



EFFECTIVE TALENT MANAGEMENT PRACTICES: A REVIEW

¹Venkateswarlu Karumuri, ²Gowthami Kore

¹Assistant Professor, School of Management, Centurion University of Technology and Management, Vizianagaram,

²Assistant Professor, Department of Management Studies, Gayatri Vidya Parishad College for Degree and PG Courses, Visakhapatnam – 530045

ABSTRACT

Human Resources are considered to be the crucial resource of all resources available for the organizations. Talent management is most important area of Human Resource Management, which is considered as back bone of HRM. Talent management helps in attaining competitive advantage. It's a process through which we analyse, develop and effectively utilise the talent to improve the value of our business and to achieve organisational goals. Organisational performance is defined as the actual output or results of an organization as measured against its intended outputs (or goals and objectives). The aim of the study is to understand various talent management practices followed by the organisations, the impact of talent management practices or system of organisational performance with the help of previous researches conducted. The study also offers suggestions for better implementation of talent management practices for getting improved organizational performance

KEY WORDS: talent management, organisational performance, talent management practices,

INTRODUCTION

Human Resources are considered to be the crucial resource of all resources available for the organizations. These human resources can significantly contribute to the success of the organisations beyond expectations if their talents are fully and properly utilized. In order to survive and gain competitive advantage in this rapid changing environment, these days' organizations attribute much more importance to their work force. Talent Management can be defined as the process of recruiting, training, developing, managing, assessing and maintaining an organization's most valuable resource i.e. people. It has become extremely important in this competitive business environment that the organizations should align their talent management initiatives with their business goals. Companies that master talent management aspects will be well-positioned for long-term growth in employees' performance for long continuous years (Dr. Puja Sareen & Dr. Shikha Mishra, 2016). Organisational performance is defined as the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

OBJECTIVES AND METHODOLOGY OF THE STUDY

The present study focuses on attempting to understand various talent management practices being followed in different organisations. The study also tries to highlight the association between talent management practices and organisational performance. To reach the objectives, the studies of various researchers were reviewed on talent management practices. The data has been mainly sourced through several research databases such as Google scholar, Ebsco Host, Scopus etc.

TALENT MANAGEMENT

Hughes & Rog (2008), the conceptualization of TM is that "implementation of technology and strategy enabled approach to HRM, with the main focus on HR planning which includes recruitment, retention, development, retention and succession practices of all employees, but those employees have high potentiality. Similarly, The meaning of TM is to apply an integrated set of activities to ensure attracting, retraining, and developing the talented people which a company needs the purpose of future (Pyszka & Gajda, 2015 & Stahl et al., 2007) significantly. In view of (Payambarpour, S.A. and Hooi, L.W. (2015)), In spite of the world economic



downturn and uncertainty, there is still strong global competition for talents and valued people. Reducing expenditure on management development (a pivotal tool to attract, develop, and retain valued people) adversely impacts current and future competitive advantage of an organisation

Ms. Shruti Ashok Naik (2012) investigated to identify the association between talent management practices and organisational performance in select ship building industries. The study revealed a positive association between talent management process that includes various talent management practices and organisational performance. The study found that various talent management practices such as workforce planning, recruitment, onboarding, training and performance management, succession planning, compensation and benefits were observed to understand the impact on organisational performance in ship building industries. The study revealed that a holistic approach to talent management that includes from selecting the talent wisely and retaining them wisely will help the organizations in improving the performance. The study also suggests that holding multiple talent pipelines helps the organisations in getting competitive advantage. **Dr. Puja Sareen & Dr. Shikha Mishra (2016)** in their study tried to identify various talent management practices followed in selected IT companies in NCR area, Noida and their impact on performance of the organisations. The study revealed that if the talent is properly managed and deployed in right places, the organisations can fully utilize their potentialities that will help for growth of the business and improved performance. The study identified that several talent management practices such as recruitment and selection, compensation and rewarding, training and development, succession planning, talent retentions will have significant impact on overall performance of the IT organizations. The study revealed an interesting fact that is recruiting and attracting good workforce have a significant impact on the organisational performance when compared to other talent management practices. **Ms. Saloni Devi (2017)** in her study tried to investigate the relationship between talent management practices and organisational performance in private banks of Jammu. The study revealed that talent management is positively related to organisational performance. The study revealed talent management practices such as talent identification, succession planning, talent development and talent retention are positively correlated to organisational performance among private banks operated in Jammu. The study found that talent identification and talent retention are significant talent management practices implemented in banking sector. Talent management is the methodical view of their high potential as an

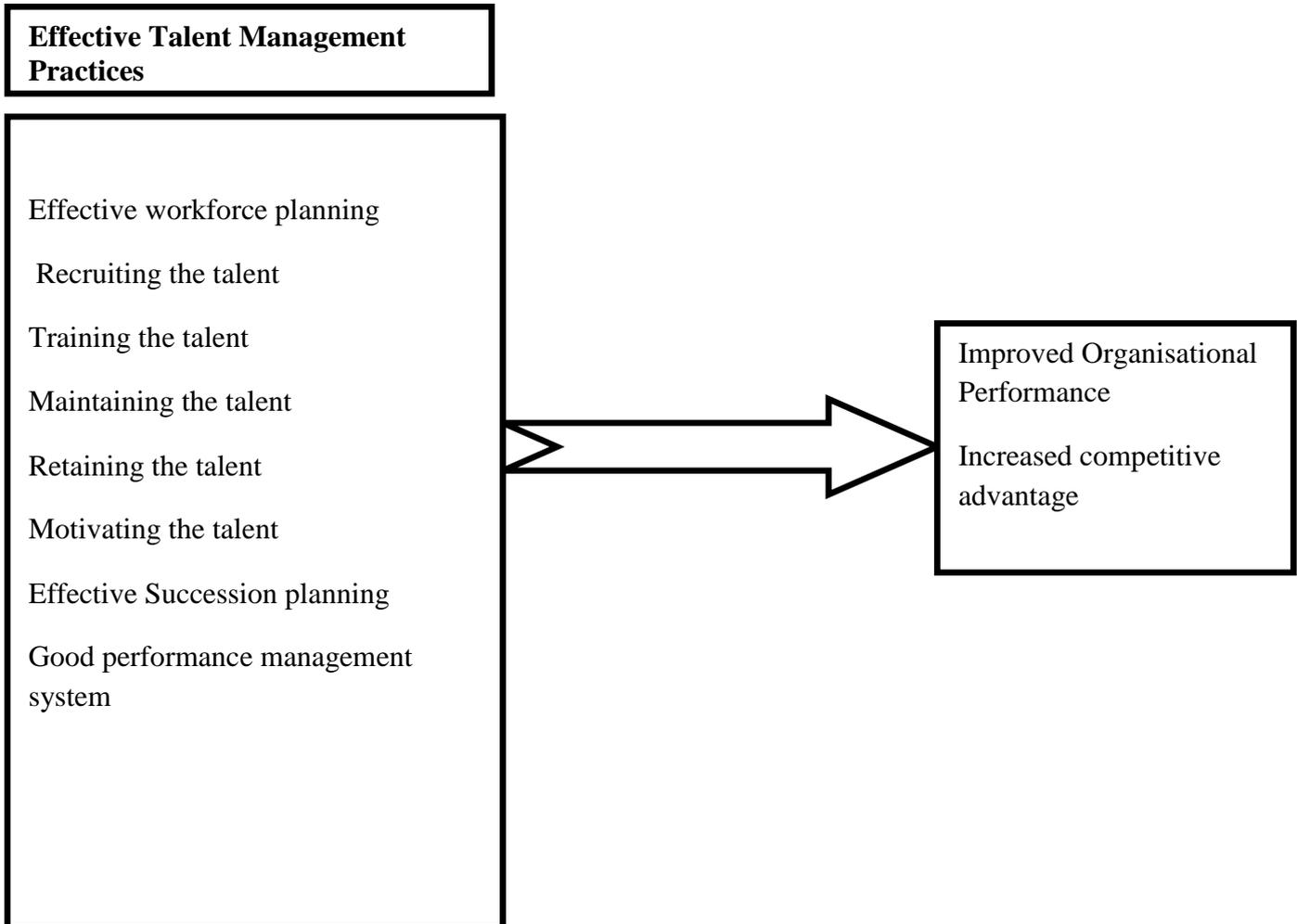
attraction, development, retention, motivation and succession planning that staff have a value to an organization for business and operation critical roles and have significant impact on organisational performance. Talent management practices such as attraction of talent, performance management of talent, ability to retain talent, proactive talent development strategy, motivation of talent, talent succession planning have a strong positive influence in performance of the government banks in Penang. The study suggested that proactive development of talent and continuous motivation talent will have more significant impact of performance of the banks in Penang (**Yong Salmah Nasir, Shahimi Mokhtar & Ahmad Shabudin Ariffin, 2017**). Talent management practices are all an integrated system that contributes to the organisational performance and success helps the managers taking effective decision. The study by **Sharif Hosen, Md Asadul Islam, Mohd Mursyid Arshad, Arif Md Khan, Md. Kausar Alam (2018)**, identified significant practices of talent management in Bangladeshi banking Industry and provided valuable insights on talent management practices. The study highlighted that several key talent management practices that includes recruitment, talent development, knowledge management, social media, performance management, and rewards have a strong positive influence of organisational performance. The study also revealed that revitalising the existing talent management system in Duch Bangla bank helps in getting competitive advantage in this tough business environment. The culture of talent development precisely should be emphasized to adapt practices such as mentoring, social media for employees, knowledge sharing, and non-monetary incentive such as stock plan akin to the case organization. In doing so, it considers the present demographic dynamic with an ever-increasing representation of young employees, i.e. Gen Y or Millennials (**Naim & Lenka, 2017a**), which is essential to reassure technological intervention such as social media for use of employees.

Employees are excellent source of value addition to organization by means of providing competitive advantage in today's knowledge based economy (Barlett and Goshal, 2002), most researchers agree that the knowledge workers are skilled and able to adapt to the changes in the business environment to solve day to day problems. Thus, adding value to the organizational productivity and performance (Davenport et al., 2002). It's important to provide talent development opportunities based on the competency and business requirements. High quality talent management enables the employees to develop their competencies, attitudes and improve organizational performance (Abel, 2008). Successful organizations have one factor in common getting the right talent nurtured,



retained and valued. A study by **Ms. Srividya Prathiba.C.S & Dr. Lalitha Balakrishnan(2014)** identified that finding and recruiting the right talent for the organisation plays a significant role in talent management practices followed in banking sector. The study identified that this is one of the significant challenges before the management followed by training talent. Effective recruitment leads to effective retention. The study suggested that creating a captivating environment can be a significant strategy for talent management. Bist and Shrivastava, (2013) recognised talent management is greatest source of competitive advantage for any banking industry. Banking sector becoming extremely competitive and customer oriented. Today talented manpower becomes a biggest challenge for banking industry. Public sector banks face more competition

in terms of rewards, remuneration and selection procedures than private sector banks. Public sector banks should recruit employees according to their skill and also provide rewards because that will help to gain extra talent from employees. Job rotations and promotions should be given on the basis of performance of employees. That will help employees to provide platform to perform well and encourage growth for the potential. So we can say talent management helps in developing and fostering new worker through on boarding, and develop their potentials and keeping current workers for long time and attract highly skilled workers for their organisation. For banking industry talent management is greatest source of performance and employee engagement.



CONCLUSION

In this VUCA world with intensified competition, effective talent management practices play a significant role in improving the organisational performance. Revitalizing the existing talent management systems help the organisations in

getting better results. The organisations should also consider the changes in the workforce diversity and their aspirations while implementing talent management system and talent management practices in the organisations for effective results. HR departments should meticulously implement the



talent management practices for increased employee satisfaction and engagement.

Journal of Advanced Research in Business and Management Studies 7, Issue 1, pp. 32-38

REFERENCES

1. Bartlett, A.C., and S. Ghoshal. 2002. *Building competitive advantage through people*. MIT Sloan Management Review 43, no. 2: 34–41
2. Bist, D. S. S., & Shrivastava, N. (2013). *Talent Management Scenario in the Banking Industry*. Paripex - Indian Journal Of Research, 2(4)
3. Dr. Puja Sareen & Dr. Shikha Mishra (2016). "A Study of Talent Management and Its Impact on Performance of Organizations", IOSR Journal of Business and Management (IOSR-JBM) Volume 18, Issue 12. Ver. III (December. 2016), PP 66-73.
4. Hosen, S., Islam, M. A., Arshad, M. M., Alam, M. K., & Khan, A. M. (2018). *Talent Management: An Escalating Strategic Focus in Bangladeshi Banking industry*. International Journal of Academic Research in Business and Social Sciences, 8(1), 156–166
5. MISS. SHRUTI ASHOK NAIK (2012), "Impact of Talent Management on The Performance of an Organization with Special Reference to ABG, Pipapav, Bharati Shipbuilding Industries" A Report.
6. Ms. Srividya Prathiba.C.S & Dr. Lalitha Balakrishnan(2014). "A STUDY ON TALENT MANAGEMENT STRATEGIES IN PRIVATE SECTOR BANKS", AMET International Journal of Management, Jan - June 2014,pp. 71 – 80.
7. Ms.Saloni Devi (2017). *IMPACT OF TALENT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: ROLE OF EMPLOYEE ENGAGEMENT*, International Journal of Management Studies, Vol-IV, Special Issue-1, September 2017,pp.17 – 27
8. Naim, M.F. and Lenka, U. (2017a), "Mentoring, social media, and Gen Y employees' intention to stay: towards a conceptual model", International Journal of Business System and Research, 11(1/2), pp. 28-41
9. Payambarpour, S.A. and Hooi, L.W. (2015) 'The impact of talent management and employee engagement on organisational performance', Int. J. Management Practice, Vol. 8, No. 4, pp.311–336.
10. Pyszka, A., & Gajda, D. (2015). *Successful talent management through positive csr-driven successful talent management through positive csr-driven*, Journal of Positive Management (May). 6(2) pp. 3–19
11. Stahl, G.K., Björkman, I., Farndale, E., Morris, S.S., Paauwe, J., Stiles, P., Trevor, J. and Wright, P.M. (2007), "Global talent management: how leading multinationals build and sustain their talent pipeline", Faculty and Research Working Paper No. 24, INSEAD, Fontainebleau
12. Yong Salmah Nasir, Shahimi Mokhtar & Ahmad Shabudin Ariffin, (2017). "Effectiveness of talent management to improving organisational performance in government owned bank",