Analyze the Retention Criteria for the Star Performers in the Organization

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Abstract:
Today the ANALYZE THE RETENTION CRITERIA FOR THE STAR PERFORMERS IN THE ORGANIZATION becomes a strategic aspect for the organization. It's a important to have star performer in the organization and also equally necessary to retain them for long term benefits to both the employees and organization. The purpose of this paper is to review the findings of research papers of various authors for elaborating the factors that impact employee commitment and retention in a work environment. This study examines the following factors: career development opportunities, effective talent management strategies, compensation and benefits, work life balance, culture of the organization, leadership, communication, image of the company, autonomy and empowerment, role of HR head and supervisors, work related policies and flexi time, performance appraisals and career growth and development opportunities of star performers in the organization. Different organizations lay different emphasis on these pointers depending upon their suitability impacting retention criteria for the star performers. Based on the understanding of the papers reviewed by us, suggestions are drawn which give a holistic view on the various practices that organizations should adopt to analyze the retention criteria for the star performers in the organisation.

I. INTRODUCTION OF THE TOPIC

Each organization needs to hold its best workers, since star entertainers are fundamental for thee accomplishing thee target. However, this proverb of winding up much more essential in the present business world. The inventors said that the twentieth century a about changing the business world into production lines that esteemed similarity and having everybody do their possess undertaking in the precisely same way. Yet, the current business atmosphere has individuals attempting to take care of more issues in more extraordinary ways. The extends the chip away at include snappy turn and effectiveness. To put it plainly, the business world has been moved from the similarity of the twentieth century and into the inventiveness of the 21st century. This change has made star entertainers significantly more essential, as indicated by the storyteller of the contemplate.

1.1 THE VALUE OF STAR PERFORMERS

According to the researchers, the top 10% of a company's employees account for close to 30% of overall performance and development, and the top 20% account for close to 50% of overall performance. The study found that changing a star with an even slightly down employee can result in dramatically lower output. The value of star performers is not only based on their performance, but how they act and react with other employees.

WHY STAR PERFORMERS OFTEN GROW DISGRUNTLED

The problem is that many organizations act as if the some employees is performing the majority of the work, and continue to use the different distribution method when it comes how to handle employees. What can anyone do that has the greatest effect on the most people? They use this methodology for training, for determining strategic change initiatives, and for compensation.

The result is that they placate average employees and tend to alienate the star performer. Star performers feel as though they are either being talked down to, not given any attention at all, or are not valuable to the company. When that happens, they leave

HOW COMPANIES CAN KEEP THEIR BEST PEOPLE

Management would be better serving by retaining their best people instead of focusing on the majority. The result is a more efficient increase in output, and fewer important star performers. A star performer in this job market still has options, and they take them when the working environment is not best for the organization's how can organizations keep their star performers?

- Allow star performers the flexibility to move inside and out of teams to take full utilization of their knowledge and transfer to rising up stars.
- Use training interventions that will improve star performers even from every angle, because a slight increase in performance of stars can lead to greater production than a more important increase of the average employee.
- Create a compensation system that conforms to the distribution of performance, which will help to the stars performers.
- Compensation systems that best retain stars provide higher pay for their performance.
- Investing more of the time on stars is likely to gain more overall output and create for the positive gains.

- Management practices are limited flexible to pay are not likely to motivate star performers.

Managing our star performers should be not be sweat, right? After all, they're giving best results and exceeding their targets. But don't think you can just get out of their way and let them excel. They require just as much attention as everyone else. How we can maintain someone who is knocking it out of the park? How do we keep stars excited about their work? And what risks should we watch out

Think about development

One of the best and hardest things about dealing with an especially skillful and sure worker is ensuring he's in the work. The cure to this issue is "Shapiro says. at First, "ask your representative, 'Where would you like to go straightaway, and what encounters do I have to offer you to ensure you get there?'" Then, discover chances to enable the individual to get new aptitudes and hone old ones. Slope prescribes that you enable a representatives to get "exposures to other parts of an association" that will "expand his point of view." And, obviously, "don't disregard the B players," Hill includes. Otherwise, we are not building the limit of the group, and "after some time, individual's progress toward becoming de-gifted." Everyone on our group "should be produced."

Offer autonomy; think creatively about ideas to sharp her leadership skill. "Give her training responsibility," she adds. "Ask our rock star to work with other people on the team to mentor them and develop them."
Their contributions." If our star complete a project beautifully or, say so. But we needn't go overboard. "Help him learn to monitor himself," she says, "and to acknowledge the contributions of other members of the team who are helping him to be successful." noting that some stars don't think or wants constant praise. "Don't assume we know that what motivates them."

1.2 MANAGE YOUR STAR'S WORKLOAD — AND EVERYBODY ELSE'S
A vital an aspect of our responsibilities as a supervisor. This can be a test when we are overseeing somebody who is head and shoulders above every other person. "We need to give [all] the work to the demigod, since we know the hero will complete the work. Be that as it may, while "it's helpful for us," exhaust will prompt burnout. To keep that from happening, she prescribes doing "a watchful examination of what's on [your star's] plate" to recognize errand and task that can be evacuated "to makes limit with respect to other venture." It's reasonable that your "demigod will be reluctant to release anything," however we should hold firm. "Be unequivocal and say that we need to give her more data transfer capacity with the goal that she has the mental ability, vitality, and time to be getting it done." And, Hill says. "Whiz is known as pacesetter," she says. "It can be energizing and moving for other individuals to work with them, yet frequently other can't keep up." You have to "ensure the workload is sensible" for everybody.

BE MINDFUL OF GROUP DYNAMIC
Perhaps they expect performances equal to their from others, or peers are jealous of their abilities and treat them differently than everyone else. We can't control others' emotion, but you do have a say in the way they act. First, and most important, "," Hill say. Next, talk to our team member about group dynamic and their individual behavior. Your goal is to "make sure we are treating [the star] appropriately." We need to have one-on-one conversations with everyone. Ask, 'What motivates us and how can I help?'"

ENCOURAGE YOUR STAR TO BUILD RELATIONSHIPS

You'll have to converse with our star, as well. Numerous superior worker experience difficulty creating putting stock in relationship, Hill says. "They're fast investigations, so they don't make inquiries and don't endeavor to assemble spans — for the most part in light of the fact that they don't need to." It's our business to urge them to and to "enable them to create their ability to draw in with other and learn the energy of coordinated effort." Explain that "to add to associations today, we should have the capacity to work with other individuals in various capacities."

2. RESEARCH METHODOLOGY

PURPOSE OF THE STUDY

The purpose of this study is to find out the effect analysis on retention if star performers for the middle – level employee in shipbuilding organization. Secondly, the research focuses on the study the major effects of retaining of the middle - level employees in creation of star performers which will ultimately result in company growth.

OBJECTIVES OF THE STUDY

1. The general objective of the study was to explore the factors that are responsible for the retention of the star performers in the organizations.
2. To understand the retaining criteria of star performers.
3. To understand the role of management in attracting, managing and retaining star performers in the organizations.
4. To identify various challenges of star performers..

RESEARCH METHEODOLOGY

A systematic study of method having application within a different discipline for human activity with an aim of discovering a star performers, interpret and revise knowledge. Research is common practices refer to a search for knowledge. "All 31 progresses is born of inquiry. Doubt is often better than over-confidence, for it leads to inquiry, and inquiry lead to inventions." Increased amount of research make progress possible.

PRIMARY DATA

For the purpose of collection of primary data questionnaire as prepared. Questionnaire as made for HR professionals, marketing, IT, the employees in different departments of the organization.

QUESTIONNAIRE:

The questionnaire mainly focused on comprehensive sets of workplace practice that influence employee's motivation, commitment and willingness and wanted to achieve at the work. The questionnaire designed to identify the various practices and a deep understanding of typical organizational program to ensure that the questionnaire covered the broadest spectrum of tangible and intangible aspects of the work environment. As a result, the questionnaire included items about the full range of reward practice, leadership with management effectiveness, communication, culture and attributes related to these tangible and intangible aspects. The talent management initiative is taken by the HR professionals but the implication of this initiative is on the employees. By this through questionnaire, we tries to find out the effectiveness of such star performer initiative as well as the satisfaction level of the employees. Personal approach, survey, mails, telephonic discussions and meetings with different employee.

SECONDARY DATA:

Secondary data such as internal to the firm HRD documents Papers and external to the firm such as published that's or commercially available data. Sources of Secondary Data are: Journals, Research Papers, News Papers, Websites, Magazines, and Books, A comparative study of talent management has been done. The respondents were both senior level managers as well middle level. Senior level managers include HR managers and middle level includes executives. The sampling technique as judgmental and the research tool are questionnaire.

RELIABILITY TESTS: Statics chi-square test.

3. DATA ANALYSIS AND INTERPRETATION
Gender * Do star performer get accurate feedback for their performance.

Crosstab

Count

		Do star performer get accurate feedback for their performance					
		no extent	little extent	moderate	great extent	very great extent	Total
gender	male	16	21	7	7	8	59
	female	7	42	13	7	4	73
	11.00	0	1	0	0	0	1
Total		23	64	20	14	12	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.436[a]	8	.098
Likelihood Ratio	13.924	8	.084
Linear-by-Linear Association	.224	1	.636
N of Valid Cases	133		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-

Since, P value (.098) is less than 0.05; we will reject the null hypothesis that that There is no significant difference that gender (male and female) does not favor regarding the accurate feedback of the star performers on their performance.

Hypothesis Statement

Ho (Null Hypothesis): There is no significant difference that gender (male and female) does not favor regarding the accurate feedback of the star performers on their performance.

Ho (Alternate Hypothesis): There is significant difference that gender (male and female) does favor regarding the accurate feedback of the star performers on their performance.

According to chi-square table the 5 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 13.436[a] with df = 8 and as the asymptotic value is .098 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on accurate feedback for their relative performance .

Gender * Do star performers get positive feedback for their performance

Crosstab

Count

		Do star performers get positive feedback for there performance					
		no extent	little extent	moderate	great extent	very great extent	Total
gender	male	7	8	10	21	13	59
	female	3	11	7	39	13	73
	11.00	0	0	0	0	1	1
Total		10	19	17	60	27	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.587[a]	8	.226
Likelihood Ratio	9.869	8	.274
Linear-by-Linear Association	2.649	1	.104
N of Valid Cases	133		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .08.

Interpretation:-

Since, P value (.226) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding the positive feedback of the star performers on their performance.

Hypothesis Statement

Ho (Null Hypothesis):

There is no significant difference that gender (male and female) does not favor regarding the positive feedback of the star performers on their performance.

Ho (Alternate Hypothesis): There is significant difference that gender (male and female) does favor regarding the positive feedback of the star performers on their performance.

According to chi-square table the 6 cells (40%) have expected count less than 5 which is not done with the minimum expected count .08 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 10.587[a] with df = 8 and as the asymptotic value is .226 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on positive feedback for their performance.

Gender * is there is lots of professional growth in the organization.

Crosstab

Count

		there is lots of proffesional growth				
		strongly agree	Agree	disagree	strongly disagree	Total
gender	male	24	22	8	5	59
	female	15	42	9	6	72
	11.00	0	0	0	1	1
Total		39	64	17	12	132

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.390[a]	6	.008
Likelihood Ratio	12.183	6	.058
Linear-by-Linear Association	6.379	1	.012
N of Valid Cases	132		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-

Since, P value (.008) is lesser than 0.05; we will reject the null hypothesis that there is no significant difference that gender (male and female)

Does not favour regarding there is lots of professional growth in the organization.

Hypothesis Statement

Ho (Null Hypothesis):

There is no significant difference that gender (male and female) does not favour regarding there is lots of professional growth in the organization.

Ho (Alternate Hypothesis): There is significant difference that gender (male and female) does favour regarding there is lots of professional growth in the organization.

According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 17.390[a] with df = 6 and as the asymptotic value is .008 which is less than alpha = 0.05,

Therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on there is lots of professional growth in the organization

Gender * star performers talent and the contribution that they make is valued at work

Crosstab

Count

		star performers talent and the contribution that they make is valued at work				
		strongly agree	Agree	disagree	strongly disagree	Total
gender	male	22	23	7	7	59
	female	27	32	10	4	73
	11.00	1	0	0	0	1
Total		50	55	17	11	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.553[a]	6	.737
Likelihood Ratio	3.833	6	.699
Linear-by-Linear Association	1.457	1	.227
N of Valid Cases	133		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .08.

Interpretation:-
Since, P value (.737) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performers talent and the contribution that they make is valued at work.

Hypothesis Statement

Ho (Null Hypothesis): There is no significant difference that gender (male and female) does not favor regarding star performers talent and the contribution that they make is valued at work.

Ho (Alternate Hypothesis): There is significant difference that gender (male and female) does favor regarding star performers talent and the contribution that they make is valued at work. According to chi-square table the 5 cells (41.7%) have expected count less than 5 which is not done with the minimum expected count .08 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 3.553[a] with df = 6 and as the asymptotic value is .737 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performers talent and contribution that they make is valued at work.

Gender * Recognition are being provided to star performer for their good job.

Crosstab

Count

		recognition and prices are being provided for star performer good job				
		strongly agree	Agree	disagree	strongly disagree	Total
gender	male	17	28	8	6	59
	female	24	33	10	6	73
	11.00	0	1	0	0	1
Total		41	62	18	12	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.502[a]	6	.959
Likelihood Ratio	1.881	6	.930
Linear-by-Linear Association	.070	1	.791
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-
Since, P value (.959) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding recognition are being provided to star performer for their good job.

Hypothesis Statement

Ho (Null Hypothesis): There is no significant differences that gender (male and female) does not favor regarding recognition are being provided to star performer for their good job.

Ho (Alternate Hypothesis): There is significant differences that gender (male and female) does favor regarding recognition are being provided to star performer for their good job. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 1.502[a] with df = 6 and as the asymptotic value is .959 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on recognition are being provided to the star performers for their good job .

Gender * star performers are not rewarded for achieving their target

Crosstab

Count

| | | star performers are not rewarded for achieving their target | | | | |
		strongly agree	Agree	disagree	strongly disagree	Total
gender	male	19	23	11	6	59
	female	18	40	12	3	73
	11.00	1	0	0	0	1
Total		38	63	23	9	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.754[a]	6	.344
Likelihood Ratio	6.771	6	.342
Linear-by-Linear Association	1.584	1	.208
N of Valid Cases	133		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .07.

Interpretation:-
Since, P value (.344) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performers are not rewarded for achieving their target.

Hypothesis Statement
Ho (Null Hypothesis): There is no significant differences that gender (male and female) does not favor regarding star performers are not rewarded for achieving their target.

Ho (Alternate Hypothesis): There is significant differences that gender (male and female) does favor regarding star performers are not rewarded for achieving their target. According to chi-square table the 6 cells (50.0%) have expected count less than 5 which is not done with the minimum expected count .07 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 6.754[a] with df = 6 and as the asymptotic value is .344 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performers are not rewarded for achieving their target.

Gender * promotion strategies open for everyone in the organization

Crosstab

Count

| | | promotion strategies open to everyone in the organization | | | | |
		strongly agree	Agree	disagree	strongly disagree	Total
gender	male	14	32	6	7	59
	female	24	36	10	3	73
	11.00	0	1	0	0	1
Total		38	69	16	10	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.990[a]	6	.545
Likelihood Ratio	5.386	6	.495
Linear-by-Linear Association	.528	1	.467
N of Valid Cases	133		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .08.

Interpretation:-

Since, P value (.545) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star promotion strategies open for everyone in the organization.

Hypothesis Statement

Ho (Null Hypothesis): There are no significant differences that gender (male and female) does not favor regarding star promotion strategies open for everyone in the organization.

Ho (Alternate Hypothesis): There is significant differences that gender (male and female) does favor regarding star promotion strategies open for everyone in the organization. According to chi-square table the 5 cells (41.7%) have expected count less than 5 which is not done with the minimum expected count .08 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 4.990[a] with df = 6 and as the asymptotic value is .545 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on is promotion strategies open for everyone in the organization.

Gender * do star performer assigned same degree of work in the organization.

Crosstab

Count

		do star performer assigned same degree of work				
		strongly agree	Agree	strongly disagree	disagree	Total
gender	male	15	24	7	13	59
	female	22	43	5	3	73
	11.00	0	1	0	0	1
Total		37	68	12	16	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.967[a]	6	.044
Likelihood Ratio	13.729	6	.033
Linear-by-Linear Association	2.284	1	.131
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-

Since, P value (.044) is lesser than 0.05; we will reject the null hypothesis that there is no significant difference that gender (male and female) does not favor regarding star performer assigned same degree of work in the organization.

Hypothesis Statement

Ho (Null Hypothesis):

There is no significant difference that gender (male and female) does not favor regarding star performer assigned same degree of work in the organization.

Ho (Alternate Hypothesis):
There is significant difference that gender (male and female) does favor regarding star performer assigned same degree of work in the organization. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 12.967[a] with df = 6 and as the asymptotic value is .044 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on do star performers assigned same degree of work in the organization.

Gender * star performers work do not have stress and anxiety.

Crosstab

Count

		star performers work do not have stress and anxiety				
		strongly agree	Agree	strongly disagree	disagree	Total
gender	male	5	15	16	22	58
	female	7	12	17	37	73
	11.00	0	1	0	0	1
Total		12	28	33	59	132

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.544[a]	6	.365
Likelihood Ratio	5.963	6	.427
Linear-by-Linear Association	.093	1	.760
N of Valid Cases	132		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-

Since, P value (.365) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performers work do not have stress and anxiety.

Hypothesis Statement

Ho (Null Hypothesis): There are no significant differences that gender (male and female) does not favor regarding star performers work do not have stress and anxiety.

Ho (Alternate Hypothesis): There is significant differences that gender (male and female) does favor regarding star performers work do not have stress and anxiety. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 6.544[a] with df = 6 and as the asymptotic value is .365 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performers work do not have stress and anxiety.

Gender * qualified person at work so they can deal with personnel

Crosstab

Count

		qualified person at work so they can deal with personnel				Total
		strongly agree	Agree	strongly disagree	disagree	
gender	male	24	22	8	5	59
	female	20	37	6	10	73
	11.00	0	1	0	0	1
Total		44	60	14	15	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.937[a]	6	.430
Likelihood Ratio	6.319	6	.388
Linear-by-Linear Association	.332	1	.564
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .11.

Interpretation:-

Since, P value (.430) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding qualified person at work so they can deal with personnel.

Hypothesis Statement

Ho (Null Hypothesis):

There are no significant differences that gender (male and female) does not favor regarding qualified person at work so they can deal with personnel.

Ho (Alternate Hypothesis): There is a significant difference that gender (male and female) does favor regarding qualified person at work so they can deal with personnel.

According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .11 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 5.937[a] with df = 6 and as the asymptotic value is .430 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on qualified person at work so they can deal with a personnel.

Gender * star performer happy that the support provided by the supervisors

Crosstab

Count

		star performer happy that the support provided by the supervisors				
		strongly agree	Agree	strongly disagree	disagree	Total
Gender	male	14	26	7	12	59
	female	21	35	9	8	73
	11.00	0	0	0	1	1
Total		35	61	16	21	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.620[a]	6	.267
Likelihood Ratio	6.043	6	.418
Linear-by-Linear Association	.774	1	.379
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .12.

Interpretation:-

Since, P value (.267) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performer happy that the support provided by the supervisors.

Hypothesis Statement

Ho (Null Hypothesis): There are no significant differences that gender (male and female) does not favor regarding star performer happy that the support provided by the supervisors.

Ho (Alternate Hypothesis): There is a significant difference that gender (male and female) does favor regarding star performer happy that the support provided by the supervisors. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .12 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 7.620[a] with df = 6 and as the asymptotic value is .267 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performers happy that the support provided by the supervisors.

Gender * star performer happy that a support received from the co-workers

Crosstab

Count

		star performer happy that a support received from the co-workers				
		stronly agree	Agree	strongly disagree	disagree	Total
Gender	male	16	20	8	15	59
	female	24	31	7	11	73
	11.00	0	0	1	0	1
Total		40	51	16	26	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.569[a]	6	.103
Likelihood Ratio	7.491	6	.278
Linear-by-Linear Association	.043	1	.835
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .12.

Interpretation:-

Since, P value (.103) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performer happy that a support received from the co-workers.

Hypothesis Statement

Ho (Null Hypothesis): There are no significant differences that gender (male and female) does not favor regarding star performer happy that a support received from the co-workers.

Ho (Alternate Hypothesis): There is a significant difference that gender (male and female) does favor regarding star performer happy that a support received from the co-workers. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .12 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 10.569^a with df = 6 and as the asymptotic value is .103 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performer happy that the support provided by the co-workers.

Gender * star performers always think that they are a part of the organization

Crosstab

Count

| | | star performers always think that they are a part of the organisation | | | | |
		strongly agree	Agree	strongly disagree	disagree	Total
Gender	Male	14	29	6	10	59
	Female	22	40	6	5	73
	11.00	0	1	0	0	1
Total		36	70	12	15	133

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.688^a	6	.584
Likelihood Ratio	5.056	6	.537
Linear-by-Linear Association	.960	1	.327
N of Valid Cases	133		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .09.

Interpretation:-
Since, P value (.584) is greater than 0.05; we will reject the alternate hypothesis that there is significant difference that gender (male and female) does favor regarding star performers always think that they are a part of the organization.

Hypothesis Statement
Ho (Null Hypothesis): There are no significant differences that gender (male and female) does not favor regarding star performers always think that they are a part of the organization.
Ho (Alternate Hypothesis): There is a significant difference that gender (male and female) does favor regarding star performers always think that they are a part of the organization. According to chi-square table the 4 cells (33.3%) have expected count less than 5 which is not done with the minimum expected count .09 which shows that the results is less of value in terms of making sense of data and as per the Pearson chi-square value 4.688^a with df = 6 and as the asymptotic value is .584 which is less than alpha = 0.05, therefore the result will be statistically significant and we accept the alternative hypothesis which says that there are association significant between both gender (male and female) and their responses on star performers always think that they are the part of the organizations.

4. CONCLUSION

This study had for goal, to explore the area of talent retention and development of star performers within the organization. As mentioned in the introduction, the study will go through the different tools and methods related to retention processes, the intrinsic and extrinsic incentives, and after that the techniques used in order to develop the employees. Managing the talents within a company was never and will never be an easy task, and if not handled with precaution, it can have important consequences for both the company and the employees. Due to the change occurred in the economical world, that lead to a great shift from the old traditions related to retention and development, the change of star performers' generation and the multicultural working environment, companies found themselves facing a survival problem, and had to adapt in order to achieve the competitive advantage. From data collected in the primary research, the interviews showed the importance the companies now days are according to talent's retention and development, the use of different methods, either mentioned in the literature review or not and the impact of these elements on the employees' overall performance. Despite the traditional way of rewarding people was always to use extrinsic incentives, since people were interested in it, now days, companies are more like to use intrinsic rewards to keep their employees, and it works, and this is due to the generation of the employees (Gen Y), who are more likely to be satisfied with incentives like career opportunities, challenges and development, and this was backed up by the literature review saying that, the majority of US Multinationals here in Ireland are KIFs, and base their success on people's knowledge, which makes of these people, intrinsic-driven persons. Therefore, the extrinsic incentives are also required in the companies, because not all the star performers can be satisfied in the same way, and some of them would rather have a rise on their pay than having more responsibilities. The primary data collected, gave the author an in-depth view of how these retention tools are selected and used, how the intrinsic and extrinsic incentives are schemes are designed, which ones are the most efficient, and those that are not, and the kind of incentives

companies focus on. Many scholars from the literature review argued the best usage of the one or the other within the company, but the majority ended up accepting the fact that, when it comes to Talent Retention and Development Case Study: US Multinationals Based in Ireland 73 satisfy the talented employees, there is no perfect way to do it, and the most effective method, is to mix intrinsic and extrinsic incentives, to please the maximum of talents. The importance of talent development within the companies as well, and the latest trends for this area were discussed, and in here as well, many scholars argued about the best development tool or technical, and what would be the suitable way to enhance the employees skills, for a better performance. The author used the CIPD annual review of training and development to have an accurate idea on which methods are used now, and what is their level of use, and this gave a very detailed data that helped see also in-depth what are these methods, their impact on the talents' development, and the impact of these on the performance. The primary data collected from the questionnaires, resulted in a more specific and keen data about the development techniques, and showed some similarities and differences, because some of the tools used in those companies were not mentioned at all in the literature review, and others were ranked "not that effective" compared with what was said in the literature review. Many companies said that their talent development programs were not that advanced compared to the competition, and a serious update need to be brought, in order to enhance the talents' skills, to the levels required to achieve the competitive advantage, At the same time, the extrinsic rewards also, play a crucial part in employees' performance, and the primary data collected confirmed that, since most of the Talent Retention and Development Case Study. Besides, the primary data showed that most companies are not using any motivation theory or only using some strength points from each one of them, this is justified by the variety of departments available in the company, and the variety of levels also. This variety can be noticed in the variety of methods and techniques used for retention and development, in order to get the best of the employees, keep them, and enhance their skills. As a general conclusion, retention of star performers is of high importance to the organization, because their competitive advantage relies directly on it, and the performance of the employees. Even if there is work on this field from the companies, yet, important gaps are still seen and have to be filled soon, or the outcome will be disastrous, as they will be watching their best talents leaving for competitors, who will use everything in their possible to be on top of the list.

5. RECOMMENDATIONS

First of all, I personally would like to recommend to anyone who is conducting the same kind of study, a quantitative part, focused on the Star Performers and not only HR managers, in order to gain a deeper knowledge, keen and broad at the same time, about what they really need from their Star Performers. Besides that, some of the recommendations I see able to enhance the effectiveness of analyze the retention criteria of a star performers:

1-   A company-focused incentives and reward system, based on a study done on all the star performers, and not just a generic method used elsewhere, this will help the company to gain knowledge about what star performers really need, and what can really influence their performance.

2-   A redefinition of retention criteria of star performers, and another view of their importance within the company for the retention of a star performers' shoes instead of the company only.

3-   One of the fields that is almost inexistent, or neglected is the international career path, and I think that companies should start thinking about sending their star performers abroad, to their others subsidiaries or even the headquarter, in order to them the opportunity to see, how it is really working, and from where the culture is coming, and this will motivate and retain more than one employer.

4-   Another point that has to be considered is the application of the motivation theories now days, as most of the research done, are out dated, or the work done is just mirroring those theories on current scenarios, and this may affect badly the data if gathered, so, an update must be done about this current generation, and about the biggest leading businesses , to get a real idea about, what theory works now, and which ones needs to be adapted, or not used at all.

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