

Review on Talent Management Retention and their Impact on Social Development

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Abstract

Talent management strategies and challenges in various studies, its impact on work-life balance, performance management, retention management and culture, etc. Various studies are categorized into different types depending upon the focus. Social development in developing countries has traditionally been viewed as the responsibility of the governments because of the massive scale of its operations and the limited or no capacity of its beneficiaries to pay for the services. While the need for social development in developing countries is enormous, the resources available even with the governments are limited. However, the basic features of talent in the work place relate to skills, knowledge, cognitive ability and potential for development in Society. The need to develop and promote talent has become an important feature in the developing society environment. Talent has become a precious commodity and how organizations manage talent has potential to greatly impact on their performance.

Keywords: Talent, skills, Social development and responsibility

Introduction

Talent management has become one of the most important buzzword in society development. A high performance workplace exists when everyone in the organization shares the same vision and values each other's contributions. The current concept and practices of Talent Management were developed in a response to a paper published in 1998 by McKinsey & Company titled the 'The War on Talent' (McKinsey & Company, 2001). The research conducted by McKinsey highlighted the importance of talent in a competitive business environment. Although, it is important to note that the notion of human capital management had been around since the 70's (Branham, F.L. 2000). Talent management Development enables both Society enrichment and Society enlargement. Talent management in Social sector is challenging. It includes attracting, hiring, assessing, developing, rewarding and retaining talent, on the whole country. Adopt different approaches towards managing talent like career mapping etc.

The business scenario is changing rapidly. Success in achieving business objectives requires talented resources that are capable of thinking and doing things differently. Identifying and acquiring talent has become difficult; it is more difficult to retain them because talents are very mobile.

Need of Talent Management

Talent is perceived as a natural ability or aptitude which is closely related with a capacity for achieving success. Talent is a fluid notion and is defined differently by different organizations.

The growth and prosperity of India's Society depends on some crucial factors. These factors are as follows:

- India is having large number of qualified people and the cost of skilled Indian workforce is reasonably low compared to the developed nations.
- India has a huge pool of English-speaking professionals.
- The recent economic downturn where keeping ahead of competitors to survive and flourish has become imperative.
- Increased flexibility and opportunity in the labour market for potential employees. Evidence has shown that there is a shortage of managerial talent leading to increased competition for the best people managers.

What is Talent Management?

According to the definition Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs (R.Nancy, L. (2006). The field increased in popularity after McKinsey's 1997 research and the 2001 book on The War for Talent. Talent management is the science of using strategic HR to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning. A talent-management strategy needs to link to business to make sense (Frank *et. at.*, 2004)

Talent Management Process

Talent, in the context of the workplace, provides a distinction between those individuals that have the potential to make a difference, and the rest of the workforce. Those identified as talented are usually linked with leadership and managerial, technical or specialist positions thus talent serves to refer to those 'limited number of people who possess the highest quality of managerial and leadership skills' (Ford *at al.*, 2010).

Figure: Talent Management Process



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The entire talent management process starts from Aligning business strategy with the Talent management process, Recruitment is the first and most important step, after recruitment Performance has to be measured, improve that Training must be provided, A succession plan is must be ready to fill in the position, lastly a proper gap analysis must be done which will help the company to identify skill gaps and fill the positions.

Workforce Planning

Talent management begins with talent searching and recognizing individuals for their unique strengths. Planning consist of the process of knowing how to select appropriate individuals as employees based on their skills, knowledge, pragmatism, maturity and making sure that they are smoothly fitted into their assigned roles as well as the overall system. Planning further refer to using the available assets for the effective implementation of the production plan.

Recruiting

The recruitment and selection activities are the major functions of the HR department as they create the competitive strength of the company. The company has to decide the position to be filled through manpower planning, carrying job analysis, developing the job description, and job specification, followed by the finalizing the man specification. Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.

Onboarding

The organization must train and enable employees to become productive and integrated into the company more quickly. A carefully designed placement system improves employee morale, which in turn reduces employee turnover and absenteeism.

Performance Management

Performance management is the means through which managers ensure that employees' activities and output are congruent with the organizational goal. It is central to gaining competitive advantage, and comprises three phases- defining performance, measuring performance, and taking a feedback on the performance.

Training and Performance Support

Training is an HRD mechanism that improves the knowledge, skills and the performance of the employee. Most of the organizations identify specific training needs prior to training its people. Once the training needs are identified, development of the training objectives should be carried out. Trained and developed talents have a greater probability of staying and growing in a company.

Succession Planning

Investment in human capital requires careful planning. Under the talent management umbrella, succession planning and leadership development are important organizational business

strategies to develop and retain talent. As the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position.

Compensation and Benefits:

Compensation management is a strategic issue and includes all forms of pay and rewards given to employees. A sound and effective compensation system is the key driver of motivation, employee retention, and enhanced quality of work life. Many organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution.

Critical Skills Gap Analysis

In this step identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." For example, today industries like the Federal Government, Utilities, Telecommunications, and Energy are facing large populations which are retiring.

Strategies And Challenges Of Talent Management

One of the most critical challenges for any organization is finding, recruiting, and retaining talented individuals. The emphasis has been laid on initiatives that can be put in place to help organization to retain and nurture the talent. Despite the great sums of money companies allocate to talent management systems, many still struggle to fill key positions - limiting their potential for growth in the process. In a 2005 survey of 40 companies around the world, virtually all human resource executives said that their pipeline of high-potential employees was insufficient to fill strategic management roles. In yet another survey, many employees don't know the important facts about their company's talent. Many companies mismanage talent development tasks. Through employee value proposition, management can attract and retain the talent. Globally, fewer and fewer managers and professionals are ready to fill these leadership roles, and companies worldwide find themselves competing for a smaller pool of talent.

Impact Of Culture And Work-life Balance On Talent Management

Organizational culture will have a substantial effect on whether talent management activities will succeed and contribute to improving results. Organizations will be more effective in their talent management if they encourage active leadership by managers and the coaching of their people. An organization has to establish the value of ongoing learning in its culture. This means developing the role of managers in enabling learning among their people. To stimulate innovation and creativity, the development of talent is essential, and managers must take the lead with the support of their HR colleagues in Learning and Development. New age HR managers must be able to find out different ways of retaining talent, assess effectiveness of training imparted, quickly find out gaps between the available knowledge and the requisite talent for roles. On the

whole, modern HR managers are required to be facilitators of organizational transformation. An effective work-life balance strategy is not simply about complying with the law. It is finding out about employees' needs and priorities and considering how they can be met in ways that are consistent with the needs of the business. Employers are increasingly concerned to protect their reputation and employer brand'. Work-life balance policies are an important way for employers to identify their commitment to quality of life and social responsibility. Quality of Work Life (QWL) may be defined as subjective well-being. It is the quality of relationship between employees and their total working environment. It seeks to create those conditions in the organization which promote individual learning and development. The feeling of a worker about his or her job tends to be stable over a period of time and might be a product of specific personality trait (Grigoryev, P. (2006).

Talent Retention In Social Enterprises:

Talent retention in social enterprises Retention of non-leadership staff in social enterprises deserves special attention since the loss of such staff is costly in terms of new recruitment, training and development, interruptions service, and decreased employee morale. Researchers maintain that the most important goal of the contemporary human resource systems is not to recruit the finest professionals, but to create congruence between people and organizations so that they would stay and work with the organization. In order to avoid such a potentially destructive situation, there has to be a continuous assessment of the interface between the employees and their work environment, and the development of advanced HR strategies for recruitment and retention.

Against this background, it is not surprising to see that social enterprises, many of which are also not-for-profit organizations, undertake HR innovations almost on a continuous basis, particularly in the area of employee retention. In the ensuing section of this paper, we provide a brief description of a few such innovative employee retention strategies used by social enterprises and illustrate them with case examples.

Conclusion

In the role of talent management retention system in society manage to attract, hire, develop and retain talent. Yet the skills shortage presents both socio-economic and cultural challenges as talent crosses borders. Thus, in view of workforce trends such as shifting demographics, global supply chains, the aging workforce and increasing global mobility, forward-looking organizations must rethink their approach to talent management to best harness talent. Innovative strategies adopted by social enterprises to attract and retain talent, such as offering jobs to people with vision and value congruence, enhancing the credibility of the organisation through brand building, providing opportunities for personal growth, creating a sense of ownership among employees through participation in decision making, creating sense of ownership among employees by giving equity shares, creating entrepreneurial opportunities within the

organisation, finding employees from among beneficiaries, attracting employees to serene lifestyle in peaceful and scenic location and providing attractive fringe benefits to employees.

Social enterprises, on the other hand, seem to operate on the basis of a 'Partnership Paradigm' of human resource management. Apparently, this is a matter of necessity rather than choice, in spite of the fact that an ideology of inclusiveness is fundamental to the creation of social development organizations. One reason why an employee of a social enterprise has to be a partner is the fact that social enterprises are mostly service-providers, where it is extremely difficult to separate the service from the person providing the service.

Strategic talent management is essential in building the right workforce. HR Managers must have the ability to rapidly train and retrain employees according to business need, create opportunities for new talent, there are several benefits of a strategic talent management process. It gives organization a committed workforce, Trained employees, Lower attrition rate, It helps in improving HR policies of the company and prepares the organization to Adapt changes. Success in the modern economy requires the talent mind-set. The organizations that are most successful in their goals are the ones where the system is also equivalent to talent. These star organizations don't just create - they execute, compete and co-ordinate the efforts of many different people.

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