

Talent Management – The Organizational Context

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Abstract

“Talent Management” in the present day business environment has gained the never before momentum. In today’s Organisational context Talent Management is a commitment to recruit, retain, and develop the most talented & superior candidates available in the job market. Traditionally in the Employee Attitude & satisfaction surveys, the areas covered used to be Job Satisfaction, compensation, career opportunities, working conditions etc. However with time the trend is changing as today’s survey also includes areas like understanding business strategy & Organisational direction, Goal alignment, customer focus, quality of life etc. Primarily from Talent Management perspective we look into the performance and potential of the Employees that leads to their self development and eventually development of the Organisation. This paper attempts in highlighting the significance of Talent Management and feasible process to experience Talent Management at the Organisation. The paper put forwards an Effective Talent Management Model towards Organisational efficiency. The study further highlights the Threat & Opportunity Profile (TOP) pertaining to Talent Management. The Research design includes a survey among the randomly selected working professionals from the Organisations in the region of the Union Territory of Dadra & Nagar Haveli. The study facilitates the understanding of the core concept of Talent Management in the light of the Organizational context.

Key Words: Talent Management, Significance of Talent Management, Process of Talent Management, Effective Talent Management Model, Threat & Opportunity Profile (TOP)

Introduction

Management aspects are deep rooted in the Organisational context and majorly the management is required for the FOUR M’s i.e., Money, Materials, Machine and MEN. The Human Resource is considered as the most vibrant element of the all the resources used in the Organisations. One of the important measures of Human Resource is their capability to perform. The Individuals perform based on their Learning, Experience, Competencies and more over based on their Talent that assists to gain all these three (Learning, Experience, Competencies). Pertaining to Human Resource Management it all starts with appropriate hiring leading to satisfactory performance while ensuring adequate measures to retain the work force. Talent has become measure criteria in terms of a candidate’s recruitment & existence in the Organisation. While an Individual shall always have the impetus to gain more of Talent, however it has become a prime importance for the Organisation to judge the proper talent and take every measure to ensure enhancement of Talent in the Employees. Talent Management in the Organisational Context is the commitment to recruit, retain, and develop the most talented & superior candidates available in the job market. The ability of hiring, retaining, deploying and engaging talent at all levels is really the high-quality competitive advantage an organization will look forward to in its business domain. The Talent Management process & practices have the potential to enhance the capabilities of the overall work force and ensure the success of the Organisation.

Research Design

Essence of Talent Management - Organisational Context is a Descriptive research paper with an Analytical study by the help of *Primary Data* collected through a structured questionnaire. Random

sampling technique was adopted with a sample size of 100 respondents from both Manufacturing & Service sector representing different strata of age group & tenure at the Organisations. The Literature Review and Theoretical understanding was gathered through Secondary data in the form of the related books, magazines & journals and Websites listed in the references section of the Paper. The *Scope of the study* is the Employees at the Organisations in the region of *the Union Territory of Dadra & Nagar Haveli*. The Researcher has considered the Industries at large rather any specific Organisation which may be a major *limitation* of the study.

Literature Review

Talent Management is an essential aspect in Organizational Context. It can be referred as an important measure to value Human Capital at the Work place. There has been literary work done in this regard and the following sources have been referred by the Author:

V. V. Ramani through the Book *Effective Talent Management* has compiled the literary work of various authors on the theme Talent Management. In the words of **Parish Mishra** the common reason for attrition today is shaping out to be the dissatisfaction with the Bosses. **Gregory C Kesler** says, “People are certainly the most valuable assets at the Organisation. But a market where competition for Managers is growing rapidly, attracting, developing and retaining key executives is possible through a critical weapon called *Succession Planning*”. **P V L Raju** suggests, “The Competitive advantage for the firm is unmistakably through the quality of the work force”.

Garima Bardia (2010) in her Paper *Making Talent Count* has mentioned that out of the FOUR M’s (Money, Machine, Material & Men) only the 4th M i.e., Men that cannot be replicated and can be taken as a lasting weapon of competitive advantage. In order to tackle the pace of globalization and proliferation of competitors, it is the responsibility of the Organisations to make, build and nourish their talent pool to ensure survival in the long run.

Dr. Pranab Kumar Bhattacharya (2011) through his article on *Talent Management: an Agile Edge over Competition* considers that in today’s highly competitive global economy, the war for talent has transacted regional & national boundaries and has evidently become global. He states that to enhance Organisational Efficiency, talented employees must be provided with the liberty for change, challenge and creativity at the Workplace.

Talent Management: Defined

Talent Management is an Organization's commitment to recruit, retain, and develop the most talented & superior candidates available in the job market. The process of attracting and retaining profitable employees, as it is increasingly more competitive between firms and of strategic importance, has come to be known as “*the war for talent*”. Development Dimensions International (DDI) defines talent management as a mission critical process that ensures organizations have the quantity and quality of people in place to meet their current and future business priorities.

Cultivating talent is about making people undergo training & development activities and embedding learning & knowledge sharing into the fabric of day to day business operations. No wonder that the Organisations today prefer different ways of imparting training & executing developmental plans. The Survey conducted for the study highlights that 63% of the respondents (Graph 6) consider Training & Development as the major source of enhancing skills. To accomplish appreciating results in the Organisations we require thought leaders who can transform opportunities in the Human capital to

possibilities. Effective leadership style leads the operations to success. The survey suggests that majority of the respondents (50%, Graph 3) experience both Autocratic & Participative leadership styles in the Organisation. Careful planning is required for Talent Management to become deep rooted in an Organization’s culture & practices. A fair Talent Management planning benefits both the Organisation and the Employees. The survey suggests that 53% of the respondents experience Training programmes as the part of Talent Management aspects at the Organisation with 18% respondents indicate Job delegation. The other possible aspects of Talent Management at the Organisations may include Employee Counseling and Educations tie ups (Graph 2). The key benefits that an Organisation fetches through these aspects includes boost in the Productivity level, possible reduction in attrition figures, synergy between the stakeholders & growth of the human capital assets. The Employee reaps the benefits in the form of better growth prospects, enhancement of their skills, self motivation and over all satisfaction from the work. Talent Management encourages the affiliation & recognition of the Employees with the Organisation.

Exhibit- I: Snap Shot of the Survey

Sr. No	Questions to Respond	Agree & Highly Agree Responses
1	I am completely aware of the Organization’s Objectives, Mission & Vision	80%
2	I get challenging tasks at my Organisation	71%
3	My annual goals / Targets at work are defined & explained by my supervisor	73%
4	My performance appraisal motivates me to do better job	72%
5	Employees get an opportunity to get trained in the area they need improvement	66%
6	Growth opportunities are available for employees at my Organisation	67%
7	My Job profile at present matches the job description considered while hiring me	82%
8	I find a proper Work-life balance between my personal & professional life	56%
9	Reward & Recognition (R&R) scheme at the Organisation boosts my Morale	72%
10	I am provided with necessary labour welfare facilities like drinking water, Wash rooms (Toilets), Lighting, First aid, canteen facility, spittoons etc.	74%
11	I am overall satisfied with my job at the Organisation	74%

The study was intended to establish opinions on the relevant attributes pertaining to the Talent Management aspects. Work life Balance is an essential aspect towards Talent Management. The analysis highlights a good 44% respondents do not find a proper work life balance, which shall eventually affect their performance. A significant portion of 33% respondents lack growth opportunities in the Organisations. Referring to the concept of Talent Management, the best observation in the survey was pertaining to awareness of Objectives, Mission & Vision, where in 80% of the respondents agreed that they

Table – 1Source: Data Analysis through the Survey Conducted by the Researcher as detailed in Research Design

Talent Management: Significance

In the Organisational Context Talent is termed as the optimization of an inherent potential attained through the Organisational efforts. The Organisations today look forward to Solution of Problems from Marketers rather just selling the products. A production manager today concentrates on Innovations in operations & enhancement of productivity rather only manning the operations. A Finance Manager today emphasizes more on learning & understanding of the capital management rather only earning revenues and the overall Organisation today looks beyond the possible & meets the impossible through product innovations, qualitative outputs & competitive instincts. The all round grooming of the Employees leads to success. The survey conducted for this study stated that 74% of the respondents (Graph – 5) received both personal & professional grooming at the Organisation, which certainly is an impressive approach. The Organisations today require highly productive employees who are multi skilled, Self Motivated and possess out of the box thinking quality. This outlines the significance of the Talent Management at the Organisations.



Chart - 1

Cost Constriction

HRM is the function attracting more of the cost pertaining to recruitment, training, retention, motivation etc. The fear for the Organisation gets established when trained employee leaves the Organisation. The Cost Constriction is that part of the management aspect where you have the fear of losing hence safe guarding the cost is very essential.

Rein in Attrition

Attrition in the Organisations today is the real time trouble. To curtail the Attrition numerous efforts have been taken in the Organisations in the form of Retention techniques. One of the major techniques is the employee engagement either on the job or off the job. The employees get acquainted to challenging atmosphere that eventually enhances their potential. Their inherent qualities & skills get a boost leading to effective Talent Management for the Organisation.

Exhibit - II: Impact of Age Group on Talent Management Aspects				
Sr. No	Questions to Respond	Agree & Highly Agree Responses		
		Up to 25 Years	26 to 35 Years	Above 35 Years
1	I am completely aware of the Organisation’s Objectives, Mission & Vision	85%	77%	75%
2	My performance appraisal motivates me to do better job	73%	73%	63%
3	I find a proper Work-life balance between my personal & professional life	67%	57%	63%
4	Reward & Recognition (R&R) scheme at the Organisation boosts my Morale	58%	66%	56%
5	I am overall satisfied with my job at the Organisation	76%	68%	63%

The study reflected the responses from the various age groups of Employees. The aim was to establish if there is a correlation between the age group and the Talent Management aspects. The respondents of the age group below 25 years who would have relatively lesser experience as compared to other age group looked more positive on certain aspects like Alignment with Organization’s Objectives, Mission & Vision, Self Motivation, Job Satisfaction and work life balance. The Respondents who were above the age of 35 years and certainly with more experience than other respondents looked skeptical through their responses. Especially the results in case of Job Satisfaction & R&R aspect were inferior in their case. The conclusion may be obtained that the age factor & experience does have an impact on Talent Management aspects at the Organisations.

Table – 2

Source: Data Analysis through the Survey Conducted by the Researcher as detailed in Research Design

✓ **Customer Relationship**

A set of well equipped Employees in terms of their abilities & potential helps the Organisation to meet the Public Relation (PR) commitments. Talent Management helps in this respect. It emphasizes on the fact that the hidden potential of the Employees have to be nurtured in order to get the best of the performances on & off the shop floor.

Sustainability

The highly competitive environment in the Industrial segment today highlights the importance of distinctive strategies. Along with all the resources at the Organisation, Human resource also needs to be nurtured to achieve the distinctive feature. A business sustains its growth & prosperity when the mind behind the business grows. Talent Management supports the sustainability factor for Organisations.

Process of Talent Management

Talent Management is often referred as Human Capital Management (HCM) which is essentially a process of hunting certain selective human resources who would take the ownership to bring in the competitive advantage of an establishment. The major resource in any Organisation today is the smart, sophisticated work force that is technologically literate, globally alert and professionally responsive. Talent Management is an attempt for end to end process of planning, recruiting, developing, engaging, managing and compensating employees in the Organization with the aim to find the right person to the right position. The major Input for a Talent Management process would be the best of the breed hiring and the obvious Output would be a work force with a differentiating feature leading to successful attainment of the Organisational goals. The in between process of Talent Management is detailed below:



Chart 2

Aligning vision, mission, objectives of organisation to employees

The new recruits need to go through an induction programme pertaining to the Values of the Organisation which would lead to alignment of Organisational instinct to Employees expectation. The Vision, Mission & Objectives of the Organisation need to be clearly explained to the Employees in order to experience a likeminded environment.

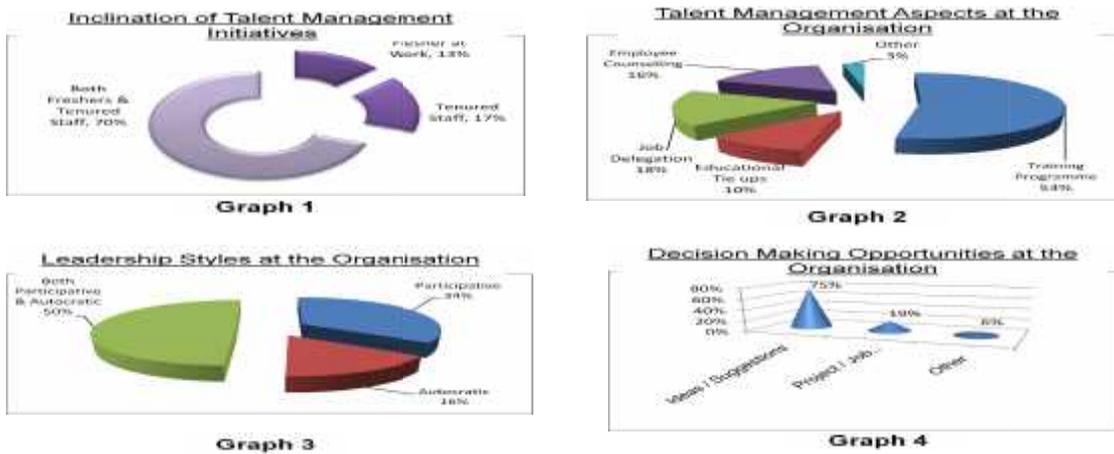
Assessment of Talent

The inducted employees need to go through a progressive assessment of the Talent. Talent is the inherent quality of people, which may undergo a series of modulation to achieve the best of the human potential. The thought process and knowledge gained in the journey of learning are the two core determiners of the capacities or the capabilities of an Employee. This shall now lead to formation of roles & responsibilities.

Development Path

Once the goal alignment is accomplished and the assessment is completed through the assignment of Roles & responsibilities, it is the time to plan the further developmental path of the Employee. Growing up the ladder will never be achievable if the scope of expectation is not raised. The organisations go for the career development plans including the succession planning route. This collective effort of the Organisation and the Employee shall lead to the outstanding performance.

Exhibit – III



Source: Data Analysis through the Survey Conducted by the Researcher as detailed in Research Design

Effective Talent Management Model:

The Effective Talent Management will have to undergo the following exercise in order to achieve the desired level of human excellence at the Organisations:



Chart 3

Business Strategies

The Individual goals at the Organisations need to be aligned to the business goals in order to reach the desired results. As per the survey 80% respondents (Table 1) were aware of the Organization’s Objectives, Mission & Vision, which signifies a positive sign. People development and progress may be the centre of the business strategies to boost the Talent Management aspects at the Organisation.

Sound Recruitment Policy

Recruitment is the first touch point of the employee with the Organisation. A sound policy in this regard shall lead to future gains for Organisations. Employee referrals are the preferred source of Recruitment

today as it gives a feel of belongingness to the Employees as well and they refer the best of the breed for recruitment. Talent Management becomes pretty achievable when the hiring goes hand in hand with the business strategies & policies.

Career Planning

In the Organisational context it is the Employee's Career that the Management plans and develops a module to empower the Employees. Career planning involves core process of determining the pathway for the Employees to grow and mature in the Organisation with added flavor of qualification, competency and job excellence. The major ways of career planning includes Internal Job Postings (IJPs), Educational Tie ups, Training & Development etc. Effective career planning proves as a catalyst to Talent Management.

Succession Planning

Succession planning is to Identify, develop and make the people ready to occupy higher level jobs as and when they fell vacant. Organisations appraise employee potentialities, identify competency gaps and develop them for higher & varied jobs. A proper mentoring helps in developing subordinates & employees at lower level and make them eligible for higher level jobs. Succession planning helps in boosting the morale of the employees and enhances the overall productivity at the Organisation.

Competency Management & Gap Analysis

Competency Management relates to the supervision of the skills & abilities in Employees. The current Gaps and Potential improvements in the performance of the employees need to be addressed. This paves the path towards effective Talent Management. While an Employee may enhance the skills & abilities through Tenure and Experience however as per the survey 63% of the respondents (Graph-6) have considered Training & development as the key measure for enhancement of skills. An established Gap shall get tackled through Competency Management exercise which in turn shall signify the essence of Talent Management.

Performance Appraisal (PA)

Controlling is an essential aspect of Management function. PA is a kind of controlling measure with respect to the tasks & job assigned to the Employees. It helps in recording the observations from the performance of the employees and a periodical feedback mechanism helps in rectifying deviations, if any, and enhancing the performance. It is a good opportunity for an Employee to interact with the Supervisor & Skip and seek feedback to further improve the performance. As per the survey a good 84% (Table-3) of the respondents have experienced PA in their Organisations and nearly 65% (Table-4) experience it on a Yearly basis. The Employer's dedication towards PA practice show cases its intent towards tapping the Talent.

Exhibit – IV: Snap shot of the Survey

Opportunities at the Organisation	Ratio with Positive Response
Performance Appraisal	84%
Decision Making	74%
Activities other Than Work	74%
Skills Enhancement	84%

Table 3

Frequency of Performance Appraisal	Responses
Monthly	9%
Quarterly	6%
Half Yearly	20%
Yearly	65%

Table 4

Modes of overall Appreciation at the Organisation	
Monetary Mode	
Annual Bonus	32%
Quarterly Incentives	15%
Monthly Incentive Schemes	22%
Vouchers	9%
Cash Rewards	22%
Non Monetary Mode	
Hall of Fame	7%
Gift hampers	23%
Team Outings (Picnics/Parties)	23%
Public Applaud	17%
Appreciation Letters / cards	30%

Note:
The figures in percentage represents the responses during the survey. Majority of the respondents have suggested Annual Bonus as the Major Appreciation in Monetary Terms while Appreciation letters or cards are the major mode of Non-monetary appreciations at the Organisations.

Table 5

Source: Data Analysis through the Survey Conducted by the Researcher as detailed in Research Design

Talent Management: Threat & Opportunity Profile (TOP)



Chart -4

Resourcing Talent

The Organisations experience a major threat today in the form of acquisition of effective Human Resource and further more retaining them in the turbulent business environment. It is the influence of talent management to get such people on onboard, who are enterprising and ensure that an Organization doesn't suffer for the same.

Mounting Talent

Mounting Talent is a new challenge for the Organisation. It has grown as an opportunity to train resources and seek the desired benefits. Developmental aspects range from the core process training (technical aspects) to the high end assessment programmes leading to self developments.

Sustaining Talent

Retaining the Top Guns in the Organisation is the priority today. The Organisations at times may look for headcount reduction however it must ensure that rightsizing shouldn't be a source of de-motivation among those who are retained. It is essential to maintain a psychological contract with employees those who have been fired as well as those who have been retained. Investing on people development in crisis is the best thing an organization may do to retain its top talent.

Promoting Leadership Talent

Leadership in action means ability to deal with crisis situation, aim for certainty, set goals and driving change to ensure that the business momentum is maintained. Identifying growth prospects in Employees is a critical talent management challenge. This is an Opportunity for the Organisation to build the force of Leaders of tomorrow.

Ensuring Ethical Culture

Organisations may ensure Ethical Culture by Setting standards for ethical behavior, increasing transparency, reducing job complexities and developing a culture of reward & recognition. These aspects boost the ownership feel in Employees and are certainly an opportunity for effective talent management at the Organisation.

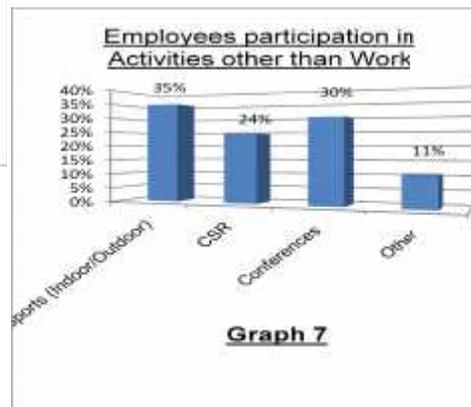
Exhibit – V



Graph 5



Graph 6



Graph 7

Source: Data Analysis through the Survey Conducted by the Researcher as detailed in Research Design

Conclusion

Talent Management essentially is a key business process which converts a set of inputs into desired outputs. It is aimed to develop team capabilities through nurturing individual capacities.

In order to enhance Organisational efficiency talented employees must be provided with the Liberty for change, Challenge and creativity at the Workplace. With rapidly changing skill sets and job requirements, Talent Management becomes a progressively more difficult challenge for Organizations. Implementing an effective talent management model may help to ensure that the right people are in the right place at the right time, as well as ensure Organizational readiness for the future. Businesses have bright prospects with Talent Management as their key practice towards achieving human excellence at the Organisations.

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