been used in respect to variable like: <u>Pay for performance and Total Quality Management.</u>



This is 1992, the number of papers was one analysis of the performance appraisal, it was you for the pay for performance, and total quality management TQM and the pay for performance is there. Now, many people believe that is whenever we are talking about

performance enhancement, and I am not talking about the potential enhancement, I am talking about the performance enhancement right pay plays a very important role.

So, therefore, when we talk about whether these monetary benefits incentives, how much they affect performance appraisal. And again, we will go by Maslow's theory of hierarchy of needs, physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs and in these needs where the individual employee is fitted.

So, suppose he is fitted into the social needs that are love, affection, and belongingness. Now, if this is the need [FL] right, then the pay for performance that you have to see how much it will affect. If you think that is you will be strict, and you will not respect another person. And then you will increase, you will take the work. And, then you will increase his salary so, that employee will continue for a long time. Now, it is very subjective, and you cannot generalize; it will depend from individual to individual.

If the individuals are able to control this type of parameter, and they are looking for some of them are looking for the non-monitoring that is like a designation, promotion. So, normally the promotion increase the salary is there, but in many systems, the difference in salary will not be much because the person is so senior to get to the next promotion that is it will not make him much difference. But, the difference is of the designation for him [laughter] for that particular employee.

So, therefore, in that case, that is the pay for performance and total quality management TQM that will be a very important factor for that particular employee. So, this was the certain studies are there that is the pay for performance and the in total quality management is there.

Now, the TQM; TQM into the HRA, so, all the functions right from the manpower planning, then the recruitment, then the selection, then the training, then compensation, then the appraisal, and then promotions and then career planning, then individual development career development, organization development, HRD practices. Then, IR practices and the research there can be some more other topics also. So, this all will be that is that will be getting into the appraisal process is there.

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S.No.	Year	No. of Paper	Analysis of Performance Appraisal
3	1993	2	Performance Appraisal has been used with Function of Appraisal in Universities & Perception

Training — online Training, Electives  
 Teaching — Doubt solving connect.  
 Research — publication & citations.  
 Projects & consultancy —  
 administration —

Now, the year in 1993 number of papers is 2, analysis of performance appraisal. Performance appraisal has been used with the functions of appraisal in universities and perception of the academicians, right. Nowadays, a lot of projects are going on to study the appraisal system, to study the job satisfaction amongst the faculties or teachers of the management education in the in India, in the USA, in Asia, in Europe.

Then recently, I have just finalized one thesis topic as an SRC member, and that was about in India and Afghanistan right or in South East Asia. So, therefore, in the for the universities and perception, so, it is being used right identify. That is what type of perceptions are there.

And in the current scenario, when we are talking about this ranking, that ranking right national level ranking, international level ranking, those parameters right through your research, your outreach. So, it is in the appraisal that will be done to see that is how much the work has been done by the different teaching staff. There is also one study on non-teaching staff, but on the teaching staff in management education. And then find out that is how the appraisal system needs to be there.

Like normally, there are the five pillars: teaching, training, research, projects and consultancy, and administration. So, when we say about the teaching, then definitely it is not the only regular teaching, but also the like online teaching and also the electives offering of electives. So, it is becoming very important that is the in teaching appraisal

will be done that is the how now that is we have seen in this corona time that is the online teaching.

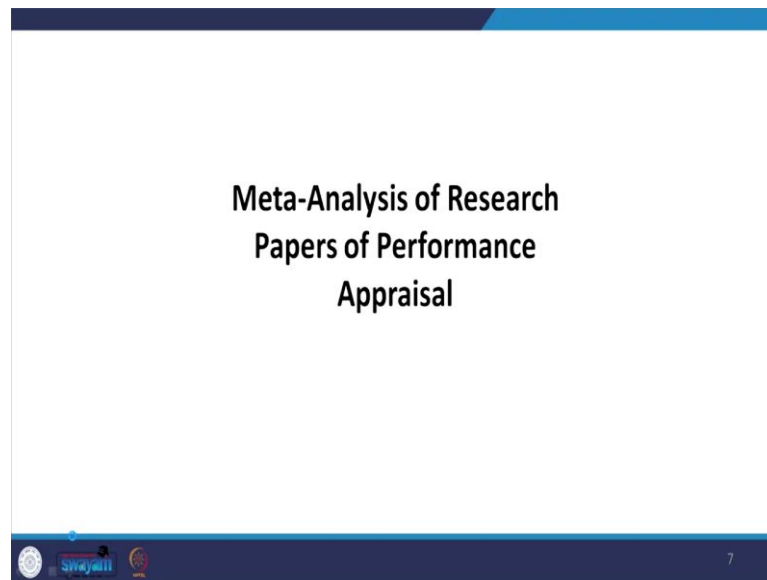
So, are you comfortable? Are you not comfortable. So, therefore, and taking the help of these, all the resources for online teaching and doing the electives are there. Then, training, especially in the management education context I am talking about that is an industry connection.

However, this is also applicable to other disciplines and faculties also, but basically, when we talk about the business faculties, [FL] master of business administration. So, this industry connection will be the parameter of the appraisal.

Research publications everybody knows about that the publications and the citations. And, then the projects and consultancy the projects those projects, they are the research projects and consistency projects are there, research projects where you are working on that particular topic as I have recently completed my work on the management education and technical institute sponsored by the ICSSR of the amount of 20 lakhs.

So, therefore, that is project consultancies are there than the administration that is how you are contributing to building your institute and university. So, these will be the appraisal parameters and on these appraisal parameters. It will be decided that is the how the faculties are doing, naturally those who are doing the best. So, we will say they classify the talent test.

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Slide 8 contains a table with the following data:

	Year	No. of Paper	Analysis of Performance Appraisal
1	1999	1	It has been used variable like Total Quality Management Process vs. Result and Individual vs. group approaches.
2	2010	1	Efficient performance appraisal and ranking system for the promotion screening of candidates applying for a particular commission in a military organization

The table is presented on a white background with a blue header and footer. The footer bar includes logos for Swajanti and a small icon, and the number 8.

Now, in the meta-analysis of the research papers of the performance appraisal, it has been used variables like total quality management process versus results and individual versus group approaches. This is also a good paper that is then when we are talking about the TQM, then in the TQM, it is only the individual best, or versus the group, approaches are there which one is doing better.

Naturally, hypothesis assumption, when we are talking about the total quality management, then the quality circles are playing the very important role and that quality

circles. So, it means that that is a group approach. So, if we talk about the TQM process versus the results. And then, in that case, there is a group approaches results are expected to be better in the TQM as compared to an individual.

In 2010, an efficient performance appraisal and ranking system for the promotion screening of candidates applying for a particular commission in a military organization were there. So, naturally, that is a particular focus organization, and the focus parameters are there, and so, this will be applicable for this military organization with a promotion screening of candidates with the particular commission is there. So, particular parameters will be there.

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S No	Years	No of Papers	Analysis of Performance Appraisal
3	2011	7	It has been used with various variable like:- Employee Satisfaction, Goal Setting, Matching Competencies, Increased level of empowerment, Performance and Motivation Changing Rewards System, Employee Motivation, Individual and Organization Growth & Accountability

Now, here the number of papers we will talk about the analysis performance appraisal; it has been used with the variables like employee satisfaction. So, this is very important that is if we are going for this particular type of appraisal system, the question arises, whether the employee is satisfaction is there or not. So, in employee satisfaction or job satisfaction, it is important that is it is the job centricity concentration on the job right, or it is the job exhaustion.

So, whether the employee with the satisfaction job satisfaction, he is having that job centricity, then definitely in that case it is that he is able to concentrate. The second one is that is the goal setting is there. In the goal setting, we will find that is how they are able to decide their particular goal.



You are matching competencies, and in the case of these overall functions in the section, whether there the job and the individual that competencies are matching or not. So, when you are doing this type of appraisal, immediately you come to know that is what is the strength right, and where the person, as I mentioned earlier, also weaknesses or the opportunities or threats. So, therefore, in that case, those competencies we will be identifying.

Increased level of empowerment. So, whenever we are talking about empowering others. What is empowering? Giving the authority, giving my authority to others, but it is a delegation to take the decisions. So, I have been empowered to make the decisions on my behalf or on particular aspects. So, as soon as we say you can make a decision on this particular section, division, or the function, then, in that case, that will be about the empowerment will be there.

So, an increased level of empowerment and the appraisal systems are there. Performance and motivation right that is the whether how the person is motivated, it is low, mediocre or the high or the changing reward system, like I always give an example the variable pay, and it is an ESOP; employee share on profit.

So, whenever we are talking about the changing reward systems are there, the persons that performance also keeps on changing. If he finds that is the if he is making too many efforts, but the return is not that much, then, in that case, it is possible that his performance will decline. And he will create a contented role, and it is called [FL]. So, therefore, there is a changing reward system will be there.

Employees' motivation and individual in organization growth and naturally this applies the performance, performance is related to the growth right. At least in the Indian context, the people who are looking for the growth opportunities right are putting more effort are there. And when they are putting more effort, they will be accountable also.

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	Year	No. of Paper	Analysis of Performance Appraisal
4	2012	5	It has been used with <b>Employee Engagement &amp; - Indicated that there is great relationship between performance appraisal and employees' development perceptions</b>
5	2013	2	The performance appraisal process is increasingly seen as a key link between employee behaviour and an organization's strategic objectives
6	2014	6	<i>study explores influences on individual employee perceptions of the visibility, validity, and procedural and distributive justice of performance appraisal</i>

So, in the 2012 analysis of the performance appraisal with employee engagement, one was the job satisfaction employee satisfaction. Employee's job satisfaction, employees work satisfaction that was very important. The second one, which is very important, is whether the employee is engaged or not; there is a great relationship between the performance appraisal system and the employees' development perceptions.

If he finds that is these parameters are to be followed, then we will find that is he is highly involved in the development perceptions are there. So, as a result of which it becomes very important that is the how you are getting involved, because of their engagement or their engagement right and for what purpose? To score higher in the performance appraisal.

The performance appraisal process is increasingly seen as a key link between employees' behavior right and in organization strategic objectives are there. So, when their organization strategic objectives are related right, with the employees' behavior so, naturally the appraisal parameters, for example, simple parameter the peer relationship.

So, this peer relationship's strategic objective is team building. So, for team building, the peer relationship, but peer relationship that is employees behavior for what, because he wants to score higher into performance appraisal. So, therefore, the socialization process is there in the organization. The study explores influences on individual employee

perceptions of the visibility, validity and procedural and distributive justice of performance appraisal is there.

So, these are the different dimensions in the performance appraisal, and that is, social justice is done. So, here we will find that is the what is the employees' perception. If the employees' perception is that is, then they should be known with the organization. So, then that visibility will be there, it will be the validity that is the accepted norms and definitely the procedure, and distributive justice is there.

So, he is getting those rewards. So, there is a distributed just justice is there; he is following that procedure. And, because of the following of the procedure, he is getting the rewards, and that is called the procedural justice is there. So, procedural and distributive justice of the performance appraisal will be done.

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	Year	No. of Paper	Analysis of Performance Appraisal
7	2015	4	Increasing performance & gaining Commitment of Employee. To improve the process of Performance appraisal more effective and for clarifying that the central goal of the process is to help develop the talent in the organizations. Justice Trust and Employee Engagement.
8	2016	4	It has been used with variable like:- <b>360-Degree Feedback, Organizational Context, Employee Motivation &amp; Personalized Performance Appraisal</b>

Now, when we are talking about the analysis of performance appraisal increasing, increasing the performance, and gaining the commitment of employees right, so, how? That is the whenever to improve the process of performance appraisal more effective and more clarifying that the central goal of the process is to help develop the talent in the organizations.

Now, when we talk about talent management in talent management, what we actually want? In talent management, we want that they we should take the best of the talents

input. It should be properly monitored, it should be properly supported, and organizational goals are to be achieved.

So, here it is to help them develop the talent in the organizations and these particular process that is the central goal objective. The central goal objective is that is achieving the strategic business goals, that is the that will help to develop the talent in the organizations because they have been monitored through the appraisal systems, justice trust, and employee engagement right that will be the dimension for making the best use of the talent management.

It has been used with the variables like 360-degree feedback. I have mentioned that are the traditional methods of appraisal and the modern methods of appraisal. So, whenever there are the traditional methods of the appraisal, then that has not become. So, much successful in managed talent management, but 360-degree feedback process that has been highly successful in the case of the performance appraisal.

It will vary with the organizational context. Organizational context plays a very important role. The culture of the organization, power of the organization, politics of the organization nature of the organization so, the organizational context you cannot ignore that has to be played. Employee motivation and personalized performance appraisal are there. So, employees are highly motivated, and they have a personalized performance appraisal.

Those organizations, which are having the person to person the specific that because of the job descriptions, job specification, job analysis right so, then they are going for that a particular appraisal system for a particular job. Functional area wise there are different appraisal systems for marketing; they are different; for HR, they are different; for finance, they are different; for operations, they are different; for IIT, they are different.

But, in the case of the personalized, because of the employees designing the appraisal system for a particular employee so, if the organization is enough sensitive and smart, then they can manage this type of appraisal system.

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Now, this meta-analysis of the research papers of the potential forecasting. So, this was all about that performance appraisal forecasting. Now, we will talk about the potential forecasting.

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Slide 14 displays a table titled "Analysis of Potential Forecasting". The table has four columns: "S.no", "Year", "No. of Paper", and "Analysis of Potential Forecasting". It contains two rows of data. Below the table is a small blue circle. The slide has a dark blue header and footer. The footer contains logos on the left and the number "14" on the right.

S.no	Year	No. of Paper	Analysis of Potential Forecasting
1	1987	1	Using application for assessing Potential for Successful Performance (PSPs)
2	1988	1	COMPETING TASKS: PREDICTORS OF MANAGERIAL POTENTIAL

Again the using applications for assessing the potential for successful performance. What is the potential is there? That is the competing task; predictors of the managerial potential that. So, what are we trying to identify? We are trying to identify the

managerial potential. And that what type of role, responsibilities can be assigned to this particular employee?

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3	2009	3	-Potential Forecasting in respect to Knowledge Discovery Technique -Data Mining
4	2011	1	Potential Forecasting for INSTITUTIONAL DEVELOPMENT

Potential forecasting in respect to knowledge discovery technique that is a data mining is there, and naturally when you are going for that knowledge discovery. You will get an idea about the potential of that particular employee. That what type of knowledge he has? What of the academic background he has? What type of decisions has he taken, what type of roles and responsibilities has he handled? So, all that will become come under the potential forecasting.

Potential forecasting for the institutional development that is the how-to develop that institution right and his contribution in the institutional development. So, his potential is where he can do the maximum and best for the institute, and then potential forecasting is a direct impact on business by enhancing competencies and capabilities of the employees—and developing the leaders, and building strong successors to raise the bar of business.

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S.no .	Year	No. of Paper	Analysis of Potential Forecasting
5	2013	3	<i>Potential Forecasting has a direct impact on Business by enhancing competencies and capabilities of the employees, developing leaders and building strong successors to raise the bar of business.</i> <b>Professional development</b> Developed an evidence-based approach to management potential.
6	2014	1	Predicting Employee Expertise

Here, it is what that new capabilities development is? When, whenever we are talking about potential forecasting, we identify his potential, that is, he can do this, and then we give the training and development so that he is doing his best, his ability to learn that there is a learners ability. The potential appraisal is also used for the learner's ability.

So, developing the leaders and building strong successors to raise the bar of business. Professional development developed an evidence-based approach to the management potential is there. All these potential appraisals are forecasting is done, for them to develop an evidence-based approach that is the yes. He has that potential, and that has to be professional development can be done.

Then, the predicting employee's expertise is his strengths and weaknesses. Perception of the potential appraisal: so, in the perception of the potential appraisal, how that employee and boss perceive the potential as I have talked into the performance appraisal.

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S No	Year	No .of Papers	Analysis of Potential Appraisal
7	2015	1	Perception of Potential Appraisal
8	2016	1	<b>Talent Review Process:</b> Assessment and development centers External assessment tools Company self-developed assessment methods 360-degree employee feedback assessment

The talent review process is there, assessment and development centers external assessment tools are there, that is there will be the assessment centers will be there, where the employee visits and then they he will be identified. That is what is his strength and opportunities and, of course, the area of improvement.

Company self-developed assessment methods are there where one can go and identify that self-assessment. 360-degree employee feedback assessment is there. So, the boss that is superior, subordinate, the colleagues all will decide that is the how they are going to develop this particular their the designing of the potential development, a justification of the potential.

Human talent forecasting is done. This study shows the importance of using large volumes of data in order to make an informed decision has recently become extremely discussed in most organizations are there. So, that like in the current scenario also we will see, that is how organizations are thinking about the enterprising, creativity, innovation, how to face this current situation. And therefore, the discussion of most of the organizations is the same.



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S.no.	Year	No. of Paper	Analysis of Potential Forecasting
9	2017	2	<b>Human Talent Forecasting</b> study shows the importance of using large volumes of data in order to take informed decisions has recently become extremely discussed in most organizations.  <b>software prototype designed for the experiment rates individuals</b> (working for the company, or in trials) on a scale from 0 to 10.
10	2019	3	<b>Improving the Efficiency of Labor Potential: Talent Management</b> High level of motivation among high-potential employees is emphasized as a condition that increases the level of labor potential efficiency. °

So, software prototype design for the experiments rates individual, in this particular paper, they have talked about on a scale from 0 to 10. It is improving the efficiency of labor potential that is talent management. And a high level of motivation among higher potential employees is emphasized as a condition that increases the level of labor potential efficiency is there.

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S No	Year	Number of papers	Analysis of Potential Appraisal
11	2020	2	Performance Potential Survey for the quantitative placement of employees on the talent matrix High Potential Talent Through Correlation Analysis of Cultural Intelligence Factors

Now, whenever we are talking about the analysis of the potential appraisal. For the performance appraisal survey for the quantitative placement of employees on the talent

matrix, higher potential talent, through correlation analysis of the cultural intelligence factors will be taken care of.

So, whenever there are these types of issues will be there, where the quantitative placement of the employees will be taken care of with the high potential identification. And, then if through the correlation analysis will be finding out that is cultural intelligence factors. The talented people will understand the culture, and they will try to see how they can cope up with this particular culture is there.

So, this is all about the certain research papers and dimensions and variables, which talk about that is the how this performance appraisal, the potential appraisal that can be the mechanism and the methodologies use the meta-analysis—and so, identifying that is which paper which method and what type of the talent the employees are having. And they can develop themselves with the help of this analysis.

So, identification their potential and then deciding about that particular aspect in which they will talk about, how these studies will help to identify one side the potential of the talented employees through the performance appraisal and potential forecasting. And make use of their strengths for future requirements.

So, this is all about certain research about performance appraisal and the potential forecasting with the help of meta-analysis. Then, further, we will see the interpretations of these and synthesizing them into the next session.

Thank you.