"TALENT MANAGEMENT PRACTICES FOR TEACHERS IN SELECTED HIGHER EDUCATION INSTITUTIONS (ARTS AND SCIENCE COLLEGES): A STUDY WITH SPECIAL REFERENCE TO TRICHY DISTRICT"

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ABSTRACT

Talent Management is the art of managing the ability, competency and power of employees within an organization. The term talent management is not only restricted to recruiting the right candidate at the right time, but the term is also extended in exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results.

The main objective of this paper is to study the recent changes and innovations in Talent Management practices among higher education institutions. A descriptive research was used for the study. The sample size is calculated using a 95% confidence interval. The population proportion is anticipated to be 50% of the actual result with a 5% margin of error. The outcome of the calculation is 385. I used 1/4th of the final results for the current study that is 96. But I have taken 134 as Sample size for the study. Questionnaire was pilot-tested on a sample of 10 to ensure the validity of the survey instrument.

Questionnaire was used to collect primary data. Likert five point scaling was given to customers for evaluating their Satisfaction towards Talent Management Practices adopted in the institution. IBM SPSS Statistic version 20.0 was used for this analysis and the following tools were administered 1) Reliability Test 2) Factor Analysis and 3) Multiple Regression.

Keywords:

Talent Management Practices, Talent Management, Higher Education Institutions

INTRODUCTION:-

Talent Management is a strategic approach to attracting, developing, retaining, and optimizing an organization's workforce to achieve long-term success. In the context of higher education, talent management focuses on recruiting qualified faculty, enhancing their skills through professional development, ensuring job satisfaction, and implementing effective succession planning. It aims to create a productive work environment where employees feel motivated, engaged, and aligned with institutional goals.

Effective talent management is essential for fostering innovation, improving institutional performance, and maintaining a competitive edge in the education sector. It involves a combination of human resource (HR) practices, leadership strategies, and employee engagement techniques to ensure that institutions have the right talent in the right roles.

Types of Talent Management

Talent management can be categorized into several key areas:

1. Talent Acquisition
   - Recruitment and selection of qualified faculty and staff.
   - Ensuring diversity, equity, and inclusion in hiring.
   - Employer branding to attract top talent.

2. Talent Development
   - Training programs for skill enhancement and career growth.
   - Mentorship and coaching for faculty members.
   - Professional development workshops and research opportunities.

3. Performance Management
   - Regular performance appraisals and feedback mechanisms.
   - Setting key performance indicators (KPIs) and evaluation metrics.
   - Implementing reward and recognition programs.

4. Talent Retention
   - Offering competitive salaries, incentives, and benefits.
   - Providing a positive work environment with work-life balance.
   - Addressing faculty concerns through employee engagement programs.

5. Succession Planning
   - Identifying and nurturing future academic leaders.
   - Preparing faculty for administrative and leadership roles.
   - Ensuring continuity in institutional governance and decision-making.

6. Workforce Planning and Optimization
   - Analyzing faculty workload distribution.
   - Managing faculty shortages and resource allocation.
   - Using data-driven HR analytics for informed decision-making.

LITERATURE REVIEW:-

Gupta (2006), The following paper makes an attempt to understand the nuances of a caste-based reservation policy in higher education in light of recent controversies, court verdicts, a subsequent amendment to the constitution in India; and affirmative action policies, court verdicts, and alternatives to affirmative action in certain universities in the US. The objective is to bring out commonalities and contrasts between the two countries in terms of legal, political, socio-cultural, economic, and psychological perspectives. In the wake of the transition from elitist to mass education, universities worldwide are under pressure to enhance access and equity, on the one hand, and to maintain high standards of quality and excellence, on the other.

Riccio (2010), This research focused on identifying a series of successful practices relating to administrative talent management within the higher education setting. Specifically, several focus areas were investigated including presidential vision, leadership commitment, talent management's place among institutional priorities, program characteristics, and program evaluation. The field study included a thorough examination of seven small to mid-size private colleges and universities that have incorporated employee development strategies.

Siddique (2011), The conceptual framework developed in this paper has explored the link among Academic Leadership, Motivation of Faculty Members, and Organizational Effectiveness in higher education context. This model can be useful for the policy makers and management of higher education, so that they can manage their staff in better way and to motivate them by using various motivators. Thus management and faculty members can jointly contribute to increase university's effectiveness. This model can be fruitful for management, staff, students, and for the society as a whole.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES:-
OBJECTIVES OF THE STUDY:

- ✓ To study the demographic and rational profile of the respondent.
- ✓ To identify the factor that influences the talent management practices adopted in higher educational sector.
- ✓ To evaluate Talent Management Practices at selected Higher Education Institutions (Arts And Science Colleges) - Trichy.
- ✓ To Suggest measures to imporove the Talent Management Practices adopted for Professors at selected Higher Education Institutions (Arts And Science Colleges) - Trichy

HYPOTHESES

1. There is no relationship between overall satisfaction and its various components of talent management adopted in the higher education institutions.
2. There is a relationship between overall satisfaction and its various components of talent management adopted in the higher education institutions.

MATERIALS AND METHODS

Descriptive research was used in the study since it involved survey to describe the state affairs as it at present. Descriptive research is essentially at fact finding approach related largely with presenting and abstracting generalization by cross sectional study of this situation. The source of data involves both primary and secondary data. Conducting research study where in Talent Management Practices at selected Higher Education Institutions - Trichy were given questionnaire type survey to collect primary data because of its extreme flexibility. Secondary data needed for conducting this research work was collected both internally and externally. The required data for collected from company brochure, company website. A pilot study was conducted initially to know about the respondents, a sample size of 10 was given among the employees and the study was made.

SAMPLE SIZE

The sample size is calculated using a 95% confidence interval. The population proportion is anticipated to be 50% of the actual result with a 5% margin of error. The outcome of the calculation is 385. I used 1/4th of the final results for the current study that is 96. But I have taken 134 as Sample size for the study. Questionnaire was pilot-tested on a sample of 10 to ensure the validity of the survey instrument.

SAMPLING TECHNIQUE:

Convenience sampling was used. Preliminary collection of data was selected based on convenience sampling.

STATISTICAL TOOL

IBM SPSS Statistic version 20.0 was used for analysis. Cronbach's alpha test was used for checking the reliability of the data which is collected. Kaiser-Meyer-Olkin test for sampling adequacy and Barlett's test for sphericity is done. Factor analysis is done to identify the dimensions that act as base for several variables which were collected. There may be one or more factors based on the nature of study and total variables included in the study. Varimax rotation is used in factor analysis in order to produce factors that are characterized by large loading on relatively few variables. Multiple regressions are used in analysis since there are more independent variables and one dependant variable. Descriptive study is chosen for research design. This includes literature survey and primary data collection using questionnaire based on the literature review. Data were collected on the basis of Convenience sampling. 150 respondents were given questionnaire and 134 were found to be fully usable for analysis. The questionnaire had questions based on various components of talent management and likert 5 scale rating was given for customers to rate their experience towards talent management.

STATISTICAL TOOLS USED

Using IBM SPSS Statistic version 20.0 the following tools were administered in this study   1) Reliability Test 2) Factor Analysis and 3) Multiple Regression.

1. Reliability Test:

To check the reliability and consistency of the data, reliability test has been made and the obtained coefficient alpha value (Cronbach's alpha) was 0.951, and data has satisfactory reliability. Cronbach's alpha value above 0.5 can be used as a reasonable value for reliability.

TABLE :- 1

Reliability Statistics	
Cronbach's Alpha	N of Items
.951	50

2. Factor Analysis: TABLE :- 2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2.5754
	Df	877
	Sig.	.000

INFERENCE:

KMO test is to analyze the appropriateness of factor analysis. Values between 0.5 and 1.0 show that the factor analysis is appropriate and value obtained was 0.856 which shows that the Kaiser – Meyer – Olkin measure of sampling adequacy is appropriate. Bartlett's Test of Sphericity is to examine the hypothesis by correlation of variables in Chi-Square and correlation matrix of determinants. Value obtained in Bartlett's Test of Sphericity Chi-Square is 2.5754. This shows that all the statements were correlated and factor analysis is appropriate for the study.

TABLE :- 3 (Rotated Component Matrix)

	Rotated Component Matrixᵃ													
	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Encourages creative work	0.091	0.022	-0.002	0.091	0.117	0.146	0.028	0.938	0.07	0.029	0.015	0.102	-0.01	0.046
Supports adequate research	0.027	0.074	0.137	0.063	0.131	0.109	0.029	0.097	0.09	0.089	0.021	0.93	0.07	0.033
High Career Path	0.035	0.068	0.057	0.128	0.031	0.902	0.133	0.206	0.05	0.112	0.022	0.075	-0.04	-0
Recognize innovative activities	0.22	0.119	0.129	0.188	-0.009	0.094	0.088	0.023	0.02	0.635	0.065	0.275	0.05	0.288
Reward suitably for their contribution	0.106	0.054	0.027	0.28	0.036	0.054	0.249	0.114	0.04	0.532	0.245	**0.355**	0.03	0.148
Open and transparent communication	-0.269	0.081	0.046	0.189	0.119	0.156	0.268	0.48	0.04	0.271	0.086	-0.02	0.34	0.158
Developing long term training goals	-0.035	0.196	0.222	0.27	0.234	-0.04	0.096	0.091	0.07	0.267	-0.03	0.106	0.27	**0.573**
Effective and continuous appraisal to increase the teachers performance level	0.175	0.236	0.251	0.355	-0.167	-0.03	0.045	0.139	0.2	0.278	0.108	-0.01	0.16	0.402
Provision of subsidies for further education	0.077	-0.143	0.124	0.163	0.107	0.073	0.29	0.021	0.06	0.593	0.148	0.058	0.39	0.267
Cabins Provided to the individual faculty is excellent	0.584	0.051	-0.038	0.183	0.189	0.073	0.358	0.149	-0.06	0.18	0.336	0.064	0.01	0.131
Provision of suitable salaries to teachers	-0.097	0.239	0.162	0.202	0.115	0.021	-0.25	0.026	-0.19	0.287	0.278	0.177	0.55	0.065
Independent and spacious research facilities	0.255	0.268	0.137	0.074	0.105	0.102	0.06	0.034	0.29	-0.07	0.601	-0.06	0.3	0.3
Facing challenges inherent in the work situation	0.2	0.022	0.182	0.251	0.295	0.095	-0.095	0.000	0.07	0.267	**0.672**	0.001	-0.04	0.094
Provision of high quality service process	0.362	0.373	0.095	-0.006	-0.13	-0.08	0.293	-0.081	0.1	0.077	0.519	0.148	0.01	0.299
Teachers with leadership & managerial capacity	-0.066	0.129	-0.028	-0.072	0.294	0.21	0.126	0.224	0.12	0.393	0.01	0.01	0.34	-0.29
Provision of smooth communication channel	0.107	0.27	0.07	0.109	0.583	0.217	0.018	0.03	-0.18	0.271	-0.1	0.04	0.29	-0.07
Provision of lodging travel welfare allowances	0.76	0.242	0.012	0.14	0.001	-0.09	0.208	0.031	0.16	-0.02	0.054	0.074	-0	-0.07
Provision of Equal chances to be promoted to the top position	0.288	0.228	0.154	0.25	0.214	-0.06	0.083	0.078	0.28	0.079	0.542	0.154	0.11	-0.11
Provision of Transparent performance evaluation policy	0.34	0.257	0.138	0.092	0.169	0.03	-0.036	-0.014	0.16	-0.01	0.038	0.16	**0.68**	0.206
High potential teachers are formally recognised in our organization	0.217	0.346	0.287	0.158	0.067	0.143	0.194	0.083	0.05	0.125	0.388	-0.04	0.37	0.138
Evaluates individual job efforts	0.027	0.124	0.091	0.064	0.305	0.709	0.012	-0.043	0.19	0.015	0.065	0.111	0.27	0.035
Institution reputation & image	-0.145	0.326	0.309	0.034	0.482	0.32	-0.038	-0.168	-0.04	-0.1	0.092	0.095	0.07	0.006

Institution helps faculty members to develop self vision	0.62	-0.016	0.228	0.029	-0.135	0.08	0.136	-0.114	0.32	0.111	0.197	0.116	0.13	0.034
Provision of fair promotion systems	0.087	-0.107	0.118	0.085	0.189	0.136	0.438	0.044	-0.21	0.158	0.393	-0.02	0.41	0.089
Clear system of rewards and penalties	0.319	0.099	0.115	0.087	0.406	0.173	-0.061	0.039	0.17	**0.639**	0.078	-0.11	-0.06	0.023
Induction programme provided by my institution helps to learn organization policies and procedures	**0.761**	0.143	0.13	0.178	0.052	0.091	0.004	0.102	0.16	0.096	0.05	-0.11	0.2	0.071
Pleasant work environment can increase teachers performance effectively	0.595	0.127	0.2	0.19	-0.038	-0.05	0.058	0.228	-0	0.185	0.299	-0.06	0.2	0.145
Provision of complete teaching facilities	0.291	0.565	0.051	0.178	0.155	-0.06	0.139	-0.114	0.09	-0.02	-0.17	0.225	0.33	0.264
Provision of abundant library resources	0.138	**0.771**	0.087	0.197	0.072	0.097	0.054	0.054	0.04	-0.1	0.083	-0.04	0.1	0.111
Provision of advanced information related to teaching	0.568	0.516	0.028	0.047	0.037	0.07	0.098	0.052	0.03	0.133	0.096	0.023	-0.18	0.285
Encourages the teachers to participate in conferences and workshop	0.221	0.718	0.128	0.019	0.112	0.135	0.092	0.138	-0.11	0.149	0.073	0.053	0.17	-0.13
Encourages the teachers to apply for fund to conduct workshop and seminars	0.111	0.751	0.113	0.155	0.032	0.057	0.269	-0.018	0.11	0.11	0.184	0.104	0.03	0.031
Encourages teachers to implement innovative practices in curriculum	0.581	0.447	0.157	0.178	-0.054	0.082	-0.105	-0.147	0.17	0.106	0.063	0.122	-0.19	-0.01
I consider the potential environmental impact of my actions when making many of my decisions	-0.018	0.006	0.158	0.106	**0.828**	0.046	0.106	0.194	0.17	0.083	0.17	0.145	0.06	0.12
Provision of advanced resources to bring out new innovative products	0.296	0.149	0.228	0.679	0.308	0.239	0.084	0.039	-0.02	0.019	-0.03	0.075	0.08	0.261
Good vacation and Leave Policy	0.186	0.267	0.175	0.239	0.078	0.153	0.826	0.066	0.07	0.103	0.024	0.05	-0.02	0.066
This organization provides adequate welfare facilities	0.136	0.17	0.126	**0.813**	0.015	0.075	0.228	0.134	0.11	0.195	0.227	0.066	0.08	-0.02
Satisfactory salary Package	0.103	0.139	**0.912**	0.159	0.157	0.075	0.108	0.025	0.08	0.113	0.088	0.098	0.08	0.062
Paid study leave	0.199	0.039	0.102	0.07	0.107	0.109	0.035	0.08	0.91	0.07	0.092	0.095	0.01	0.063
Institution respect for professional knowledge	0.296	0.149	0.228	0.679	0.308	0.239	0.084	0.039	-0.02	0.019	-0.03	0.075	0.08	0.261

Appraise the teaching faculties for their valuable contribution in improving the institutions	0.186	0.267	0.175	0.239	0.078	0.153	**0.826**	0.066	0.07	0.103	0.024	0.05	-0.02	0.066
Rewards & glorification for outstanding performances	0.136	0.17	0.126	0.813	0.015	0.075	0.228	0.134	0.11	0.195	0.227	0.066	0.08	-0.02
Provision of achievement rewards	0.137	0.126	0.912	0.159	0.151	0.077	0.123	0.025	0.06	0.085	0.076	0.091	0.08	0.077
Supports for the results of teaching & research	0.143	0.083	0.9	0.117	0.117	0.05	0.087	-0.03	0.12	0.032	0.137	0.135	0.06	0.055
Enhancing the performance effectiveness of employees	0.199	0.039	0.102	0.07	0.107	0.109	0.035	0.08	**0.91**	0.07	0.092	0.095	0.01	0.063
Fair appraisal and promotion policy	-0.018	0.006	0.158	0.106	0.828	0.046	0.106	0.194	0.17	0.083	0.17	0.145	0.06	0.12
Managing performance through continuous and consistent process and tools	0.091	0.022	-0.002	0.091	0.117	0.146	0.028	**0.938**	0.07	0.029	0.015	0.102	-0.01	0.046
Identifying, deploying and developing high potential teachers.	0.027	0.074	0.137	0.063	0.131	0.109	0.029	0.097	0.09	0.089	0.021	0.93	0.07	0.033
Providing clear career paths for focused development	0.035	0.068	0.057	0.128	0.031	**0.903**	0.133	0.206	0.05	0.112	0.022	0.075	-0.04	-0
Extraction Method: Principal Component Analysis.														
Rotation Method: Varimax with Kaiser Normalization.														
a. Rotation converged in 23 iterations.														

INFERENCE:

Fourteen values address to the absolute difference clarified by each factor.

1. Induction programme provided by my institution helps to learn organization policies and procedures

2. Provision of abundant library resources

3. Satisfactory salary Package

4. This organization provides adequate welfare facilities

5. I consider the potential environmental impact of my actions when making many of my decisions

6. Providing clear career paths for focused development

7. Appraise the teaching faculties for their valuable contribution in improving the institutions

8. Managing performance through continuous and consistent process and tools

9. Enhancing the performance effectiveness of employees

10. Clear system of rewards and penalties

11. Facing challenges inherent in the work situation

12. Reward suitably for their contribution.

13. Provision of Transparent performance evaluation policy

14. Developing long term training goals

3. MULTIPLE REGRESSION:

TABLE :- 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.956[a]	0.880	0.787	.000

a. Predictors: (Constant), Developing long term training goals, Providing clear career paths for focused development, Enhancing the performance effectiveness of employees, Provision of abundant library resources, Managing performance through continuous and consistent process and tools, Facing challenges inherent in the work situation, Reward suitably for their contribution, Induction programme provided by my institution helps to learn organization policies and procedures, Satisfactory salary Package, Appraise the teaching faculties for their valuable contribution in improving the institutions, I consider the potential environmental impact of my actions when making many of my decisions, Clear system of rewards and penalties, Provision of Transparent performance evaluation policy, This organization provides adequate welfare facilities

INFERENCE:

The model summary shows the R value as 0.880 and this is the percentage variation in overall satisfaction with the Talent Management Practices adopted in my institution. The R-Value should be greater than 0.5.

TABLE :- 5 (Coefficients)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.080	.356		5.840	.000
	Induction programme provided by my institution helps to learn organization policies and procedures	.073	.068	.069	.654	.000
	Provision of abundant library resources	.077	.068	.082	.289	.773
	Satisfactory salary Package	0.12	.088	.180	1.664	.002
	This organization provides adequate welfare facilities	0.55	.061	.188	1.809	.074
	I consider the potential environmental impact of my actions when making many of my decisions	.188	.069	.299	2.777	.000
	Providing clear career paths for focused development	.043	.066	.060	.654	.515
	Appraise the teaching faculties for their valuable contribution in improving the institutions	.017	.060	.028	.289	.773
	Managing performance through continuous and consistent process and tools	.112	.058	.180	1.924	.002
	Enhancing the performance effectiveness of employees	.178	.061	.188	1.809	.074

Clear system of rewards and penalties	.196	.065	.295	2.757	.000
Facing challenges inherent in the work situation	.180	.065	.295	2.757	.001
Reward suitably for their contribution	.065	.066	.060	.654	.515
Provision of Transparent performance evaluation policy	.077	.060	.028	.289	.773
Developing long term training goals	.121	.061	.188	1.809	.074
a. Dependent Variable: Overall I am satisfied with the Talent Management Practices adopted in my organisation					

INFERENCE:

From the above table it is inferred that the value given under the column B against Constant is he a-value (0.000). To determine if one or more of the independent variables are significant predicators of overall satisfaction with the Talent Management Practices adopted in my institution, we examine the information provided in the coefficient table. Out of Fourteen independent statements 6 statements are statistically significant. The significant value should less than 0.05

SUGGESTION:-

1. Offer competitive salary packages and research incentives to attract skilled faculty.

2. Streamline government recruitment processes to avoid delays in faculty hiring.

3. Introduce campus hiring initiatives to attract young PhD graduates.

4. Implement regular training and mentorship programs for faculty skill enhancement.

5. Foster collaborations with industries for knowledge exchange and research projects.

6. Provide funding support for faculty to attend international conferences and workshops.

7. Develop transparent appraisal systems with clear performance-based incentives.

8. Recognize and reward faculty contributions through monetary and non-monetary incentives.

9. Encourage faculty involvement in decision-making for policy reforms.

10. Focus on mental health and well-being programs to improve work-life balance.

CONCLUSION:

It is very important that the institutes should have excellent teaching faculty to bring out the best in their students. I have made every possible effort to bring out all possible suggestions that an institute of higher education can implement to improve the teaching faculty retention to make itself a better place in its own interest and for both their talented faculty as well as the students.

SCOPE FOR FURTHER RESEARCH:-

This Study was finished by considering just only a limited number of factors. Additionally research can be done by more number of variables. The researcher did the research on faculty. Similar study can be conducted among

the hidden talent management of Departmental Heads or Directors. The study can be undertaken as comparative studies between faculty of Government and Private colleges.

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