

# TALENT MANAGEMENT IN ORGANISATION- OVERVIEW

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## Abstract:

In a competitive globalised environment every organization facing the biggest challenges in attracting, hiring, and training, developing, and retaining the talent management. The organizational performance is mostly based on the employee performance of organization. The HR manager is responsible for the hiring the Right person to the Right job. Now days the new generation expectation is vary from the organizational demands. They need to be relaxed, flexible schedule to work, rewarding and incentive for their appropriate work, and now, the biggest task is completing their allotted work in given time. The talent management should know the employees needs than only their can manage. This paper explores the concept of talent management, and analysis the factor of affecting talent management practices. This paper includes descriptive type of analysis. The secondary data collected from websites, and journals. As result show that the talent management plays a crucial role in retain the employee in the organization. The talent management practices should influence the organizational growth. The talent managements is to handle with careful and tactfulness, to get a good results.

**Keywords: Talent Management, Practices, Work forces, Organization Performance.**

## Introduction:

In a high competitive world all the organization facing the biggest challenges in building a talent and carries the same talent in the organization. A talent is varying from person to person. A strong talent is ability, skills and knowledge of the people to achieve the goals through their high performance. Every organization needs high potential employees to achieve their target. The human resources management could process the talent management. Human resources management and strategic planning workforce is one of the part of talent management. According to the definition, talent management is the prediction of essential human capital for an organization and planning to meet those needs. It is a science using strategy human capital planning to increase the business value and make it possible for companies and organizations to reach their goals. Everything is done by talent management like recruit, retain, develop, reward, and make perform.

The talent management is to implement in daily process of the overall organization. As well as it practiced in all level of the organization. HR department can do the talent management process. This paper helps to understand the terms of talent management. Talent management is very essentials for every successful organization. Having a good talent management is when one has good skills, mental ability and the capacity to do well. Talent Management is refers to the HRIS (HR information system), and HRMS (HR management system). The talent management plays a consequence role in business strategy because it manages the one important asset of the company that is human capital. Here are some reason for companies why should invest the talent management. They are

- Entice top talent
- Motivating Employee
- Continuous treatment of major roles
- Develop the employee performance
- Employee engagement
- Keeping or Reserve the top talent
- Increase organizational Growth

#### **Strength of talent Management:**

The talent management is also known human asset management. Talent management is fundamental to modern businesses and is one of the pivotal management functions in an organization. The following points to explain how talent management can be strength for organizations –

- Supportive energetic environment to achieve sustainable growth.
- Engaging a suitable person for right job.
- Reducing the cost of engaging new talent via reserve the top talent.
- Helps in better understanding the employees.
- Keeps employees engaged continuously.
- Helps to develop leaders for tomorrow.
- Helps in evaluating employee's fitness to take up new roles.

#### **Review of Literature:**

**Syed Mansoor pasha, Prof.Badiuddin ahmed<sup>5</sup> (2017)** in his paper to analysis the strategies and importance of the talent management on Indian IT sector. The author followed descriptive type of research.

He concluded that the talent management practices should help to obtain the suitable workforce to the organization. And the talent management strategy is to effect on the output of the organization.

**Apoorva Akar, Dr.Gargi Sharma<sup>1</sup> (2017)** to his study explore what are the program and strategy created by banks for attracting training, retaining the employees for discussed. The author required information gathering from online sources. As a result of the study human resource department function is extremely significant for hiring, attracting and retaining the right kind of talent.

**According to Puja Sarveen, Shikha Mishra<sup>4</sup> (2016)** evaluates the impact of talent management on the organizational performance. The authors utilize the reliability test, T-test, correlation to analyze the gathered information. Finding of the study the talent management partially impact on the organizational growth. She concluded that the talent can manage and deployed the right place the organization growth to be increased.

**Kavitha Raj, Sanjiv Kumar<sup>2</sup> (2014)** point out her study, to attract, recruit, train and retain the talent is biggest challenges of the organization. The various affecting factors of talent management practice are discussed in this study. She followed descriptive type of research to analyze the data. So the data collected from websites and journals. She concluded that motivational programs , rewards to their work and celebrating the exceptional program are make feel best to work the employee. It is more effective and improved the talent retention.

**Namrate Mandloi<sup>3</sup> (2014)** point out organization performance is depends on the upon the employee performance. This paper to discusses the talent management strategies to adopt the IT industries in India and to analyze the can do improve the process. She discussed the talent management practices is essential to build the workforce. A good Talent Management strategy is helps to improve the HR polices and prepare the organizations to adopt the changes.

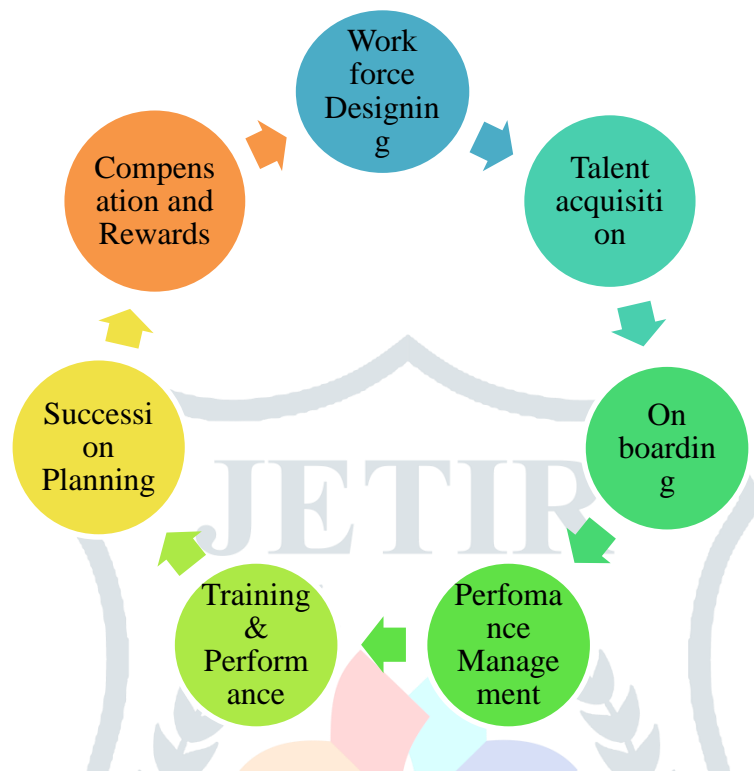
### **Objectives of the study:**

- To find out the factors of affecting the Talent management
- To examine the impact of talent management on the organizational performance.
- To determine the talent management challenges for HR.

### **Talent Management: A Process:**

Talent management is a continuous process of all the organization. It's coordinated with HR practices so this is complex to handle. The organization get best output from employees, they organization must have the most effective talent management process. The following figure to the show the talent

management process. The important goal of the talent management process is selecting the right person the required job at the right time and the right budget. The process interconnected with each other starting from work planning.



**Figure 1 Process of Talent Management**

**Work Force Designing:** It is an important process of the every organization. It's to be established not only the required employees of the organization it also focus on the sustaining present employees and developing skills, anticipating changes etc... in the organization.

**Talent Acquisition:** This is the first step of engaging the top talents of the organizations. It's a integrated process to select the suitable person for the right job to the organizations.

**On Boarding:** In this stage the organization to make the selected employee to familiar with overall organizations goals and giving training and to support them.

**Performance Management:** It is a measuring and managing the employee performance of their job. It's very complex process to required careful handling. The employees can achieved the goals and improving performance, developing capabilities with the help business plan.

**Training and performance:** It's an important and crucial function, which one is need the training that to be provided. The organization what they expect from their employee for achieving their target that related training & development program provide to all level of the employees.

**Succession Planning:** Management should decide the plan about the who will replace for whom in near future. The employee who do his best and who will work at long time of the organization deserve to hold the top position.

**Compensation and Reward:** Compensation and rewards are motivated to the employees. This is necessary for to getting high performance from employees.

**Objective 2: Factors Affecting the Talent Management Practices:**

In current scenario, every organization needs talent employees. But retention of employees is difficult to the management. The following points are to affect retention of employee to the talent management practices. There are

**Age:** young generation expectation is different. The organization does not fulfill. They are commonly changing his job again and again. But they have more knowledge and quickly learning capacity. The talent management cannot be stay to their job. But the twenty years senior employees have intention to stay the organization.

**Salary:** Salary is another aspect of talent retention employee to stay on their organization. Fair salary, incentive could provide to the employee they are quit from the organization.

**Work environment:** The working environment is irritating and not joyfulness the employee quit from organization. Talent management create and maintain the joyful and financial benefit environment to the talented one who productively pursue their.

**Organization culture:** The organization culture promote to the individual's level to commitment and motivation in the organization. The inspirational organization culture to attract and retain the employees.

**Superior and subordinate relationship:** the Manager and the supervisor has new role to when organization get into business of employee development. The superior and the subordinate relationship should affect the retention employee on the organization.

**Motivation:** the employee should not be motivated for the work retention of the employee is biggest challenges to the Management.

**Job satisfaction:** Job satisfaction is the important factor to retention the employee on their organization. The employee satisfied with their job they stay on the organization. Else they quit from the organization.

**Leadership:** Leadership is the ability of superior on his subordinates. This will be affect the talent management practice.

**Communications:** the organization provide the information about mission, vision, value, competitive performance can increases the interest of the employee to stay on their organization.

**Research Methodology:**

The present research is partly descriptive type and partly descriptive statistics type... This research depends on secondary data. The secondary data collected from online sources and journals. The primary data collected from structured questionnaire. The questionnaire distributed to 60 HR Professional but only 52 are filled properly. So took the sample size is 52.rest are Rejected. The gathered information analyzed using of correlation.

**Objective 3: Impact of talent management on organizational performance****Table 1**

Coefficient						
Model		Unstandarized coefficient		Standardized coefficient	T.value	Sig.
		B	Std.error	Beta		
1	(consent)	.481	.104		4.470	.000
	Recruiting and attracting	.252	.034	.297	6.920	.000
	Compensation and rewarding	.206	.033	.255	5.253	.000
	Training and development program	.197	.032	.243	5.225	.150
	Succession planning	.062	.042	.065	1.424	.000
	Defining and retaining the talent	.131	.041	.140	3.110	.004

**Inference:** From the above table shown that 29.7 % impact of recruiting and attracting on the organizational performance. On the basis of analysis the dimensions of recruit and attract, compensation and reward, succession planning is highly depends on the organizational performance. Training and development program, talent retaining and defining is less depends on the organizational performance.

**Objective 4: Talent management challenges for HR department:**

The Human resource department have more number of tasks especially recruit and retain is the very difficult tasks. The talent management will be HR's greatest challenges. They are

**Compensation demands:** Remuneration is the most important factor to contribute the employee job satisfaction. The employee when they thought the compensation is not fair, they raise up the situation. This creates the difficult situation to HR management to keeping employee with satisfied while low costs. The HR management does to decide the retention up.

**Harden or High competitive talent market:** Now a day the unemployed ratios are high. The employer can easily to found new talent recruit from huge applicants. Although it's much more risk in HR manager to find the new talented personnel. Because everyone had a good knowledge and skills.

**Unfavored company culture:** Young employees except different work environment. They except flexible schedule, open communication, relaxed, meaningful job tasks .so the organization find difficult to the right person their requirement.

**Increased employee turnover:** HR managers continuously to fighting the High employee turnover ratio. Retention of employee is important for the succession of the organization. High employee turnover quickly affect.

**Absent of leadership:** The top executive positions are well perceiving and highest level of turnover. Lack of leadership in organization is problem of HR Manager. The Manager should talk the present leaders for plan to replaced old ones.

**Conclusion of the study:**

Every person has distinct skills to suits a particular job profile. If the person wrongly fit in the job that results is further hiring, retaining and other wasteful activities. In the current scenario the talent management roles is very significant to the every organization. TM practice is essential to obtain right workforces to the organizations. The organization performance is depending on the employee performance and its establishment in the organization. The successful talent management should know the employees needs and evolve. A good Talent management strategy is to increase the output of the organization. Retaining the talent pool is difficult task to the HR management. The TM practices should influence the organizational growth towards success. The talent managements is to handle careful and tactfully, to get a good results.

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