

A Study on Technologies and Strategy Adopted For Talent Management at Solara Active Pharma Science Limited

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Abstract:

This study explores the technologies and strategies adopted for talent management at Solara Active Pharma Sciences Limited. In a rapidly evolving pharmaceutical landscape, effective talent management has emerged as a critical factor in maintaining a competitive edge. The research examines how Solara leverages modern technologies such as Human Resource Information Systems (HRIS), Learning Management Systems (LMS), and data-driven performance analytics—to attract, develop, and retain top talent. It also evaluates strategic initiatives including employee engagement programs, leadership development, succession planning, and skill enhancement. Through a combination of qualitative and quantitative analysis, the study provides insights into best practices and areas for improvement in the Solara's talent management framework. The findings underscore the importance of aligning HR strategies with business goals to foster a culture of innovation, productivity, and sustained growth.

Keywords: Talent Management, Technology Adoption, HRIS, Artificial Intelligence, Strategy, Workforce Engagement

INTRODUCTION:

This study focuses on the technologies and strategies adopted for talent management at Solara Active Pharma Sciences Limited, a company known for its strong emphasis on people-centric values. The organization integrates modern HR practices with a strategic focus on employee engagement, diversity, learning, and retention. Solara actively works to build a workplace culture that promotes purpose-driven performance and supports the professional growth of its workforce.

OBJECTIVES FOR STUDY:

- To assess challenges in implementing strategy-oriented platforms for talent management initiatives.
- To explore the role of leadership in aligning talent management within organisational strategy.

REVIEW OF LITERATURE:

Collings & Mellahi (2009) highlighted that talent management is a key driver of competitive advantage in global organizations. They emphasized the need for strategic talent pipelines

for leadership roles. **Scullion, Collings & Caligiuri (2010)** examined global talent management, stressing the role of multinational corporations (MNCs) in balancing global integration with local responsiveness in HR practices.

Bondarouk & Brewster (2016) explored e-HRM systems, showing how digital HR platforms transform HR functions from administrative to strategic, improving efficiency and employee experience.

Marler & Parry (2015) discussed HR analytics and found that organizations adopting analytics-based HR decision-making see improved employee engagement and retention.

Albrecht et al. (2015) analyzed employee engagement in the IJHRM and suggested that leadership support, learning opportunities, and recognition are major factors influencing long-term retention.

Festing & Schäfer (2014) explored talent retention strategies in European firms and highlighted the importance of personalized development programs and work-life balance policies.

Garavan et al. (2012) emphasized that continuous learning and global leadership development are essential to manage workforce diversity and international competitiveness.

Tharenou & Harvey (2006) studied expatriate training and found that cross-cultural training programs significantly improve employee adjustment and reduce turnover abroad.

Kaufman (2015) reviewed the evolution of HRM strategies, noting a shift from traditional personnel management to evidence-based strategic HRM.

Shen, Chanda, D'Netto & Monga (2009) explored diversity management, concluding that HR must design inclusive policies that go beyond compliance and focus on innovation and creativity.

Cooke, Schuler & Varma (2020) studied diversity in Asian contexts, pointing out cultural challenges in implementing Western-style HRM practices.

Tung (1981) – One of the earliest IJHRM contributions on expatriate failure, highlighting cultural adjustment as a major challenge in international HR.

Harzing (2001) – Showed that expatriates are not just technical experts but also control agents, knowledge transferors, and boundary spanners for multinational corporations.

Shaffer et al. (2012) – Found that expatriate success depends heavily on family support systems and pre-departure cultural training.

Cooke (2012) – Studied HR in China, showing how rapid globalization and institutional pressures shaped HR practices differently than in Western economies.

Budhwar & Varma (2011) – Explored HR strategies in India, emphasizing the influence of culture, collectivism, and relationship-based management on talent development.

Mellahi & Budhwar (2010) – Highlighted HR issues in the Middle East, pointing to challenges in balancing local traditions and global corporate expectations.

DeNisi & Pritchard (2006) – Reviewed performance appraisal systems, suggesting that goal-setting, fairness, and feedback are critical for appraisal effectiveness.

Aguinis (2009) – Expanded on performance management as a continuous process rather than a one-time evaluation, aligning employee goals with organizational strategy.

Poelmans, O'Driscoll & Beham (2005) – Identified that flexible HR policies directly enhance employee well-being and reduce turnover intentions.

Beauregard & Henry (2009) – Demonstrated that family-friendly HR policies not only improve work-life balance but also positively impact organizational loyalty.

Minbaeva (2005) – Found that knowledge sharing within multinational corporations depends heavily on HR practices like training, incentives, and trust-based culture.

Renwick, Redman & Maguire (2013) – Introduced the concept of Green HRM, showing how HR policies can support environmental sustainability.

Jackson, Renwick, Jabbour & Muller-Camen (2011) – Emphasized HR's responsibility in building sustainable organizations through eco-friendly practices and employee awareness programs.

1. RESEARCH METHODOLOGY

Research Design: This study uses a descriptive research design. Both primary and secondary data are utilized to gain a comprehensive understanding. A structured questionnaire surveyed 142 employees, supplemented by literature reviews.

Data Collection:

Primary Data: It includes data gathered through structured questionnaires and surveys focusing on AI's influence on employee metrics making it highly reliable for analysis.

Secondary Data: Academic The p-value of 0.0338 is significantly less than 0.05. This indicates a strong rejection of the null hypothesis thus AI tools have a significant positive impact on job satisfaction and employee recognition. Academic journals, organizational reports, and case studies.

Sampling Method:

- Population: Employees at solara active pharma science.
- Sample Size: 142 respondents.
- Statistical Tools:
- Chi-Square Test

- One-Way ANOVA
- Correlation Analysis.

4. DATA ANALYSIS AND INTERPRETATION Chi-Square Test:

AIM: To identify which technologies and strategies adopted for talent management have a significant impact on employee perceptions at Solara Public Ltd.

For Overall Job Satisfaction

- **Null Hypothesis (H₀):** There is no significant difference in employee responses regarding overall job satisfaction (responses are equally distributed).
- **Alternative Hypothesis (H₁):** There is a significant difference in employee responses regarding overall job satisfaction (some responses occur more/less frequently).

CHI-SQUARE TEST

	Overall job satisfaction	Achievements and contributions
Chi-Square	230.93 < 0.0001	230.93 < 0.0001
Df	115.34	1115.34 < 0.0001
Asymp . Sig.	230.93 < 0.0001	230.93 < 0.0001

INTERPRETATION:

Overall job satisfaction: A χ^2 of 230.9 with df = 3 and $p < 0.0001$ indicates a highly significant difference the distribution of satisfaction levels differs dramatically from any equal or expected distribution.

Achievements and contributions: A χ^2 of 115.34 with df = 1 and $p < 0.0001$ also shows a highly significant result, meaning the pattern of responses is similarly non-random.

ANOVA

AIM: To determine whether there is a significant difference in communication skills between different groups.

NULL HYPOTHESIS(H₀): (H₀): There is no significant difference in the communication skills between the groups.

ALTERNATE HYPOTHESIS(H₁): (H₁): There is a significant difference in the communication skills between the groups

COMMUNICATION SKILLS:**TABLE 4.3**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	137	2	68.5	15.4	0.036
Within Groups	5	139	0.036		
Total	142	141			

INTERPRETATION:

- F-statistic: The F value is 15.4, which is the ratio of variance between the groups to the variance within the groups.
- p-value: The p-value is 0.036, which is less than 0.05.
- Since the p-value is less than the significance level (0.05), we reject the null hypothesis (H_0).

CORRELATIONS:

AIM: To examine the relationship between satisfaction with mentoring, satisfaction with

growth opportunities, and whether leaders provide feedback, in the context of effective talent management.

NULL HYPOTHESIS(H_0): There is no significant correlation between satisfaction with mentoring, satisfaction with growth opportunities, and leadership feedback.

ALTERNATE HYPOTHESIS(H_1): There is a significant correlation between satisfaction with mentoring, satisfaction with growth opportunities, and leadership feedback.

TABLE 4.5**Correlations**

		Satisfied with mentoring?	Satisfied with growth chances?	Do leaders give feedback?
Satisfied with mentoring?	Pearson Correlation	1		-.020
	Sig. (2-tailed)		-.081	.810
	N	142	.339	142
Satisfied with growth chances?	Pearson Correlation		1	.160
	Sig. (2-tailed)	-.081		.057
	N	.339	142	142
Do leaders give feedback?	Pearson Correlation	142	142	1
	Sig. (2-tailed)	-.020	.160	
	N	.810	.057	142

INTERPRETATION:

Mentoring and Growth Chances is -0.081, with a p-value of 0.339

Mentoring and Feedback is -0.020, with a p-value of 0.810

Growth Chances and Feedback is 0.160, with a p-value of 0.057

All correlations are weak (close to 0), and the p-values are above 0.05, except one (0.057) which is very close to the threshold but still not statistically significant.

5.FINDINGS

CHI-SQUARE:

The Chi-Square test revealed a highly significant difference in the distribution of responses related to overall job satisfaction. A χ^2 value of 230.9 with $df = 3$ and $p < 0.0001$ indicates that employee perceptions of job satisfaction are not evenly distributed, suggesting that employees have strong and varied opinions about their satisfaction level.

A separate Chi-Square test showed a χ^2 value of 115.34 with $df = 1$ and $p < 0.0001$,

which is also highly significant.

This result implies that employees perceive their achievements and contributions differently, and these perceptions significantly influence their overall experience at the organization.

ANOVA:

ANOVA results indicate a statistically significant difference in communication skills among different employee groups.

The F-statistic of 15.4 with a p-value of 0.036 (< 0.05) suggests that communication skills vary across groups, possibly due to differences in roles, departments, or training received.

This finding implies the need for targeted communication skill development interventions based on group-specific needs.

CORRELATIONS:

Correlation Between Mentoring, Growth Opportunities, and Feedback

- The Pearson correlation analysis showed weak and statistically insignificant relationships among the following variables:
- Satisfaction with mentoring and growth opportunities ($r = -0.081$, $p = 0.339$)
- Satisfaction with mentoring and feedback from leaders ($r = -0.020$, $p = 0.810$)

Satisfaction with growth opportunities and leadership feedback ($r = 0.160$, $p = 0.057$)

Although the correlation between growth opportunities and feedback was close to significant, it doesn't meet 0.05 thresholds.

Conclusion

The study shows that employees at Solara Public Ltd. have varied levels of job satisfaction. Recognition of achievements and contributions significantly affects employee perception. Communication skills differ notably across employee groups. Mentoring, growth opportunities, and leadership feedback are seen as separate areas. There is no strong correlation between these three talent management factors. Overall, targeted strategies are needed to improve satisfaction and communication within teams.

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