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### A STUDY OF TALENT MANAGEMENT AND ITS IMPORTANCE DURING RECESSION

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#### ABSTRACT

*Talent Management is the capability to create and continuously optimize the talent resources needed to execute a business strategy — attracting and developing them, guiding their performance towards optimal productivity in the light of strategic goals and finding new sources of value in their performance through innovation and continuous improvement. It concerns the additional management processes and opportunities that are made available to employees in the organization who are considered to be “talented”. This means systematically attracting, identifying, developing, engaging, retaining and deploying those individuals with high potential who are of particular value to the organization.*

*Retention policy is to retain talents in the company or an organization to meet the client and business requirements in post – recession period to meet expectation such as Clear goals, target and expectations. A talented mind without a direction is most likely to pull the plug than a mediocre. Employees talented have huge high positive energy and they exhaust this energy to meet deadline in balance work environment.*

*Innovators and hard workers need constant motivation to perform better and they need to know whether they are producing desired results by keeping track performance goals and provide analysis. At the end of the day's work session high flier wants to get acknowledged for their work fair evaluation and formal appraisal of their performance. The employees who deliver quantity with quality also expect employer fair compensation with the market maintaining decent life style for compensation.*

*A recession is a perfect time to take hard look at leadership style and training to increase employee satisfaction with management. During recession companies are reviewing and revising leadership development programs. Survey after survey indicates that people who quit their jobs do so because of their relationship with the boss, not because of dissatisfaction with their jobs.*

*The Researcher in his study plans to identify the talents of employees, develops programs for engaging, retaining and deploying those individuals with high potential in the organization.*

**KEY WORDS:** Talent management, organizational effectiveness, training & development, ability, motivation, opportunity

## INTRODUCTION

Talent management can be defined as a deliberate approach implemented to recruit or hire, develop and retain people with required aptitude or skills to meet the present and future goals or needs of the organization.

It is the creation and maintenance of a supportive and pro-people organizational culture. Talent management is, therefore, the commitment of an organization to recruit, develop, retain the most talented and qualitative employees available in the job market.

The Learning and development has become a backbone of success, without continuous learning, gaining and maintain performance may become impossible. Strategy makers and HR practitioners are moving their focus towards learning and development of the talented employees to enhance organizational performance. Talent development is process of upgrading the skills and attitude of the employees. As the business continuously keep on changing the technologies business models and new strategies to cope up with these changes organization needs to enhance and upgrade the knowledge of the employees. While making strategies for development practitioners must keep in mind the integration and strategic fit between the current talent and the skills of the employees.

Talent management has become almost an inevitable management process in modern days. Due to tough competition in every sphere of business world today, organizations are vying for the best people from the job market. It is believed that in order for an organization to be competitive in the local, national and even international marketplace, the right TALENT (skilled employees) must be at the helm of that business' activities. Every encounter within an organization, and between that organization and its external customers, must reflect the dynamics and values an organization represents.

By facing New technologies change, rapidly changing business models, and globalization of markets have all increased the demand for top-notch people. Meanwhile, the aging workforce is leaving many organizations with their critical talent approaching retirement - often with an inadequate supply of younger talent. Even the recent slowdown in the economy has not eliminated the talent problem. Workforce reductions have temporarily slowed down the major battles for talent, but they have put a premium on ensuring that the talent remaining is high-performing and well-suited to the strategic needs of the business.

And, the economy strengthens and more jobs become available, workers in higher education and other industries may consider seeking alternative employment if they are unhappy in their present circumstances. Thanks to the availability of information on the Internet, workers are more savvy than ever about identifying the job opportunities available to them. Whether we like it or not, some of our employees may be ready, willing, and able to change jobs to develop new skills, advance their careers or seize more lucrative employment opportunities. Managers, though, may consider bringing the concept of talent management practices to the unit level to complement the institution's overall strategy . Organizations have been concentrating on a new category of software known as "Talent Management " to help themselves with their talent initiatives. Talent management integrates the needs of executives, management, and employees into one

system, and unifies the information across applications such as performance management, learning management, career development, and succession planning.

However, attracting the best talent from the job market is not everyone's cup of tea. It requires a lot of competence, expertise and experience on the part of the organization to recruit the best in the industry. Major part of the Human Resource Department is devoted to talent management, which is mostly dedicated to the purpose of recognizing, sourcing and poaching best talent.

Talent Management strategies are being formed on by managers for changing the existing strategies for building a workforce. These strategies can be categorized as :

- Cultivating existing talent
- Improving employee satisfaction
- Planning ahead for succession
- Acting on performance reviews
- Gaining talent visibility.

Talent management solutions promise to provide information to all employees and their managers which in turn help them build better organizations. Employers better communicate their objectives and expectations, and employees plan and develop lasting careers around those objectives. As a result, talent stays in house, morale and productivity go up, and the organization grows a talent base that effectively buffer it against the effects of the situation of talent crisis.

The best talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of your employees to the organization. When you engage employees in their work through goal alignment, you create greater employee ownership in your company's ultimate success; they become more committed to your company and achieve higher levels of job performance. To achieve "goal alignment" in your organization, you must first clearly communicate your strategic business objectives across the entire company. By allowing managers to access and view the goals of other departments, your organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, your company can execute strategy faster, with more flexibility and adaptability. Essentially, goal alignment strengthens your leadership and creates organizational agility by allowing managers to:

### **Focus employees' efforts on your company's most important goals:-**

To Understand more clearly all responsibilities associated with specific goals and Strengthen accountability by assigning measurable and clearly articulated goals that are visible company-wide. The Man in the 20th century has achieved a series of major breakthroughs in the high-tech areas such as electronic information. The development of the information industry has become an important symbol for the comprehensive power of a nation as well as the main impetus and basis for international economic growth in the 21st century.

## LITERATURE REVIEW

In Maslow (1908-1970) need hierarchy theory, human needs are put into five categories starting with the

physiological needs which ought to be satisfied first. An organization plays a part in satisfying the needs of the employee via good basis pay and good working environment, Maslow's theory is of great importance as it would draw attention to the employees through an enabling environment. Employees draw attention to an organization that gives employees the chance and opportunity to enhance their skills, as well as giving a high consideration of their wellbeing and growth needs. This theory brings out the attraction and retention of employees. For an organization to attract and retain the best talents then there must be a high brand, considerate in employees' needs, and have a competitive way of meeting them. Human capital theory comprises of human capital that constitutes, the skills of the employees, ability and knowledge. Human capital in this theory is seen as a part of organization's resource which can be endowed and is of great value as it makes the organization productive. The relevance of this theory is that there is provision of talent management especially to the scholars with relevant structure so as to scrutinize an array of issues that are linked to human capital of the high levels. If organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for all the right reasons, and goal achievements becomes glaring and tangible. A talent management model was a proposal of the knowledge infusion. A conceptual framework is an attempt to present an understanding of the study topic. A wide literature review on talent management provided detailed and fundamental concepts on people management i.e., management theories of Chris Argyris' theory about personality and organization; Frederick Herzberg's two factor theory; and David McClelland's concept of achievement orientation and Jim Collins's (2001) "Good to Great". The researcher has found rational relevance of these theories in the case of the current study, which aims to analyse the talent management in service industries, practices in private. The current study aims to focus on three important parameters:

1. Primarily the study aims to understand the sample private hospital employees' perception towards the talent pool and its management in their organisation. This concept was developed based on Shawn Fegley, (2006) research work where the author comments that the talent management involves "integrated strategies or systems designed to improve processes for recruiting, developing and retaining people with the required skills and aptitude to meet current and future organizational needs.
2. Secondly, study aims to analyse whether the HR and Organisational practices i.e., Hygiene and motivation (Herzberg's two-factor theory) factors helped the organisation in creating employees' commitment and retention, and
3. Finally, the study aims to access whether talent management practices adhered by the sample hospital administration in total helped them in creating employees' commitment and retention. aims at providing a clear understanding on why talent management is not just a "new name" for HR, but a

business imperative with very different challenges in each industry. The researcher believes that this study will help research scholars in understanding specifically how to connect talent management solutions to specific business problems such as the shortage of mid-level managers, rolling out new products, mergers and acquisitions, and other business challenges.

**Empirical Literature :-** Yllner and Brunila 20 carried out a study on talent management and the manner in which companies work towards retaining and managing technical specialists in a technical career. The researchers found out that Talent management is of great importance especially in the ever changing contemporary world as a strategic and competitive tool. In addition, when associated with corporate strategy, talent management becomes a motivating factor in realizing greater profits in the corporate world. Qualitative method was employed. The study was contextualized on oil and gas industry based in Norway. Furthermore, there was a comparison between the Norway industry and another in Sweden. The two were compared as they had similarity in variables used which were size and technical capabilities. An empirical and literature research resulted into a necessity of linking HRM activities with corporate strategy, re-classification of career concept was suggested and incorporation of talent management in HRM activities. In addition, the development of the technical specialists was said to be a normal practice. A model based was a proposal that should act as guidance in the implementation of talent management. A study on the effect of talent management centered on the performance of organizations was carried out in the listed companies in the Nairobi Securities Exchange in Kenya. The study was focused on an in depth analysis of the impact of talent attraction, the retention of talents, learning and development and the management of careers based on the performance of the organizations listed in NSE in Kenya. The findings of the study was that there was a positive immense impact between talent management and the performance of organizations. The study suggests that if talent management is heavily put into practice, the results will be a performance that is of superior significance in the organization world.

### SCOPE OF THE STUDY

Many companies today do not have a 'talent strategy' in place despite companies acknowledging the fact that talent is an important issue. Also companies do not concentrate on Talent management during recession. In many organizations there is a lack of workforce planning with the approach to accessing talent ad hoc poorly coordinated across the business. It is crucial that talent management system be put in place for building organizations.

### RESEARCH OBJECTIVES

- ❖ Providing Culture to understand the entire process of talent management
- ❖ After opting any project will help in understanding, how companies use talent management towards achievement of success.
- ❖ Giving importance to understand the talent management during economic uncertainty
- ❖ Gaining knowledge to insights into different factors affecting talent management.

## RESEARCH METHODOLOGY

A questionnaire is formed and analysis is formed. The questions are close ended and of multiple choice based on the companies talent management programs and their development strategies used by the companies. Convenience sampling does not represent the entire population. This sampling generally assumes a homogeneous population, and that one person is pretty much like another/ Non Probability sampling would be advantageous such as cluster sampling. It works out on what proportion of population gives a particular response but rather in obtaining an idea of the range of responses from surrounding environment class.

## RESEARCH DESIGN

The Study focused only on the Junior/senior level employees, those who are working in the organization, with more than 3 years of work experience in a present organisation, which have a large, diverse organizations with numerous departments that often dramatically differ from each other in size, function and performance quality. This study uses department level data drawn from ,Sample who coincide with the survey whether in administrators or officers cadre,by considering its previous ratio measure of company assessment profit turn over/ attaining orders, comparing to present growth with its competitive approach. the researcher is bound ethically to maintain the anonymity of the research respondents and keep the research data in confidence. No monetary benefits were paid for the data collection, only voluntary persons were surveyed.

## HYPOTHESIS

A reasoned proposal predicting a possible causal correlation among multiple phenom useful hypothesis will enable predictions by reasoning which includes deductive reasoning). It might predict the outcome of an experiment in a laboratory setting or the observation of a phenomenon in nature free environment. By formulating the following aspects keeping as reference such as,

1. Mediocrity, relocation and wisdom networks are not influencing factors of talent management.
2. Talent management need not be given importance during recession.
3. Accepting utilizing talent management features as a regular practice, to attain competency for company growth.

## REMARKS & RECOMMENDATION

The Talent management is at the centre of the survival of the profit organizations in the contemporary world and the stiff competitive business world. Management of talent is normally perceived as a better organization performance linked to the strategy of the corporate is realised and thus suitable strategies ought to be executed for a better performance in the organization.

By identifying research gaps in available literature on talent management and use of information gathered to propose a conceptual framework and form a research agenda for the researcher. It is evident from the reviewed literature that there is a lot that has been done and yet a lot more that still needs to be covered. The researcher recommends that research be carried out in the following identified areas which have not been adequately covered which will be useful for future research as a guide.

## RESEARCH GAP

In most of the companies talent management is not given much of importance. my preliminary review of books, articles in journals, conference papers and research abstracts indicates there is abundant data available on talent management .But not much research investigation has gone into the importance of talent management in recession.

## RESULTS & DISCUSSION

The results of the empirical research presented in this paper show that not all talent management activities to develop the same extent and that talent management has a positive impact on organisational performance of employees, which affects their motivation and satisfaction. The research results provide clear guidelines for improving talent management activities as well as suggestions for retaining talented workers in the organisation.

## CONCLUSION

The combined effects of changing demographics and increasing globalization are causing organizations to widen their talent pools. During a period of economic downturn, businesses should not impose rigorous headcount cuts or introduce cutbacks for training and development. The War for Talent will not stop and the effect will hit employers who have been cautious once the downturn is over. Forward thinking employers will use the momentum of the downturn to ensure they understand what makes a talent in their organization. They should make specific plans to identify and to develop these individuals.

## LIMITATION

The contribution of only four talent related attributes, viz., Awareness of Talent Management Strategies,, Performance culture,Work Life Balance‘ andRetention Management‘ have been explored. By Tracking talent is considered by many as a measure of success. The talent management needs to be informed by accurate reporting to identify where the talented employees came from And how successfully they‘re being deployed? Tracking talent therefore involves recording and analyzing human capital data on the movement of their key employees, through the pipeline over time and their current and future value to the organization. This requires good-quality human capital metrics, such as internal promotion rates, by practices to opt better policies as such talent to identify and retain by balancing organization with its competative culture.

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