



A STUDY ON TALENT MANAGEMENT APPROACH WITH REFERENCE TO NUZIVEEDU SEEDS PVT. LTD.

Bandaru Yamini¹, Dr. S. M. Murali Krishna², P.Lavanya³

¹ Student, Department of Masters in Business Administration, Vignan's Institute of Information Technology (A), Duvvada, Visakhapatnam, Andhra Pradesh, India.

² Professor, Department of Masters in Business Administration, Vignan's Institute of Information Technology (A), Duvvada, Visakhapatnam, Andhra Pradesh, India.

³ Assistant Professor, Department of Masters in Business Administration, Vignan's Institute of Information Technology (A), Duvvada, Visakhapatnam, Andhra Pradesh, India..

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Corresponding Author:

Bandaru Yamini

Abstract:

Talent management has emerged as a strategic priority in knowledge-driven sectors, particularly in the agribusiness industry where skilled human capital is central to innovation and sustainability. This study examines the talent management approach adopted by Nuziveedu Seeds Pvt. Ltd., one of India's leading hybrid seed companies. The research investigates the effectiveness of key talent management dimensions including recruitment and selection, training and development, performance management, employee engagement, career growth, recognition, and retention strategies. Primary data was collected through a structured questionnaire administered to 82 employees, representing a cross-section of skill levels and experience categories. The findings indicate that talent management practices are moderately effective, with 69.5% of employees aware of such practices and 73.2% expressing overall satisfaction. However, significant gaps exist in recognition consistency, leadership quality, and career growth equity. A chi-square test confirms no statistically significant relationship between work experience and performance appraisal satisfaction. The study concludes that systematic improvements in training frequency, leadership development, and reward mechanisms are essential for building a future-ready and engaged workforce.

Keywords: Talent Management, Human Resource Practices, Employee Engagement, Retention, Nuziveedu Seeds, Performance Appraisal, Training and Development

1. INTRODUCTION

According to Armstrong (2006), talent management is the strategic approach adopted by organisations to attract, develop, engage, and retain employees with the skills and potential to fulfil current and future organisational needs, thereby aligning human capital with long-term business objectives.

In the contemporary business environment, human capital is widely recognised as the most critical determinant of organisational competitiveness, particularly in knowledge-intensive sectors such as agribusiness. Organisations that effectively attract, develop, and retain skilled talent are better positioned to sustain innovation, operational efficiency, and market leadership. The Indian seed industry, characterised by rapid technological advancements, extensive research and development activities, and dependence on specialised scientific talent, presents a compelling context for studying talent management practices.

Nuziveedu Seeds Pvt. Ltd. (NSL), established in 1973 and one of India's largest private seed companies, has built its competitive advantage on a foundation of research excellence, farmer-centric operations, and a highly skilled workforce. With operations spanning over 154,000 acres of seed production, a network of approximately 180,000 seed

growers, and a product portfolio covering cotton, maize, paddy, wheat, and vegetables, NSL's talent requirements are both diverse and technically demanding. The company operates across departments including R&D, production, marketing, quality control, supply chain, and administration, each requiring distinct competency profiles.

Despite the strategic importance of talent management, there remains a limited body of empirical research examining its practice within the Indian seed industry. This study addresses that gap by investigating the talent management approach at Nuziveedu Seeds, evaluating its effectiveness across key HR dimensions, and identifying areas requiring improvement. The research seeks to provide actionable insights for organisational practitioners and contribute to the academic discourse on talent management in agribusiness enterprises.

2. REVIEW OF LITERATURE

Armstrong (2006) defined talent management as a holistic process encompassing the attraction, identification, development, engagement, retention, and deployment of individuals who add value to an organisation. Armstrong emphasised that talent management should be integrated with the overall HR strategy and aligned with organisational objectives, rather than treated as a standalone administrative function.

Cappelli (2008) argued that organisations must balance the development of internal talent with strategic external hiring, treating talent management as a supply chain challenge. Cappelli highlighted the risk of over-investing in employee development without sufficient retention mechanisms, calling for a more dynamic and flexible approach to managing talent pipelines.

Collings and Mellahi (2009) introduced the concept of strategic talent management, proposing that organisations should systematically identify key positions that differentially contribute to competitive advantage and develop talent pools to fill those roles. Their framework positions talent management as a driver of sustained organisational performance.

Dries (2013) explored the psychological dimensions of talent management, focusing on how employees perceive their inclusion or exclusion from talent programmes. Dries found that clarity, fairness, and communication in talent management processes significantly affect employee engagement, satisfaction, and organisational commitment.

McKinsey & Company (1997) coined the phrase "war for talent," emphasising that the ability to attract, develop, and retain highly capable people would become a defining competitive advantage for companies in the knowledge economy. The report underscored the long-term strategic cost of talent gaps in innovation-driven industries.

Deloitte (2023) identified key emerging trends in talent management, including the rise of skills-based talent models, digital HR platforms, employee well-being initiatives, and the integration of HR analytics in decision-making. The report noted that organisations prioritising continuous learning and inclusive career development consistently achieve higher retention and workforce productivity.

RESEARCH GAP

While substantial literature exists on talent management practices in information technology, banking, and manufacturing sectors, empirical research examining talent management within the Indian seed and agribusiness industry remains limited. Existing studies predominantly address global or pan-industry talent challenges and do not account for the unique characteristics of science-driven agribusiness organisations, including their dependence on specialised R&D talent, field-level workforce diversity, and seasonal production demands. Furthermore, research examining employee-level perceptions of talent management effectiveness across skill categories in such organisations is notably absent. The present study addresses this gap by empirically analysing talent management practices at Nuziveedu Seeds Pvt. Ltd. using primary data collected from 82 employees across multiple skill designations.

3. OBJECTIVES OF THE STUDY

Primary Objective

- To study the talent management practices adopted at Nuziveedu Seeds Pvt. Ltd. and evaluate their overall effectiveness.

Secondary Objectives

- To examine the effectiveness of recruitment and selection processes in attracting talented employees.
- To analyse the training and development programmes provided for employee skill enhancement.
- To evaluate the performance appraisal system and its impact on employee satisfaction.
- To assess employee engagement, recognition, and career growth opportunities.
- To study the influence of talent management practices on employee retention decisions.
- To identify the key challenges faced in implementing effective talent management.
- To examine the statistical relationship between work experience and appraisal satisfaction using chi-square analysis.
- To provide suitable recommendations for improving talent management systems at the organisation.

4. RESEARCH METHODOLOGY

Need for the Study

The growing complexity of agribusiness operations and the increasing demand for specialised scientific, technical, and managerial talent make the study of talent management practices in organizations like Nuziveedu Seeds both timely and essential. Despite significant investment in R&D and operational infrastructure, sustained competitive advantage ultimately depends on the quality, motivation, and retention of human capital. Talent management gaps—such as inadequate recognition, limited career growth, and inconsistent training—can result in employee disengagement, skill attrition, and reduced operational effectiveness. This study is therefore needed to empirically assess the current state of talent management at Nuziveedu Seeds and provide evidence-based recommendations for improvement.

Scope of the Study

The study is confined to analysing talent management practices within Nuziveedu Seeds Pvt. Ltd. and their impact on employee performance and organisational effectiveness. It covers the systematic process of attracting, developing, motivating, and retaining talented employees. The research focuses on recruitment and selection, training and development, performance management, career planning, succession planning, employee engagement, and the role of organisational culture and leadership. It does not extend to evaluating macroeconomic determinants, market performance, or comparative analysis with competitor organisations.

Sample of the Study

The sample for the present study consists of 82 employees of Nuziveedu Seeds Pvt. Ltd. selected through convenience sampling. Respondents represent diverse skill designations: unskilled (14.6%), semi-skilled (41.5%), skilled (34.1%), and highly skilled (9.8%). The sample is predominantly young—with 95.1% of respondents under 35 years—and is well-educated, with 79.2% holding graduate or postgraduate qualifications. Primary data was collected through a structured questionnaire comprising two sections: Section I covering demographic profile and Section II covering awareness and perceptions on talent management practices.

Hypothesis

H₀ (Null Hypothesis): There is no significant relationship between work experience and satisfaction with the performance appraisal system.

H₁ (Alternative Hypothesis): There is a significant relationship between work experience and satisfaction with the performance appraisal system.

Research Design

The present study is descriptive and analytical in nature. It aims to describe the existing talent management practices at Nuziveedu Seeds Pvt. Ltd. and analyse their effectiveness in improving employee performance, engagement, and retention. The study adopts both qualitative and quantitative approaches qualitative analysis helps understand employee perceptions, organisational culture, and leadership support, while the quantitative approach involves measurable data collected through structured questionnaires to evaluate factors such as engagement levels, job satisfaction, training effectiveness, and retention.

Sources of Data

The study relies on both primary and secondary sources of data.

Primary Data: Primary data was collected directly from employees of Nuziveedu Seeds Pvt. Ltd. through a structured questionnaire. Interactions with employees across departments and discussions with HR personnel were also used to supplement the survey responses.

Secondary Data: Secondary data was drawn from company HR policies and records, training and performance reports, books and journals on talent management, and official company publications and annual reports.

Tools for Data Analysis

Percentage Analysis used to interpret the frequency distribution of responses across demographic and awareness-related variables.

Chi-Square Test (χ^2) applied to examine whether a statistically significant relationship exists between employees' work experience and their satisfaction with the performance appraisal system.

$$\text{Formula: } \chi^2 = \sum [(O - E)^2 / E]$$

where O = Observed Frequency and E = Expected Frequency, calculated as:

$$E = (\text{Row Total} \times \text{Column Total}) / \text{Grand Total}$$

5. DATA ANALYSIS & INTERPRETATION

SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS

Table 1: Demographic Profile of Respondents

Variable	Category	No. of Respondents	Percentage (%)
Age	Below 25	38	46.3%
	25–35	40	48.8%

	36–45	4	4.9%
	Above 45	0	0%
Gender	Male	44	53.7%
	Female	37	45.1%
	Prefer not to say	1	1.2%
Education	Undergraduate	16	19.5%
	Graduate	28	34.1%
	Post-Graduate	37	45.1%
	Other	1	1.2%
Work Experience	Less than 1 year	42	51.2%
	1–3 years	23	28.0%
	3–5 years	16	19.5%
	More than 5 years	1	1.2%
Designation	Unskilled	12	14.6%
	Semi-skilled	34	41.5%
	Skilled	28	34.1%
	Highly Skilled	8	9.8%

Source: Primary Data

The demographic profile reveals that the study captures a predominantly young workforce, with 95.1% of respondents under 35 years of age, of which the 25–35 age bracket accounts for 48.8% and those below 25 account for 46.3%. The gender distribution is relatively balanced, with males at 53.7% and females at 45.1%, reflecting moderate workforce inclusivity. In terms of educational qualification, 45.1% are postgraduates and 34.1% are graduates, indicating a well-educated respondent base whose perceptions are likely to be informed and analytically grounded. The predominance of semi-skilled (41.5%) and skilled (34.1%) employees points to a workforce that is largely technical in nature. A majority (51.2%) have less than one year of experience, suggesting a significant proportion of newer employees,

whose perceptions of talent management may differ from those with longer tenure. Overall, the demographic profile is consistent with a growing agribusiness organisation seeking to build a young, skilled, and educated workforce.

SECTION B: AWARENESS ON TALENT MANAGEMENT APPROACH

Table 2: Awareness and Perception of Talent Management Practices

Variable	Category	No. of Respondents	Percentage (%)
Awareness of TM Practices	Yes	57	69.5%
	No	25	30.5%
TM Effectiveness Rating (1–5)	Rating 1 (Poor)	5	6.1%
	Rating 2	19	23.2%
	Rating 3 (Average)	21	25.6%
	Rating 4	26	31.7%
	Rating 5 (Excellent)	11	13.4%
Formal TM Strategy	Yes	41	50.0%
	No	31	37.8%
	Not Sure	10	12.2%
Training Frequency	Frequently	30	36.6%
	Occasionally	34	41.5%
	Rarely	16	19.5%
	Never	2	2.4%

Source: Primary Data

The data indicates a moderately high level of awareness regarding talent management practices, with 69.5% of respondents confirming familiarity with such practices. However, the 30.5% who are unaware highlight a critical communication gap that requires attention. In terms of effectiveness, the majority rate talent management between 3 and 4 on a five-point scale, with the modal rating being 4 (31.7%), reflecting a generally positive but not exceptional

perception. Regarding the existence of a formal talent management strategy, responses are divided, with 50% affirming its existence, 37.8% denying it, and 12.2% expressing uncertainty—suggesting that while formal structures may exist, they are not universally communicated or experienced. Training frequency is a concern, with only 36.6% reporting frequent programmes and 41.5% characterising them as only occasional. This points to an inconsistency in training delivery that limits its developmental impact.

SECTION C: TALENT MANAGEMENT PRACTICES & EMPLOYEE EXPERIENCE

Table 3: Employee Perceptions of TM Practices

Variable	Category	No. of Respondents	Percentage (%)
Training Improves Skills	Strongly Agree	24	29.3%
	Agree	28	34.1%
	Neutral	19	23.2%
	Disagree	9	11.0%
	Strongly Disagree	2	2.4%
Equal Career Growth Opportunities	Yes	54	65.9%
	No	17	20.7%
	Sometimes	11	13.4%
Skills Utilized in Job Role	Yes	50	61.0%
	No	17	20.7%
	Partially	15	18.3%
Performance Appraisal Satisfaction	Very Satisfied	27	32.9%
	Satisfied	28	34.1%
	Neutral	18	22.0%
	Dissatisfied	5	6.1%

	Very Dissatisfied	4	4.9%
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Source: Primary Data

A combined majority of 63.4% (strongly agree and agree) feel that training programmes improve their skills, indicating that the existing training initiatives are largely perceived positively, though 23.2% remain neutral, suggesting inconsistent impact across employee categories. Career growth equity is relatively strong, with 65.9% affirming equal opportunities, though 34.1% either disagree or experience only partial equity, pointing to gaps in implementation. Skill utilisation shows a similar trend, with 61% feeling their capabilities are well-aligned to their roles, while 39% experience some degree of underutilisation. Performance appraisal satisfaction is notably positive, with 67% expressing satisfaction or high satisfaction, and only 11% dissatisfied—suggesting that the appraisal system is one of the stronger elements of the talent management framework. These results collectively indicate that while core practices are in place, they are not uniformly experienced across all employee groups.

SECTION D: EMPLOYEE ENGAGEMENT, RECOGNITION & RETENTION

Table 4: Engagement, Recognition, and Retention Indicators

Variable	Category	No. of Respondents	Percentage (%)
Employee Engagement	Highly Engaged	27	32.9%
	Moderately Engaged	26	31.7%
	Neutral	24	29.3%
	Disengaged	5	6.1%
Recognition & Rewards	Always	25	30.5%
	Sometimes	34	41.5%
	Rarely	16	19.5%
	Never	7	8.5%
TM Influence on Retention	Yes	49	59.8%
	No	13	15.9%
	Maybe	20	24.4%

Retention Efforts Rating	Poor	12	14.6%
	Average	40	48.8%
	Good	23	28.0%
	Excellent	7	8.5%

Source: Primary Data

Employee engagement levels present a mixed picture: 32.9% are highly engaged and 31.7% moderately so, yet 29.3% remain neutral and 6.1% are disengaged—indicating that nearly one-third of the workforce is not fully invested in their roles. Recognition and reward practices emerge as one of the most inconsistent elements, with only 30.5% reporting consistent recognition and 41.5% experiencing it only sometimes. Talent management’s influence on retention is meaningful, with 59.8% acknowledging its impact on their decision to stay—a finding that underscores the strategic importance of formalising talent practices. However, the organisation’s retention efforts are rated as merely average by 48.8% of respondents, indicating that existing strategies fall short of employee expectations. These findings collectively suggest that recognition, engagement, and retention are areas requiring targeted and sustained improvement.

SECTION E: CHALLENGES AND OVERALL OPINION

Table 5: Challenges in TM and Overall Satisfaction

Variable	Category	No. of Respondents	Percentage (%)
Biggest Challenge TM	Lack of Training	26	31.7%
	Poor Leadership	32	39.0%
	Limited Growth Opportunities	32	39.0%
	Inadequate Results	24	29.3%
	Other	4	4.9%
Overall Satisfaction TM	Very Satisfied	28	34.1%
	Satisfied	32	39.0%
	Neutral	15	18.3%

	Dissatisfied	7	8.5%
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Source: Primary Data

The findings reveal that poor leadership and limited growth opportunities are the most pressing talent management challenges, each cited by 39% of respondents—indicating systemic concerns that extend beyond operational processes to cultural and structural dimensions of the organisation. Lack of training (31.7%) and inadequate results (29.3%) further compound these challenges. Despite these gaps, overall satisfaction with talent management is broadly positive: 39% of respondents are satisfied and 34.1% are very satisfied, resulting in a combined positivity rate of 73.1%. The 18.3% neutral and 8.5% dissatisfied responses, however, signal that improvement opportunities remain significant. The findings suggest that while the foundation of talent management is solid, critical gaps in leadership quality, growth pathways, and training consistency continue to limit its full potential.

CHI-SQUARE ANALYSIS

Objective: To examine whether a statistically significant relationship exists between employees’ work experience and their satisfaction with the performance appraisal system.

Table 6: Observed Frequency – Work Experience vs. Appraisal Satisfaction

Work Experience	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Less than 1 year	12	14	9	4	3	42
1–3 years	8	10	6	2	2	28
3–5 years	6	4	3	2	1	16
More than 5 years	1	0	0	1	0	2
Total	27	28	18	9	6	82

Source: Primary Data

Chi-Square Test Results

Formula: $\chi^2 = \sum [(O - E)^2 / E]$ where $E = (Row\ Total \times Column\ Total) / Grand\ Total$

Calculated χ^2 value = 6.72

Degrees of Freedom = $(r - 1)(c - 1) = (4 - 1)(5 - 1) = 12$

Table Value (at 5% significance level) = 21.03

Decision: Since the calculated chi-square value (6.72) is less than the table value (21.03) at 12 degrees of freedom and 5% level of significance, the null hypothesis (H_0) is accepted. There is no statistically significant relationship between

work experience and satisfaction with the performance appraisal system. This finding suggests that the appraisal system is experienced with similar levels of satisfaction across all experience groups, indicating relative consistency in its application.

6. KEY FINDINGS

- The workforce at Nuziveedu Seeds is predominantly young (95.1% below 35 years) and well-educated (79.2% graduate or postgraduate), with a high concentration of semi-skilled and skilled employees, indicating a technically capable but relatively inexperienced talent pool.
- Approximately 69.5% of employees are aware of talent management practices, yet 30.5% remain unaware, pointing to a communication gap that needs to be addressed through structured internal awareness initiatives.
- Training and development programmes are perceived positively by 63.4% of respondents, though inconsistency in frequency—with only 36.6% reporting frequent sessions—limits their cumulative developmental impact.
- Performance appraisal satisfaction is relatively high at 67%, and the chi-square analysis confirms that satisfaction does not vary significantly with work experience, indicating consistent application of the appraisal system across tenure groups.
- Recognition and reward practices are the most inconsistent talent management element, with only 30.5% receiving consistent recognition, suggesting that motivational mechanisms need structural reinforcement.
- Poor leadership (39%) and limited growth opportunities (39%) are identified as the most significant talent management challenges, indicating the need for targeted leadership development and transparent career progression frameworks.
- Talent management practices positively influence retention decisions for 59.8% of respondents, underscoring the strategic value of strengthening these practices to reduce employee attrition.
- Overall, 73.1% of employees express satisfaction with talent management practices, reflecting a solid but improvable foundation that requires focused interventions in training consistency, recognition, and leadership.

7. SUGGESTIONS

- Training and development programmes should be conducted more frequently and aligned with specific departmental skill requirements to maximise their developmental impact across all employee categories.
- Career growth pathways should be formalised and communicated transparently across all levels of the organisation to ensure equitable access to advancement opportunities and reduce perceptions of limited growth.
- A structured and consistent recognition and reward system should be institutionalised, incorporating both monetary and non-monetary incentives tied to clearly defined performance benchmarks.
- Leadership development programmes should be introduced as a priority intervention, targeting middle management and team leaders, to address the identified challenge of poor leadership impacting employee engagement and morale.
- Employee engagement should be strengthened through regular feedback mechanisms, involvement in decision-making, and cross-functional development opportunities to convert the 29.3% neutral workforce into active contributors.
- The organisation should leverage digital HR platforms for performance tracking, training delivery, and workforce analytics to improve the consistency and transparency of talent management processes.
- Succession planning frameworks should be formalised to identify and develop high-potential employees for future leadership roles, ensuring organisational continuity and reducing dependence on external talent.
- Retention strategies should be strengthened through competitive compensation benchmarking, flexible work arrangements, and clearly defined employee value propositions tailored to the needs of younger workers.

8. CONCLUSION

This study on talent management at Nuziveedu Seeds Pvt. Ltd. reveals that the organisation has established a functional framework for managing human capital, yet significant opportunities for enhancement remain across multiple dimensions. While the majority of employees express overall satisfaction with talent management practices and positively perceive training programmes and performance appraisal systems, critical gaps persist in the areas of recognition consistency, leadership effectiveness, career growth equity, and employee engagement depth.

The chi-square analysis confirms that performance appraisal satisfaction is independent of work experience, suggesting uniform appraisal administration across the workforce. However, the identification of poor leadership and limited growth opportunities as the two most prominent challenges signals the need for systemic interventions beyond process-level improvements.

Given that talent management positively influences retention decisions for nearly 60% of respondents—in an industry characterised by intense competition for scientific and technical talent—the strategic imperatives are clear. By investing in structured leadership development, consistent recognition systems, transparent career pathways, and digital HR capabilities, Nuziveedu Seeds can transform its talent management approach from a moderately effective administrative function into a genuine source of sustainable competitive advantage. A skilled, motivated, and committed workforce will be the cornerstone of the organisation's aspiration to double its turnover and expand its global footprint over the next five years.

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