

A SEM Approach to Evaluation of Whirlpool Retail Executive's Talent- an Empirical Study

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ABSTRACT

Companies have put into the practice of talent management which will solve an employee retention problem. The issues in the organization have to put tremendous effort into attracting employees to their company, spend little time into retaining and developing their talent. Companies have to focus on developing their talent integrate plans and process to track and manage their employee talent, sourcing and on boarding qualified candidates with competitive backgrounds. Managing and defining competitive salaries, training and development opportunities, performance management processes, retention programs, promotion and transitioning etc. Talent management is also known as HCM (Human Capital Management), HRIS (HR Information Systems) or HRMS (HR Management Systems). This research is investigated to identify the relationship between talent and their satisfaction. This research is investigated how talents is varying between different age groups, educational level as well as between the groups with different levels of incentives attainment of the employees. The population of research base comprising Whirlpool retail executives in Tamil Nadu state. Questionnaires are distributed to the entire population those who are having above six months experience. The output of the research talent is measured by using Structural Equation Modeling (SEM).

Key words: Talent, HCM, HRMS, SEM

INTRODUCTION

The Consumer industry consists of durable goods and appliances for domestic use such as televisions, refrigerators, air conditioners and washing machines. Instruments such as cell phones and kitchen appliances like microwave ovens are also included in this category. The sector has been witnessing significant growth in recent years, helped by several drivers such as the emerging retail boom, real estate and housing demand, greater disposable income and an overall increase in the level of affluence of a significant section of the population. Before

liberalization of the Indian economy, only a few companies like Kelvinator, Godrej, Allwyn, and Voltas were the major players in the consumer durables market, accounting for no less than 90% of the market. Then, after the liberalization, foreign players like LG, Sony, Samsung, Whirlpool, Daewoo, and Aiwa came into the picture. Today, these players control major share of the consumer durable market. Increasing competition and technology adoption has led to a situation where the basic function of most of the consumer durable goods has been largely commoditized.

PROBLEM STATEMENT

The Whirlpool management needs to improve their sales volume through retail executives. But they don't want to increase the salary and incentives of their executives. On the other hand, they want to improve the employee's talent. If the talent improved, performance of the retail executives is also increased. The performance improvement of executives will lead to sales increase of the company. Presently the company is not attaining their target and retail executives are becoming an ideal sales person. Evaluating the talent of a person is very difficult, but Whirlpool management wants to evaluate the existing talent of their retail executives. A talent evaluation enables to improve sales turn over and reduce employee turnover through use of employee's capabilities and their satisfaction.

REVIEW OF LITERATURE

Rothwell (2003) ignited imagination which expands the possibilities, and offers practical strategies any organization can use to effectively develop retain and utilize talent for the benefit of an organization. The strategic development of talent moves beyond HRD to apply the principles of strategic business planning to talent management, knowledge management and workplace learning, and it has been retilled to underscore this emphasis.

Mayer and Greenberg (2006) revealed that basic theory of a good salesman must have at least two basic qualities: empathy and ego drive. Empathy, the important central ability to feel as the other fellow does in order to be able to sell him a product or service, must be possessed in large measure. Many psychological tests screen out the really top producers because of their creativity, impulsiveness, or originality-characteristics that most tests downgrade as strangeness or weakness. Long before he comes to know the product, mostly during his childhood and growing-up experience, the future successful salesman is developing the human qualities essential for selling. Selecting men with empathy and ego drive should contribute in some degree to helping industry meet one of its most pressing problems: reducing the high cost of turnover and selecting genuinely better salesmen.

Lahti (2008) identified that the effective talent measurement which uses science to improve decisions by providing objective data on people's competencies and

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skills throughout the employee life cycle. Today's talent measurement processes best of a century of behavioral science with modern information and communication technology to provide data and insight more quickly and easily. The use of computers and the Internet for administration results in instantaneous, automated scoring and report generation, make it easier than ever to administer multiple types of talent measures, such as skills testing and multisource performance appraisals such as 360s. The ready availability of computer- and Internet-based tools is driving the proliferation of talent measurement programs, as well as further innovation. Talent managers consistently measure people's competencies and skills using objective information about employee's performance and potential, they have the power to radically improve talent management.

Dan Harrison (2008) determined that the assessing people for jobs are the most important task of an organization. Effectively assessing both job behavior and job eligibility is the essential foundation necessary to hire, retain and develop top talent. Assessment needs to quantify levels of eligibility as well as job success behaviors. Effective job behavior assessment requires the ability to measure more than 100 traits, a questionnaire that is work-focused, the ability to detect false answers and/or self-deception, a specific job success formula derived from performance research and clear reports that do not require interpretation. Harrison Assessments meets all of the standards mentioned above providing a powerful tool for assessment. It enables to build a strong foundation for the talent selection, retention and development.

Kearney (2009) identified that performing "Talent Triage" on the CPG (consumer packaged goods) sales organization is all about positive business impact. Analytically minded salespeople are better able to identify cross-functional cost reduction opportunities, and well-aligned talent management programs stand to attract better employees, increase recruiting efficiency and reduce voluntary attrition. While outstanding sales force talent management does not eliminate the need for solid product strategies, shrewd negotiations or savvy customer segmentation, it does provide a foundation for these CPG sales essentials. A well-managed, bright and capable sales force can provide innovative responses to some of the most pressing challenges that CPG companies face. And the strengths are self-reinforcing: great talent stimulates demand for business and attracts more great talent. CPG sales talent management isn't just a nice-to-have; in an economy where corporate survival depends on making the most of every advantage, it's time for CPG manufacturers to up the return on their most important assets.

OBJECTIVES

1. To identify factors to cultivate from existing talent of Whirlpool retail executives with special reference to Tamilnadu state in India.
2. To identify perceived level of the talent management evaluation dimensions of Whirlpool retail executives.

3. To determine the linkage between Overall Satisfaction of the executives with the talent evaluation dimensions.
4. To suggest the ways to improve talent of Whirlpool retail executives.

HYPOTHESES

- H₁:** There is no significant difference between experienced retail executive's talent and demographic profile.
- H₂:** There is no significant difference between Overall Satisfaction and talent evaluation dimensions of retail executives in Whirlpool.
- H₃:** There is no significant difference between experienced retail executive's talent and talent evaluation dimensions of retail executives in Whirlpool.
- H₄:** There is no significant relationship among the talent evaluation dimensions of retail executives in Whirlpool.
- H₅:** There is an absence of significant evidence that Overall satisfaction and experienced retail executive's talent will have a significant impact on talent evaluation dimensions of Whirlpool retail executives.
- H₆:** There is no significant evidence that talent evaluation dimensions are almost affecting overall satisfaction and experienced retail executive's talent.
- H₇:** There is a direct linkage between talent evaluation dimensions, where problem solving acts as mediating dimension leads to positive or negative effect on Overall SAT of Whirlpool executives.

RESEARCH METHODOLOGY

Research design adopted for this research is "Descriptive". It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The population is finite and "Census method" is adopted for collecting the primary data. The population of Whirlpool retail executives in throughout Tamilnadu state is 208. Above six months experienced of sales executive population will be 143. We collected full population samples of 143 samples throughout Tamilnadu state. Data collection is done through interactions with the retail sales executives of Whirlpool. The analysis is undertaken with a view to give a clear cut idea from the primary data collection. Various tables is incorporated to make it more useful and easy to understand. SPSS 17 (Statistical Package for Social Science) and AMOS 17 (Analysis Moment Structure) software's are used in the research project for interpreting the primary data. The statistical tools used for analyzing the data interpretation are path analysis, reliability analysis, factor analysis, multiple regression, One way ANOVA, Paired sample t-test, correlation and descriptive statistics.

PROPOSED CONCEPTUAL MODEL

The SEM model is constructed to determine impact and relationship between the talent evaluation dimensions where as problem solving dimension act as mediating variable leads to influence positive or negative effect on Overall satisfaction. With the help of indices value from the output of AMOS software, we will determine whether the proposed conceptual model will be fit or not. RMSEA (Root Mean Square Approximate) value will infer that the proposed model will be close fit or not. This model is designed with a mediating dimension i.e. problem solving, compared with other talent evaluation dimensions leads to overall satisfaction of retail executives.

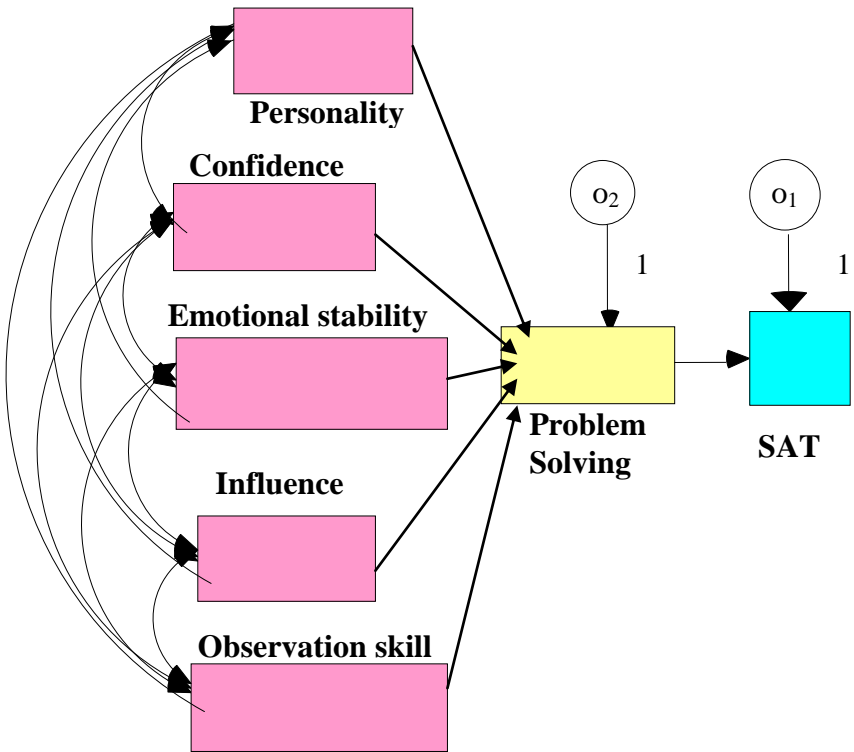


Figure 1 Mediating Problem solving dimension leads to overall SAT of executives

Where o_1 and o_2 are disturbance error terms

Table 1: Item Statistics - RELIABILITY AND VALIDITY TEST

S. No	Items in Questionnaire	Reliability	Validity
		Cronbach's Alpha	Confirmatory Factor loadings
1.	I give importance to my dress code	0.805	0.862
2.	The retail executive personality influence the customers to buy the product	0.791	0.804

3.	I am very time conscious through that I got benefits	0.810	0.842
4.	I speak with confidence to the customers	0.812	0.817
5.	I am able to motivate myself when confronted with difficult tasks	0.809	0.825
6.	I have confident the next purchase for the customer, he/she surely come to my shop	0.798	0.844
7.	I have the ability to communicate to different set of people	0.802	0.852
8.	I have the ability to fix my own target and also achieve it	0.799	0.853
9.	I have the ability to participate the management decisions.(Ex. Any changes in product design, color, service process etc)	0.806	0.877
10.	Any misunderstanding arises between other brand retail executive's I can solve it very smoothly	0.799	0.833
11.	I do not show my frustration to the customers	0.792	0.875
12.	When presented with a problem, many different solutions come to mind without much effort	0.794	0.840
13.	If any service problem, I know very well where to communicate	0.808	0.811
14.	I can understand very well about the customers needs and wants	0.801	0.829
15.	My selling approach is unique compare to others	0.802	0.889
16.	The on the job training is enough to me to face the customers, individually	0.797	0.879
17.	I can explain all service process to the customers	0.805	0.892
18.	I can explain the competitors product equal to my product	0.815	0.864
19.	I am willing to don whatever I can to make sure that clients are satisfied with their purchase.	0.813	0.865
20.	I have the ability to influence the customers purchase, from low level product to higher level product	0.807	0.891
21.	Overall satisfaction of the retail executives	0.796	0.837
22.	Overall experienced retail executive's talent	0.804	0.865

The above table shows that, reliability items result of Cronbach's Alpha (if Item deleted) and Confirmatory Factor Analysis loadings. By applying ALPHA method in SPSS, proved that there is an internal consistency between the items of 22 items in questionnaire related to the self evaluation of retail executives. The Instrument is analyzed through a purification process based on the *coefficient alpha* suggested by Cronbach (1951) as a measure of reliability of measurement instruments.

The Overall Cronbach's Alpha for instrument (questionnaire) is 0.810. It also shows a positive correlation between items in the instrument. The CFA loadings of instrument shows content and construct validity with CFA value greater than 0.80. It shows that all 22 items constructed in the questionnaire is confined its validity.

CONTENT AND CONSTRUCT VALIDITY TEST

Table 2: KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.721
Bartlett's Test of Sphericity	Approx. Chi-Square 861.5

The above table shows KMO (Kaiser-Meyer-Olkin) value (0.721) and Bartlett's test. Here the sampling adequacy to proceed for explorative factor analysis which is

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satisfactory. All the 22 items constructed in the questionnaire are significant ($p < 0.05$) and the level of significance is 0.000.

Table 3: Talent Evaluation - Factor Analysis

Extracted Components of items	EFA loadings	Related Dimensions
I am able to motivate myself when confronted with difficult tasks	0.66	Confidence
I have the ability to influence the customers purchase, from low level product to higher level product	0.58	
I have confident the next purchase for the customer, he/she surely come to my shop	0.47	
I have the ability to participate the management decisions.(Ex. Any changes in product design, color, service process etc)	0.71	Decision making

By applying extraction method, Principal Component Analysis extracted four components out of 22 items regarding evaluation of executive's talent. The extracted components are shown in table 3. The confidence dimension is extracted as the most influencing dimension out of seven talent evaluation dimensions.

Table 4 Descriptive Statistics - Self Evaluation of Whirlpool Executive's Talent

S. No	Items in the Questionnaire	Weighted Mean Score
1.	I give importance to my dress code	4.72
2.	The retail executives personality influence the customers to buy the product	4.57
3.	I am very time conscious through that I got benefits	4.61
4.	I speak with confidence to the customers	4.92
5.	I am able to motivate myself when confronted with difficult tasks	4.45
6.	I have confident the next purchase for the customer, he/she surely come to my shop	4.64
7.	I have the ability to communicate to different set of people	4.62
8.	I have the ability to fix my own target and also achieve it	4.43
9.	I have the ability to participate the management decisions. (Ex. Any changes in product design, color, service process etc)	3.93
10.	Any misunderstanding arises between other brand retail executive's I can solve it very smoothly	4.68
11.	I do not show my frustration to the customers	4.64
12.	When presented with a problem, many different solutions come to mind without much effort	4.23
13.	If any service problem, I know very well where to communicate	4.89
14.	I can understand very well about the customers needs and wants	4.80
15.	My selling approach is unique compare to others	4.73
16.	The on the job training is enough to me to face the customers, individually	4.57
17.	I can explain all service process to the customers	4.52
18.	I can explain the competitors product equal to my product	4.51
19.	I am willing to don whatever I can to make sure that clients are satisfied with their purchase.	4.54
20.	I have the ability to influence the customers purchase, from low level product to higher level product	4.55
21.	Overall satisfaction of the retail executives	4.36
22.	Experienced Retail executive's talent	4.18

The above table shows descriptive statistics of self evaluation of Whirlpool executive's talent. The above 22 items are pooled in five point scale ranging from "Completely True to Completely False". All the items results outcome which are related to self evaluation of Whirlpool executive's talent are "true". The mean value attained with maximum weighted mean score in the item is related to their "speak with confidence to the customers".

TESTING OF HYPOTHESIS 1

H₁= There is no significant difference between experienced retail executive's talent and demographic profile of retail executives in Whirlpool.

Table 5: Experienced Retail Executive's talent with demographic profile

Demographic profile		Sum of Squares	df	Mean Square	F	Sig.
Gender wise	Between Groups	0.209	4	0.052	0.878	0.479
	Within Groups	8.224	138	0.060		
	Total	8.434	142			
Age group	Between Groups	1.658	4	0.415	0.549	0.700
	Within Groups	104.258	138	0.755		
	Total	105.916	142			
Education Qualification	Between Groups	3.992	4	0.998	1.067	0.376
	Within Groups	129.127	138	0.936		
	Total	133.119	142			
Years of experience	Between Groups	7.982	4	1.996	1.350	0.254
	Within Groups	203.920	138	1.478		
	Total	211.902	142			
Income wise	Between Groups	0.224	4	0.056	0.3290	0.858
	Within Groups	23.510	138	0.170		
	Total	23.734	142			
Incentives yield by executives (per month)	Between Groups	9.441	4	2.360	3.139	0.017
	Within Groups	103.762	138	0.752		
	Total	113.203	142			
Dependent Variable: Experienced retail executive's talent						

The table shows, experienced retail executive's talent and demographic profile of retail executives are significance or not by using the ANOVA program. From the demographics profile of retail executives, Incentives per month yield by executives differ significantly where F ratio is used to determine size of the mean differences for each individual independent variables comparison, F (4,138) =3.139,P=0.017. The test between groups shows that F ratio for Incentives per month yield by executives is statistically significant (p<0.05) level. Hence it is concluded that there is a significant difference among incentives (per month) yield by executives which is based on their experienced talent in Whirlpool.

TESTING OF HYPOTHESIS 2

H₂= There is no significant difference between overall satisfaction and talent evaluation dimensions of retail executives in Whirlpool

Table 6 Overall Satisfaction of retail executives with talent evaluation dimensions

Talent evaluation dimensions		Sum of Squares	df	Mean Square	F	Sig.
Personality	Between Groups	1.080	3	0.360	2.934	0.036
	Within Groups	17.053	139	0.123		
	Total	18.133	142			
Confidence	Between Groups	3.664	3	1.221	9.934	0.000
	Within Groups	17.091	139	0.123		
	Total	20.756	142			
Emotional Stability	Between Groups	5.034	3	1.678	6.095	0.001
	Within Groups	38.267	139	0.275		
	Total	43.301	142			
Problem Solving	Between Groups	4.516	3	1.505	6.169	0.001
	Within Groups	33.918	139	0.244		
	Total	38.434	142			
Observation Skill	Between Groups	1.913	3	0.638	6.467	0.000
	Within Groups	13.706	139	0.099		
	Total	15.619	142			
Influence	Between Groups	0.315	3	0.105	0.509	0.677
	Within Groups	28.640	139	0.206		
	Total	28.955	142			
Dependent variable: Overall Satisfaction of the Retail executives						

The table 2 shows, Overall F's for talent evaluation dimensions of retail executives in Whirlpool are significance or not by using the ANOVA program. From the talent evaluation dimensions of retail executives in Whirlpool, Personality, Confidence, Emotional Stability, Problem Solving and Observation Skill dimensions is differ significantly where F ratio is used to determine size of mean differences for each individual independent variables comparison, Personality F (3,139) =2.934, P=0.036, Confidence F (3,139) =6.169, P=0.001, Emotional Stability F (3,139) =6.095, P=0.001, Problem Solving F (3,139) =2.934, P=0.036 and Observation Skill F (3,139) =6.467, P=0.000. The test between groups shows that F ratio for the all the talent evaluation dimensions except "Influence" dimension, are statistically significant (p<0.05) level. Hence it is concluded that there is a significant difference among level of personality, confidence, emotional stability, problem solving, observation skill of retail executives based on Overall satisfaction in Whirlpool Retail Executives.

TESTING OF HYPOTHESIS 3

H₃= There is no significant difference between experienced retail executive's talent and talent evaluation dimensions.

Table 7: Experienced retail executive's talent among talent evaluation dimensions

Talent Evaluation Dimensions		Sum of Squares	df	Mean Square	F	Sig.
Personality	Between Groups	1.598	4	0.399	3.333	0.012
	Within Groups	16.536	138	0.120		
	Total	18.133	142			

Confidence	Between Groups	2.733	4	0.683	5.232	0.001
	Within Groups	18.023	138	0.131		
	Total	20.756	142			
Emotional Stability	Between Groups	5.522	4	1.381	5.043	0.001
	Within Groups	37.778	138	0.274		
	Total	43.301	142			
Problem Solving	Between Groups	5.495	4	1.374	5.756	0.000
	Within Groups	32.938	138	0.239		
	Total	38.434	142			
Observation Skill	Between Groups	2.607	4	0.652	6.914	0.000
	Within Groups	13.012	138	0.094		
	Total	15.619	142			
Influence	Between Groups	0.421	4	0.105	0.509	0.729
	Within Groups	28.534	138	0.207		
	Total	28.955	142			
Dependent Variable: Experienced retail executive's talent						

The table 3 shows, Overall F's for talent evaluation dimensions of retail executives in Whirlpool are significance or not by using the ANOVA program. From the talent evaluation dimensions of retail executives in Whirlpool, Personality, Confidence, Emotional Stability, Problem Solving and Observation Skill of Retail Executives differ significantly where F ratio is used to determine size of the mean differences for each individual independent variables comparison, Personality F (4,138) =3.333, P=0.012, Confidence F (4,138) =5.232, P=0.001, Emotional Stability F (4,138) =5.043, P=0.001, Problem Solving F (4,138) =5.756, P=0.000 and Observation Skill F (4,138) =6.914, P=0.000. The test between groups shows that F ratio for the all the talent evaluation dimensions except "Influence" dimension, are statistically significant ($p < 0.05$) level. Hence it is concluded that there is a significant difference among level of personality, confidence, emotional stability, problem solving, observation skill of retail executives based on experienced retail executive's talent.

TESTING OF HYPOTHESIS 4

$H_4 =$ There is no significant relationship among the talent dimensions of retail executives in Whirlpool.

Table 5: Correlation between the Talent evaluation dimensions

		Personality	Confidence	Emotional Stability	Problem Solving	Observation Skill	Influence
Personality	Pearson Correlation	1	0.437 (**)	0.491 (**)	0.359 (**)	0.499 (**)	0.242 (**)
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.004
Confidence	Pearson Correlation	0.437 (**)	1	0.494 (**)	.0455 (**)	0.371 (**)	0.184 (*)
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.027
Emotional Stability	Pearson Correlation	0.491 (**)	0.494 (**)	1	0.510 (**)	0.457 (**)	0.196 (*)
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.019

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Problem Solving	Pearson Correlation	0.359 (**)	0.455 (**)	0.510 (**)	1	0.362 (**)	-0.005
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.955
Observation Skill	Pearson Correlation	0.499 (**)	0.371 (**)	0.457 (**)	0.362 (**)	1	0.377 (**)
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
Influence	Pearson Correlation	0.242 (**)	0.184 (*)	0.196 (*)	-.0005	0.377 (**)	1
	Sig. (2-tailed)	0.004	0.027	0.019	0.955	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The table 4 shows, relationship among talent evaluation dimensions of retail executives in Whirlpool. The only one pair is Influence and Problem Solving skill dimension is not significantly correlated. The significant level is 0.955 ($p > 0.005$). The strongest positive correlation, which would be considered a large effect size, is between emotional stability and problem solving dimension scores, $r = 0.510$, at the significant level 0.000, ($p < 0.001$). The statistical examination of the differences between correlations reveals that the relationship between the Influence and Problem Solving skill dimension is the weakest. Retail executives who had relatively high emotional stability dimension are likely to have high on problem solving dimension. However, all other relationships between the talent evaluation dimensions of retail executives in Whirlpool are found statistically equal.

TESTING OF HYPOTHESIS 5

H₀: There is an absence of significant evidence that overall satisfaction and experienced retail executive's talent will have a significant impact on Talent evaluation dimensions of Whirlpool Retail Executives.

H₁: There is significant evidence that overall satisfaction and Experienced Retail Executive's talent will have a significant impact on Talent evaluation dimensions of Whirlpool Retail Executives.

Predictor of overall satisfaction and experienced Retail executive's talent in Whirlpool:

The multiple regressions is applied to analyze the talent evaluation dimensions as independent variables against a separate measure of overall satisfaction and Experienced Retail executive's talent as dependent variable. The items are summed up to reproduce the six original dimensions which are analyzed separately against the overall satisfaction and experienced retail executive's talent of Whirlpool retail executives.

Table 6 Acceptability of the model

Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
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Overall satisfaction	Regression	15.429	6	2.571	7.042	0.000(a)
	Residual	49.662	136	0.365		
	Total	65.091	142			
Experienced executive's talent	Regression	27.465	6	4.577	5.997	0.000(a)
	Residual	103.808	136	0.763		
	Total	131.273	142			

a) Predictors: (Constant), Personality, Influence, Problem Solving, Confidence, Observation Skill, Emotional Stability

b) Dependent Variables: Overall satisfaction and experienced retail executive's talent

The table 6 tests, acceptability of model from a statistical perspective. This is the source of variance, regression, residual and total. The total variance is partitioned into variance which can be explained by independent variables (Regression) and the variance which is not explained by the independent variables (Residual, sometimes called Error). Df - These are the degrees of freedom associated with the sources of variance. Here the degrees of freedom is 6, The residual degrees of freedom is the DF total minus the DF model, 142- 6= 136

The above mean squares of ANOVA is calculated by sum of squares divided by their respective degrees of freedom, where mean square value for regression is 15.429/ 6 =2.571 and for the residual is 49.662/ 136 =0.365. The ANOVA table shows F-ratio for regression model which indicates statistical significance of the overall regression model. The F-ratio is the result of comparing amount of explained variance to the unexplained variance. The F-value is the mean square regression (7.042) divided by the Mean Square Residual (0.365). The p-value associated with this F value is very small (0.000). The significance value of the F-Statistic is less than 0.05. In this table the significance variable is less than 0.05 so that the group of variables Personality, Influence, Problem Solving, Confidence, Observation Skill and Emotional Stability dimensions can be used to reliably predict the Overall satisfaction of the overall satisfaction and experienced retail executive's talent. (as dependent variable).

Table 7 Summary of regression model: R² Model Summary

	R	R Square	Adjusted R Square
Overall satisfaction	0.487(a)	0.237	0.203
Experienced retail executive's talent	0.457(a)	0.209	0.174

The model summary table 7, reports strength of relationship between dependent variable (overall satisfaction) and individual talent evaluation dimensions (as independent variables) of Whirlpool. The R-square shows percentage of variation in one variable that is accounted by another variable. R square (R²) is the correlation coefficient squared; also it is referred as the coefficient of determination. The adjusted R-square attempts to yield a honest value to estimate the R-squared for the population.

The value of adjusted R-square is 0.203 meaning that 20% of the variance in Overall satisfaction and 17% of the variance in experienced retail executive's talent can be predicted from the combination of Personality, Influence, Problem Solving, Confidence, Observation Skill and Emotional Stability dimensions.

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Table 8 Regression Coefficient

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
Overall Satisfaction	(Constant)	0.536	0.880		0.609	0.543
	Personality	-0.035	0.179	-0.019	-0.196	0.845
	Confidence	0.398	0.164	0.225	2.426	0.017
	Emotional Stability	0.136	0.122	0.111	1.113	0.268
	Problem Solving	0.100	0.122	0.076	0.819	0.414
	Observation Skill	0.536	0.196	0.263	2.740	0.007
	Influence	-0.300	0.124	-0.200	-2.413	0.017
Experienced retail executive's talent	(Constant)	0.015	1.272		0.012	0.990
	Personality	-0.051	0.258	-0.019	-0.197	0.844
	Confidence	0.030	0.237	0.012	0.126	0.900
	Emotional Stability	0.392	0.176	0.225	2.228	0.028
	Problem Solving	0.065	0.176	0.035	0.371	0.711
	Observation Skill	0.928	0.283	0.320	3.280	0.001
	Influence	-0.473	0.180	-0.222	-2.629	0.010

Dependent Variables: a) Overall satisfaction of the retail Executives

b) Experienced Retail executive's talent

The above table shows that relative importance of significant predictors is determined by looking at the standardized coefficient. For the overall satisfaction, observation Skill dimension has the highest standardized coefficient with the lowest significance ($p \leq 0.05$) which means that "Observation Skill" dimension is the main predictor. By analyzing whole table results, orders of significance for predictor dimension of Overall Satisfaction of the retail executives are observation skill, and confidence dimension, The Personality, Influence, Problem Solving and Emotional Stability dimensions are not significant.

In the experienced retail executive's talent in Whirlpool, observation skill dimension has the highest standardized coefficient with the lowest significance ($p \leq 0.05$) which means that Observation skill dimension is the main predictor. By analyzing whole results (table 8), orders of significance for predictor dimension of experienced retail executive's talent in Whirlpool are Observation skill and Emotional Stability dimension. The non significant dimensions are Personality, Influence, Confidence and Problem Solving.

Predicted value of Overall satisfaction and executive's talent in Whirlpool

Table 9 Predicted regression equation

Predicted Value	Regression equation
Y ₁ predicted (Overall satisfaction)	0.536+ (-0.035)* Personality + 0.398* Confidence + 0.136* Emotional Stability + 0.100* Problem Solving + 0.536* Observation Skill+(-0.300)* Influence
Y ₂ predicted (Experienced retail executive’s talent)	0.015+ (-0.051)* Personality + 0.030* Confidence + 0.392* Emotional Stability + 0.065* Problem Solving + 0.928* Observation Skill+(-0.473)* Influence

The predicted value (regression equation) impact on overall satisfaction of retail executives and experienced of their talent in Whirlpool are calculated and the results are shown in above table 9.

TESTING OF HYPOTHESIS 6

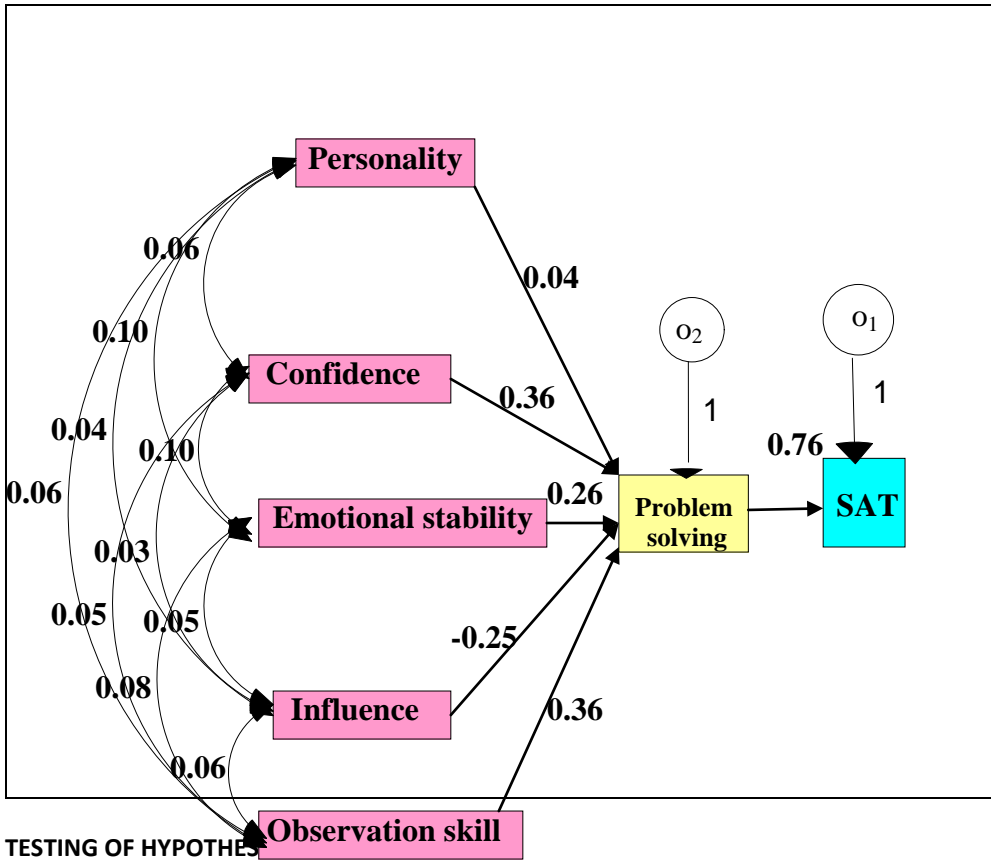
H₆: There is no significant evidence that talent evaluation dimensions are almost affecting their overall satisfaction and experienced retail executive’s talent.

Table 10: Paired sample t test

Paired statements		S.D	t	df	Sig. 2-tailed
Pair 1	Influence - Experienced Retail executive’s talent	1.08638	4.003	142	0.000
Pair 2	Observation Skill - Experienced Retail executive’s talent	0.90177	5.898	142	0.000
Pair 3	Problem Solving - Experienced Retail executive’s talent	0.96407	4.727	142	0.000
Pair 4	Confidence - Experienced Retail executive’s talent	0.95770	3.942	142	0.000
Pair 5	Personality - Experienced Retail executive’s talent	0.95077	5.694	142	0.000
Pair 6	Emotional Stability - Experienced Retail executive’s talent	0.93046	6.156	142	0.000
Pair 7	Influence - Overall satisfaction of the retail executives	0.82978	2.620	142	0.010
Pair 8	Observation Skill - Overall satisfaction of the retail executives	0.64499	4.875	142	0.000
Pair 9	Problem Solving - Overall satisfaction of the retail executives	0.70745	3.369	142	0.001
Pair 10	Emotional Stability - Overall satisfaction of the retail executives	0.71758	4.953	142	0.000
Pair 11	Confidence - Overall satisfaction of the retail executives	0.64411	2.486	142	0.014
Pair 12	Personality - Overall satisfaction of the retail executives	0.68411	4.735	142	0.000

The table 10 shows paired sample t test values are fall greater than 1.96. So, the null hypothesis is rejected. It should confirm that the talent evaluation dimensions are almost affecting to their overall satisfaction and experienced retail executive’s talent.

Figure 2 Problem solving of talent evaluation dimension as mediating leads to Overall SAT



H₇: There is a direct linkage between talent evaluation dimensions, where problem solving acts as mediating dimension leads to positive or negative effect on overall SAT of Whirlpool executives.

The SEM diagram shows pictorial representation (along with regression weights) of the mediating of perception ratings of talent evaluation dimensions leads to overall satisfaction of retail executives in Whirlpool. The SEM diagram is derived from mediating of talent evaluation dimensions of perception ratings leads to overall SAT of Whirlpool retail executives. It also shows the correlation value of dimensions and their corresponding regression weights are mentioned in the above diagram.

Regression Weights

Table 11 Calculation of regression weight

Structural Paths		Estimate	S.E.	C.R.	P
Problem solving	<--- Personality	0.045	0.103	0.435	0.663
Problem solving	<--- Confidence	0.360	0.094	3.818	0.000
Problem solving	<--- Emotional stability	0.256	0.069	3.726	0.000
Problem solving	<--- Influence	-0.250	0.072	-3.477	0.000

Structural Paths		Estimate	S.E.	C.R.	P	
Problem solving	<---	Observation skill	0.357	0.114	3.145	0.002
Overall SAT	<---	Problem solving	0.76	0.194	5.332	0.000

The table 11 represents AMOS text output for the unstandardized maximum likelihood estimates of structural paths. The significance test is the critical ratio (CR), which represents the parameter estimate divided by its standard error. The parameter estimate is significant at $p \leq 0.05$ and value of C.R is > 1.96 . Three significant structural paths among the exogenous and endogenous latent variables are found to be significant. The probability of getting a critical ratio as large as 3.818, 3.726 and 3.145 in an absolute value is less than 0.005. In other words, the regression weight for Confidence, Emotional stability and Observation skill dimensions are important on Problem solving dimension for the prediction of Overall Satisfaction. It is significantly different from zero at the 0.005 level (two-tailed).

The Problem solving dimension of talent evaluation is one of the main mediation factor which leads to positive effect on Overall Satisfaction of the Retail executives in whirlpool. The influence dimension is having a negative influence on problem solving dimension. The confidence dimension is highly impact on the Problem solving dimension. The critical ratio index can be used as a guide for eliminating the existing paths. In the SEM model totally two structural paths are eliminated, because CR values are less than 1.96.

b. Correlation

Table 12 Correlation between the individual talent evaluation dimensions

Structural Paths		Estimate	
Personality	<-->	Confidence	0.059
Personality	<-->	Emotional stability	0.096
Personality	<-->	Influence	0.039
Personality	<-->	Observation skill	0.059
Confidence	<-->	Emotional stability	0.104
Confidence	<-->	Influence	0.032
Confidence	<-->	Observation skill	0.047
Emotional stability	<-->	Observation skill	0.083
Emotional stability	<-->	Influence	0.049
Influence	<-->	Observation skill	0.056

The above table estimates inter-correlation for two associations between latent constructs of talent evaluation dimensions except problem solving dimension (act as mediating variable) is not greater than 1. Hence the model indicates a degree of less multi-co-linearity between the items supposed to be measuring different constructs and dimensions.

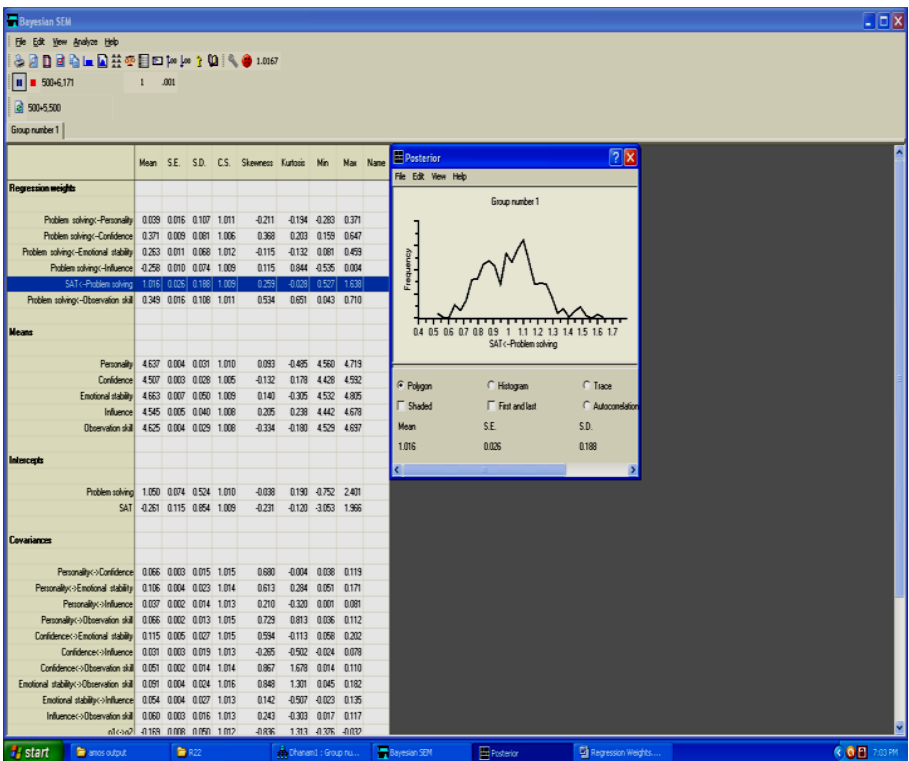
Model Fit Summary

Table 13: Model fit Summary

Indices	Suggested Value	Value derived
Chi-square/ df (Wheaton et al 1977)	≤ 5.00	3.562
Goodness of Fit Index (GFI) (Joreskog and Sorbom 1988)	≥ 0.90	0.986
Adjusted Goodness of fit Index (AGFI) (Joreskog and Sorbom 1988)	≥ 0.80	0.816
Root means square of approximate (RMSEA) (Hu and Bentler 1990)	≤ 0.08	0.071

In model estimation output, chi-square value is significant at the $p < 0.001$ level. As mentioned, given the known problem of chi-square test in SEM, it is more beneficial to use alternative indices. The values of CMIN / DF of 3.562, GFI of 0.99 (0.986) indicates the adequate fit between the structural model and sample data, AGFI of 0.816 and RMSEA of 0.071 suggests a good fit of model which is proposed and designed.

d) Bayesian Analysis

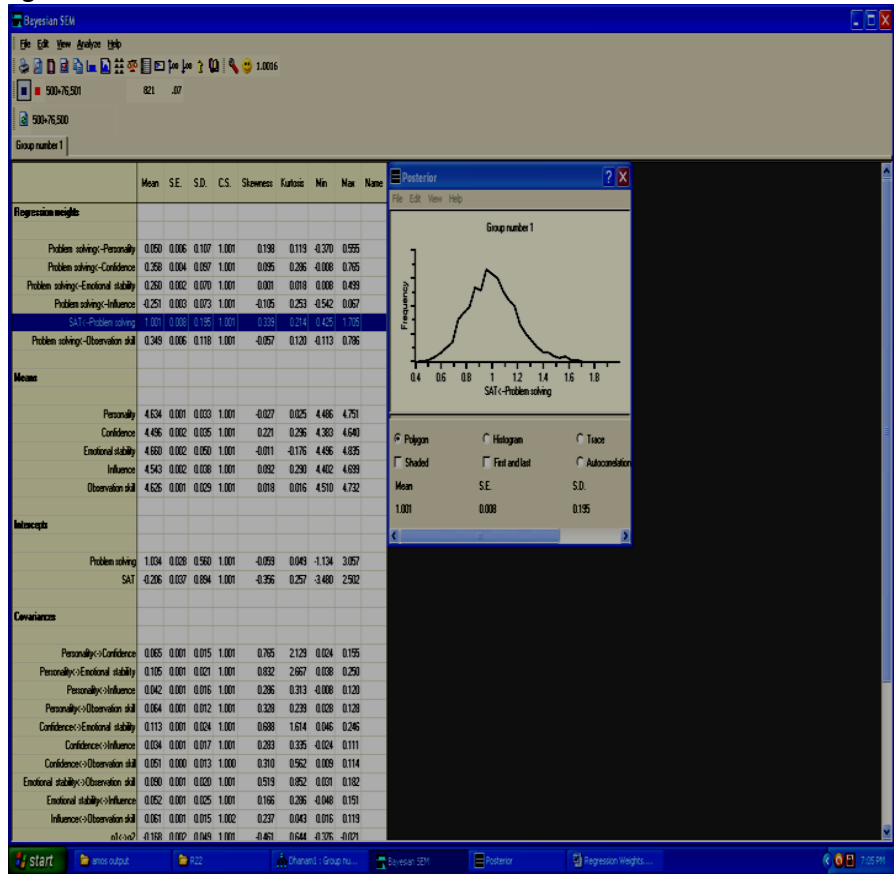


For assessing convergence, with a large dataset, the posterior mean will tend to be close to the maximum likelihood estimate. AMOS provides several diagnostics that help to check convergence. Notice the value 1.0067 (figure 3) on the toolbar

of the Bayesian SEM window. Each time the screen refreshes, AMOS updates the C.S. for each parameter in the summary table. The C.S. value on the toolbar is the largest of the individual C.S. values. AMOS displays an **“unhappy face”** (figure 3), when the overall C.S. is not small enough.

Reflecting the satisfactory convergence, the output of AMOS software now displays **“a happy face” (YELLOW)** (given in the figure 4). Gelman et al. (2004) suggest that, value of 1.002 or smaller are sufficient and it is very conservative. Judging that the MCMC chain has converged by this criterion does not mean that the summary table will stop changing.

Figure 4



As the overall convergence statistic (C.S.), C.S. value on the toolbar approaches 1.000. However, there is *more precision to be gained by taking additional samples*, it might stop as well. The Posterior dialog box now displays a frequency polygon of the distribution of the problem solving dimension act as mediating factor for talent evaluation dimensions of cross the samples.

FINDINGS OF RESEARCH

A SEM Approach to Evaluation.....

- In Tamilnadu, Whirlpool of India limited has maximum male retail executives (94%) and females are only 6%.
- Majority of respondents (49%) belongs to the age group of 24 to 29.
- Maximum of retail executives (42%) are having UG educational qualification and only 18 % of retail executives are having SSLC.
- Most of the retail executives (93%) are having above the two years experience in Whirlpool industry.
- Majority of respondents are lies between the income level of Rs 3001 to Rs. 5000 (90.2%) and 2.8 percentage of respondents having income more than Rs 7000.
- Majority of retail executives are getting incentives of less than Rs.2000 with 44 % and 4 % of retail executives getting incentives more than Rs.4000.
- Maximum of retail executives (59 %) gave opinion towards products compare with their competitor products when the ABC customers points out that the competitor price is less.
- The personality, confidence, emotional stability, problem solving, observation skill dimensions are significant on the Overall Satisfaction of the retail Whirlpool executives.
- The relationship between the influence skill and problem solving dimension is weak. Retail executives who have relatively high emotional stability are likely to have high problem solving skill. All other relationships between the talent evaluation dimensions which are found statistically.
- In predictive validity, regression coefficient reveals that observation Skill and confidence dimension have significance for predictor dimensions on Overall satisfaction where “Observation Skill” dimension is the main predictor.
- Observation Skill and Emotional Stability dimensions have significance for predictor dimension on experienced Retail executive’s talent where “Observation Skill” dimension is the main predictor.
- The talent evaluation dimensions are almost affecting the overall satisfaction and experienced retail executive’s talent.

CONCLUSION

The organization has to continue high performance and improved results through talent management practices. They are taking a holistic approach to talent management from attracting and selecting wisely, to retaining and developing leaders, placing employees in positions of greatest impact. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right “Talent DNA” and supporting technology solutions. By implementing an

effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the “right people” are in the “right place” at the “right time”, as well as organizational readiness for future.

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