

## **Implementation Of The Talent Management Practices Among Higher Educational Institutions At Madurai City, Tamil Nadu.**

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### **Abstract**

Talent management refers to a strategic human resources approach that emphasizes hiring the most talented workers available who fit the culture, needs and goals of an educational institution. The institution that has a talent management program typically views human resource as a major factor in the success of the institution. Due to rapid change in technology, higher education forced to implement the technological advancement in teaching methodology. So, it depends upon the knowledge-oriented work force. Therefore, Talent is a per-requisite for the success of the institution. The higher educational institutions needs talented pool of employees who can deliver better results and contribute towards the institutional objectives. Understanding the complexity of today's times complemented by the embracing of start- up revolution, the research study sought to explore and investigate the talent management practices of employees in the higher education institutes.

**Keywords:** Talent Management Practices, Employees, Higher Educational Institutions, Employees Perception.

### **1. Introduction**

Talent Management practices suggests us managing the ability, competency and power of employees within an educational institution. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of employees and developing and nurturing them to get the desired results. Every organization requires the best talent to survive and remain ahead in competitive. Talent management is the most important factor that drives an organization and takes it to a higher level, and therefore, can't be compromised at all (Brown and Stone, 2014). It won't be exaggerating saying talent management as a never ending war for talent. Globalization, the process by which economies, societies, and cultures are fast integrating through a globe-spanning network of communication and trade, drives both collaboration and competition (Chuai, et. al., 2008). In fact, only five percent of organizations say they have a clear talent management strategy and operational programs in place today. To develop a clear talent management strategy and to increase awareness of available talent and successors, all organizations should conduct regular talent review meetings to be prepared for a variety of business changes, such as mergers, company growth, or a decrease in talent needs. Thus, talent management has become one of the most pressing topics today in organizations to gain competitive advantage (Cappoli, 2000).

There are very minimal studies in research which explores the association and no association between Talent Management and Engagement. The studies conducted by Chewha and Swain (2005) and Kahn (1994) focused on talent management practices and associated practices; whereas Robinson, et. al., (2004) investigated employee engagement and tried to give a link between engagement and talent retention. Studies have been conducted by practitioners and various consultancies like Gallup Consultancy, Hewitt Associates, and Institute of Employment Studies (IES) in the field of employee engagement with emphasis on organizational performance, business outcomes but none of them have examined the relationship on talent management practices with engagement.

### **2. Review of Literature**

Bhatnagar (2023) emphasized that in today's information economy, people's knowledge, skills, and relationships are an organization's biggest asset and main source of competitive advantage. People related costs have risen to more than two thirds of organizational spending. Increasingly, talent attraction and retention is viewed as a significant driver of shareholder value and bottom line results.

Halter, et. al., (2022) concluded that undoubtedly still 'war for talent' is dominating the headlines as organizations are desperately competing for the right talent as most of the CEOs and HR directors are spending a notable time attracting and retaining the talent. Consequently, appropriate employer branding strategies should be formulated to offer a distinctive promise so as to attract potential candidates and retain existing employees. An evaluation should be made to check whether there exists alignment between the brand messages related to customer brand and employer brand.

Sufficient measures may be taken to invest efficiently towards integrated media strategies which can attract right talent at right time with right employer brand message.

Saka, (2022) stated that the law firms face challenges related to globalization and client pressures for increased quality at lower rates. The up-or-out career model, which leads a minority of lawyers to partnerships, is supported by the superhero myth related to high performance in a broad scope of competencies and abilities. We discredit this model. Innovative high performers are more technically inclined, while other lawyers, to their credit, are grinders and team players who are more willing to adapt their approaches.

Heinen and O Neil (2021) stated that organizations various strategies like meditation, participation in programs for reducing stress among employees would be adopted. However, the identifying hidden talent of employees is not implementing properly by the managers. So, talent management along with other strategies should be approved in an organization. Through the study it is observed that, maximum number of employees in the organizations has occupational stress. The study stated that the facts related to occupational stress among the employees are pertaining to the family problems, insecurity of job, low monetary compensation, ill health etc. They have concluded that maximum numbers of respondents are facing physical and mental problems like high blood pressure, exhaustion, monotonous work, body pain, back pain, depression and sleep disturbances.

### **3. Statement of the Problem**

Talent management involves positioning the right people in the right jobs at right time for competitive advantage. Many institutions fail to organize the activities that enhance their talent pipelines, equip individuals with critical knowledge and skills, and deny employee an opportunity to enhance teamwork or be engaged to their jobs (Chugh and Bhatnagar, 2000). As per NASSCOM (2020) only 30% of total output from the institutes is having minimum eligibility for higher education institute. Thus, institutions are striving to identify talented employees and organizing activities to retain them.

### **4. Need for the Study**

In today's global business environment, talent management becomes one of the important sources of competitive advantage that creates value for all institutions (Budhwar, et. al., 2006). Hence, leaders in present institutions are working very hard to attract, hire, develop and retain talent. Because they believe that the employees are the only assets that innovate in any organization and innovation is the only path to sustain performance, therefore, managing talent will give some advantage to their institutions. Talent Management practices must be continuously reviewed, so that the institutions can capitalize on its talented employees, find the best fit, and expand into new markets. Thus, management should understand factors influencing talent management in the organization, so as to review them time to time. In this context this research focuses Inputs and output of the Talent management and the contribution of Talent management Practices and their influence on selected outcomes.

### **5. Objective of the Study**

To identify the employees perception towards talent management practices among higher educational institutional at Madurai City, Tamil Nadu.

### **6. Research Methodology**

The data reported in this paper is to analyze the talent management practices among the employees working in higher education institute. Research adopted the survey approach to collect primary data. Researcher has used population proportion method to measure and define sample size. The level of confidence and the permissible tolerance error undertaken by the investigator were 95% and at 0.05 as population were known. Taking the following aspects into consideration, the needed sample size was 385, and the actual numbers of respondents were 393, were comfortably superior to the threshold. A well thought out non-disguised questionnaire was developed to seek the data needed for the said research study.

The measuring instrument was passed to the sample of 393 respondents who are working in higher educational institutional more than 1 year. The said research study utilized convenience non-probability sampling coupled with descriptive design of research. To accomplish the primary aims of the study, factor analysis and one sample t-tests were undertaken. All the research instruments utilized in the present study of research are either borrowed or personalized from the previous research studies undertaken in the areas of talent management and engagement. The questionnaire in line with the study was basically bifurcated into two heads. The first head constituted mainly on the elementary information like the demographic details of the respondents, while the second head sought information on the specific dimensions of talent management practices. Pilot testing was executed with an objective to find the reliability of the scale. It was

followed by certain minor changes. The responses sought from the respondents were primarily on a 5 point Likert scale ranging from strongly agrees to strongly disagree.

## 7. Data Analysis

A questionnaire consists of 29 assorted statements on a 5-point scale. For gauging the content strength, a pretest with 36 respondents was undertaken, which were not counted in the sampling frame. The respondents were requested to critically assess all the facets of the questionnaire which included the phrasing of the specific items, structure and sequencing. The generated suggestions were then incorporated before the final usage.

**Table – 1 : Consistency figures**

N of items	Cronbach's Alpha
36	0.905

Before, delving in deep to examine the factors that explained talent management, the soundness of the scale was gauged by examining its dependability. For the said purpose reliability analysis was undertaken and the said parameter which defined the consistency, the alpha ( $\alpha$ ) coefficient was calculated. It was found to be 0.905 (more than threshold limit). The major objective behind which the test of factor analysis is administered is data diminution and summarization (Boyd et al., 1989). It could be said that the objective is to bring down a sufficiently higher number of experiential five variables into a lesser set of underlying factors that would be able to represent the crucial character of the primary variables to the extent possible. The said research work sought primarily to extract the underlying dimensions or constructs that aptly explained talent management practices.

**Table – 2 : KMO, Bartlett's check of Sphericity and Sig level**

Factors	Sig Level
Kaiser-Meyer-Olkin Measure of Sampling Sufficiency	0.846
Bartlett's check of Sphericity Approximate. Chi sq	0.2321
Significance	0.001

The data secured through the survey was examined with the statistical measure of factor analysis in line with the objectives of the research work. The method of Principal Component Analysis was undertaken in specific method. The measure of sampling adequacy i.e. KMO was 0.846 which could be termed as satisfactory (Kaiser, 1970). Following ahead the Bartlett's test of sphericity produced a significance level of (0.000) which indicated a respectable degree of association among the variables (Hair et al., 1998). The technique of Principal Component Analysis and Varimax method helped to extract key factors from the set of twenty nine variables; with a qualifying criterion eighteen numbers higher than 1.

**Table - 3: One Sample t-test for Talent Management Practices influence on Job satisfaction**

Talent management practices	t-Value	Sig.(2-tailed)	Mean Difference
Talent Acquisition Planning & Strategy	8.419	0.001	0.940
Workforce Segmentation	2.689	1.008	0.336
Employment Branding	8.218	0.001	0.888
Candidate Audiences	2.068	0.040	0.256
Candidate Relationship Management	3.507	0.001	0.428
Metrics& Analytics	23.469	0.001	1.616
Carrier Planning	27.219	0.001	1.656
Training & Development	62.433	0.001	1.820
Performance Appraisal	58.910	0.001	1.852
Promotion	61.434	0.001	1.856
Quality Circles	5.629	0.001	0.672
Compensation	10.076	0.001	1.048
Safety & Welfare Initiatives	5.309	0.001	0.632
Motivation	9.925	0.001	1.060
Communication	22.067	0.001	1.584
Participative Approach	25.796	0.001	1.640

One sample t-test runs with help of SPSS. The mean of the talent management practices compared with the test value three. Test has found the difference between mean of Practices contributed to Job satisfaction KPO and Test value three was statically significant (Talent Acquisition Planning & Strategy  $t=8.419$ ,  $p<0.5$ , Workforce Segmentation  $t=2.689$ ,  $p<0.5$ , Employment Branding  $t=8.218$ ,  $p<0.5$ , Candidate Audiences  $t=2.068$ ,  $p<0.5$ , Candidate Relationship Management  $t=3.507$ ,  $p<0.5$ , Metrics & Analytics  $t=23.469$ ,  $p<0.5$ , Carrier Planning  $t=27.219$ ,  $p<0.5$ , Training & Development  $t=62.433$ ,  $p<0.5$ , Performance Appraisal  $t=58.910$ ,  $p<0.5$ , Promotion  $t=61.434$ ,  $p<0.5$ , Quality Circles  $t=5.629$ ,  $p<0.5$ , Compensation  $t=10.076$ ,  $p<0.5$ , Safety & Welfare Initiatives  $t=5.309$ ,  $p<0.5$ , Motivation  $t=9.925$ ,  $p<0.5$ , Communication  $t=22.067$ ,  $p<0.5$ , Participative Approach  $t=25.796$ ,  $p<0.5$ ). The result was concluded as practices are contributing for the job satisfaction.

## 8. Findings and Recommendation

Assembled data were examined with the assistance of SPSS software package. Factor analysis was first used to talent management construct to assess uni-dimensionality (Conway and Huffcutt, 2003). After that multiple regressions test were carried to test the associations. Factor analysis test depicted that 29 items were clustered into three factors. Further, it was found that only Organizational and Departmental Communication factor was significant in explaining talent management practices. Employees looked forward to crystal clear and inclusive communication from top management and as to how their contribution could suffice with the larger organizational objective and leadership vision. It came as no surprise that poor communication came out as impediment to employee engagement and led to disengagement. Engagement is impacted by internal communication. It leads to employee involvement with the objectives of the enterprise. Internal Corporate Communication includes organizational activities intended to encourage worker acceptance of its developing aims (Welch and Jackson, 2007).

The findings of the study can help the administrator in higher education to gain useful insights regarding the relative contribution of each of the specific talent management aspects to the employee engagement. The study is of value as it would assist all higher educational institutions to improvise their talent management practices with a view to enhance the engagement of its employees. The study in its best of efforts has tried to bring forth to light the significant drivers of talent management and engagement. The study would provide insight to the organization and HR practitioners to take engagement from a piece meal approach, since the current workforce employed in higher education is in stark contrast to their predecessors in terms of personality, working styles and motivational needs. It is advisable that institutions should keep a tab on organizational and departmental communication by the way of unconventional media like digital blogs and posts. The current generations have an instinctual urge of being a part of the success story of the institution. They are driven by the talent management practices what's in store for me as fundamental. So it is advisable that over emphasis on rules and regulations be avoided. The importance of communication which is a part of talent management practice could also be brought home to them by way of workshops utilizing contemporary training modules on drama, theatre and neuro linguistic programming etc.

## Conclusion

The educational institutions create ecosystem where the current workforce of the employees can see themselves developed. Innovative opportunities for development like stretch assignments, high potential program, and power packed coaching, blended training could be the right pack to pick and the performance evaluation and management is concerned, current generations addiction to digital gadgets and the other allied means of networking have made them accustomed to continuous and regular feedback. Educational institutions therefore should realize and abandon the one-time ritual of performance evaluation by way of bell shaped review measure to more frequent and constructive mechanism.

Talent management is found to have positive tangible and intangible outcomes like customer engagement, successful organizational change, and employee advocacy. The future research could also explore the moderating or mediating role of employee engagement on the said factors. The research studies conducted seeks to offer information on the appreciable and appalling practice in the specific research area. Talent management, as a strategic intervention is not a one step exercise. From the study it is found that though the institutions may differ in implementing the talent management practices, few talent management practices are highly impacting the select output.

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