CREATING ORGANIZATIONAL RADIANCE THROUGH TALENT MANAGEMENT

RICHA VERMA[*]

SHOBHA MISHRA[**]

TULIKA PANDIT[***]

 Abstract

The present paper endeavours to integrate research on talent management through employee attitudinal results and organizational effectiveness. Majority of organization talk about talent Management as part of their wider approach. It is an essential way of protecting, building, motivating and fascinating people with the right skills and approaches to meet business intentions. This study tries to identify the key facilitator in the talent management procedure and evaluate the factors which have lead to the talent deficiency around the planet. The study also provides guiding principle to accomplish organizational excellence through talent management.

KEY Words: Talent Management, Organizational Excellence, Human Resource Management.

[*] Research Scholar, Department Of Management And Humanities, Jayoti Vidyapeeth Women's Universiy,Jaipur,, (India).

[**] Assistant Professor, Department Of MBA At Sagar Institute Of Technology & Management, Barabanki, (India).

[***] Director/ CEO, Vedaantam-Trainers & Consultants, Bhaskar House, Elite–Sipri Road, Jhansi–284001, (UP),

Introduction

In the mainstream of the organizations about the world Infrastructure Human Resource System and progression is a jumble of isolated methodologies. Corporate knows the significance of a connection between the Human Resources and Organizational brilliance but they seem to be innocent about the ways and means of achieving this connection. Nowadays we see that proficient businesses are adopting the procedure of hiring and firing people to prove their competencies in this worldwide competitive background. Although the Great businesses do not consider in this theory of hiring and firing however they are expert enough at budding and organizing the human resources at work and giving them the chance to grow their knowledge and widen their capabilities and facilitate their accomplishment. It helps in constructing surroundings which support people quickness across jobs as well as organizational limitations. It is extremely essential for building an organization which is competitive plus which can maintain and sustain itself in this competitive era.

In today's framework this problem becomes very relevant that why we need to attract people to stay in the organization by giving them the method which are likely to enlarge the cost for the organization when more people are ready to join them. The opinion seems to hold some matters but when we look at the data we find there is a sharp decline in the user-friendliness of talented work force in the big business. Further it is not the matter of attracting the people to remain in the organization somewhat it is retaining the people who are out player in the organization or who hold the key place in the organization so that the organizational competitiveness can be sustained. Nowadays the war for talent has developed into a frightening one with the arrival of information focused economy there is a vast demand for talent in the businesses. In this progression there are number of issues which play a significant role in making the task much more complicated.

We have gone through a new era the knowledge era. The connection among people and business in the industrial and knowledge era is fundamentally dissimilar. At present the workers does not desire a secure career rather they desire a career which can also provide them the opportunities, chance that one would have waited for in history. This attitude of the young professionals has unleashed a war for talent around the globe.

This century belong to technology. Today with the facilitation of technology the outsourcing over a phase of time has proved itself as an efficient approach in favour of organizations to stay competitive in the present time. It has already become the most important driver of economic growth and development. Technologies will spectacularly change life, living and living systems. Information and communication technologies are previously building a wonderful impact by changing our concept of space, size and time and enhancing human capacity. Biotechnology will substantially alter the quality of life, the form of life and the duration of life. In the New World, underlying information and communication technologies have the capability to put value many

fold. Recent vistas of knowledge are being formed at an exponential rate. The sum of knowledge added in the last fifty years is superior to all the in print works in prior human history.

The review of literature reveals that in order to attain high level of business superiority it is essential that the organizations adopt a positive talent management system moreover it should have a organized and logical way of accomplishing the actions. Thus talent management has been converted into a necessity and the organizations who do not adopt a positive talent management approach will find it complicated to carry on organizational brilliance.

The knowledge era stress that the way of thinking must transform that are there should be a conceptual revolution. The revolution is not a get-together where the whole thing is handled with accuracy and smartness. A revolution generates a fresh order on the leftovers of the previous. It demolishes the outdated and the vanishing to give birth to the active along with the living. Achievement, job cuts, downsizing and restructuring are the trademark of the disorder of the knowledge era. The old school of thought is yielding place to new thoughts. It is something to celebrate. It is no cause to bewail. The time has arrived when we must to reject the old beliefs and let in the fresh. Nowadays the conventional principle that capital is unusual and costly and the people are plentiful and inexpensive is no longer applicable. Today capital is movable and inexpensive because it is worldwide. Person's especially competent persons are becoming singular because of the same cause. Globalization has opened new vistas for them. There was a time when people were regarded as an item that increased costs. Today, every additional person, with effective skills and competencies, means additional profit. In the Industrial era the companies hired "hands". Obviously hands have limited productive potential. Today a company recruits people, it employs additional minds, and a creative mind has unlimited profit potential. Thus there is a qualitative difference in the field of Human Resource Management between the industrial age and knowledge age. In industrial age HR was one of the numerous functions amongst manifold operations. In knowledge age, HR is at the heart of business. Every successful business leader in the knowledge age is a successful human resources manager. These imperatives point out that the organizations can no longer be complacent with their human resources or else they will perish in this competitive age.

If you/We want to enter into the basic work of better management it should be necessary to discuss and understand that what is the goal of Talent Management System? There were three outcomes are come through the study conducted by the leading companies are given/discussed below -

1- To identification, selection, development and retention of outer performance in an organization, in which a small group given outstanding results, by which others are motivated for higher accomplishments and prove them the main competency and also the real mean of organization . In this way the organization affects its efficiency, if they will not involve in it. If it happens the organization should be think about the closely related to the present and their future results.

2 - For the position of key, it is important as this effect can prove Longley disruptive and very costly for the organization, if they don't manage properly the human inventory.

3 - For a valuable/good organization, it is better to classify of investment in each personal employee to fit in the boundary/circle of his performance and on his potentially labour. Bad decisions of dept training and resources of development results to unnecessary turnover and team spirit, bad performance against the out performers . During study we see that organization decided to the perfect for these there were three outcomes will target carefully constructed process of human resources which connects with the main parts of planning of human resource strategies and action plan. So how talent of managing does is done by an organization? The answer is not so easy. Think out part of managing talent doesn't mean that , we should utilize the talent in an optimal manner . This bring out's price effect's and get a security that no one employee left the organization. Rather it is fully different system by which the following points are considered. Develop business attitudes, identify the position of key, identify the key people by which the out-performers in an organization are identified, for knowing the organization resources it have to set a plan and also mention a back-up system i.e. human inventory system. The systems of talent management is getting from within the organization were the responsibility exists with the leadership of the organization. It is the responsibility of the leadership to create a system which not only helps in confirming the talent but also takes into coverage the other elements of the talent management process. According to the study considered by different researchers in this region this process include the following elements:

1. **Identification of organizational competencies**: A capability is a reliably measurable, in way to saturated type of a person team or organization that stands for problem and statistically carries out a faith level of performance. This is the most necessary element in this process. In this the organization leadership has to recognize of the organization which are necessary to be maintained. Depending upon it the plan of the goal of talent management is to be set. This goodness added the core values of the organization, its position of key that is KRA's etc. The recognition of tendency will also add the main part's of human resource management. During study given by LBA consulting group, it was recognized that the Important difference between amongst the successful and unsuccessful organization was that the main part of the management of human resource i.e. performance, capable advisor, competency, evaluation, training development carrier planning and selection were not linked and fully against. That's why the organisation required accepting the increasing need for better human resource management system.

2 - **Recognize Talent**: Today for organization it's a challenge to find the talented business leaders. In past days when the layout preplanning and market were commonly statics leadership was less of complex. A proper layout of leadership in any organization leads the way to success. In past days, it is easy to find or develop a worth leader on the basis of the time spend in any organization, but at present era it is a bit difficult to train a leader than to train an athlete.

Analysis of leader based upon single leadership model is not in a trend at present. There are own ways of organization to figure out the worth leader. Earlier the leaders are identified by their different thinking from other employees and they have a better idea to do their work efficiently being in a team. Analyse the hobbies of the employees and find out their area of interest and their strength or weakness. Try to motivate and let them find their hidden talents. Try to figure out why the employee convincingly say his point towards anyone even if he is wrong also find the appropriate place where his skills could be applied.

3. **Attracting Talent:** more than searching the better talent it is important to search the capability. The best way to find the best talent is to searching the way that will best fit the position request and organizational program. It slowly said that "One size does not fit all" so for every position different types of skills will be necessary. For the motive of searching the better talent to the organization the organization must brand the job and you require the support of the personal that are with you in your organization who have the force, integrity, vision and ability to increase a level of excitement that will provide them to enter at your doors. The organization should wish to get talent which is possible by the efforts of in-house impersonal who are kind leaders and who kept the attraction and the support of the senior level management. It is necessary to use your own outperformer to keep the outperformer else were. In addition personal touch, requiring job matter and compelling dept package is very important to find the right talent. Good companies bounded strong brand reorganization with their customers and then deliver on that satisfaction. Good employment treating   the same, with measurable and good quality results. As a result, the right people select to join the organization.

4. **Selecting Talent:** Management should taken proven talent selection systems and tools to require teams of the right people based on the capability of high performers. It's not simply a matter of searching the "best and the brightest," it's about requiring the right fit - both for today and tomorrow. Today the largest problem of employee turnover is weak selection. Good selection will confirmed that the organization has the right way of team members who will confirm organizational success. The first process to right selection of talent is to set the organizational program and then recognized the talents which fit into those. To check the good workers see how he/she ignored with the organization. If his ignored are perfectly done for example if he requires more ideal on performance than you should be ensure that you have the right person in your hand.

5. **Retaining Talent:** Employees give-up for many different reasons. Sometimes it is the destination of a new job or the attributes of a period outside the workforce which 'pulls' them, on other times they are 'pushed' due to dissatisfaction in their present jobs to try next of next employment. Many time it is kind of both pull and push factors. In the current time of change, it's danger to hold onto the key people. These are the people who will labour the organisation to future success, and you can't mistake to lose them. The cost of replacing a valued employee is huge. Not only this today It is important that personal aspirations and organizational motives are

mixed together. Too often, these are seen as miss match partner. However, organizations that mainly care on knowing each person's own talents lead to achieve unity success. We need to require different ways for people to increase and develop; otherwise we will only call to a small range of people. Organizations need to expand different and design strategies to maintain people, award high performance and gave them to chances for development. "Alignment" is another key element of a successful Talent making Strategy. When selecting or developing people most organizations looks on the skills, knowledge, experience and behaviours necessary for the role and however, some organizations are started to look at the behaviours necessary to manage effectively in a particular team or culture. It is worth thinking the following terms, all of which have been shown to play a positively role in improving retention;

6**. Managing Succession:** The management of succession planning has involved in recent times. It was Think to be a term that stand only in the minds of the organizational leadership Effective organizations guessed the leadership and talent requirement to get good results in the future but now a days with the coming of the structured corporate governance responsibilities and high believed and sincere from the share partner has starts the pressure on the boards to knowing for all bases are secured and that nothing is left for future. Perfect planning means that the organization is always ready with a employee for an outperformer as an when he left the organization. This planning states that the organization does not face any problem by a key position thus clearing a always organizational excellence. Leaders understand that it's critical to boost their talent pool by succession planning, professional development, job changing and workforce planning. They need to recognize improved talent and requires it. This process requires that you take an list of Your Talent Management Skills. Recognized the dangerous skills needed to play the key roles in the talent life rotation automatically. To what boundaries does your company recruits people who controls them? What might you do to best or develop them? What are you doing in-house that might be better source? What have you sourced that you might be doing in-house? Are some of the questions which the companies request to answer to sure a smooth succession planning?

7. **Change Organization Culture:** A correctly managed talent converts out to be a Gold Mine. It's infinite and cheap. It will keep transferring wealth and demand to the organization Ask yourself, "Why would a talented person select to work here?" If the organisation wishes to strongly strong its talent ground, it should be ready to change things as main as the business planning, the organisation layout, the culture and even the capacity of leaders in the organisation. Today the main responsibility of human resource professionals has transferred from the traditional cultures. Then organization today accepts "employee friendly" corporate culture. Don't wait to tell people they are demanded. It does not cost anything to praise people praise them as kindly as possible and use it at every chance to start the taste of your workplace experience. The responsibility of the business leadership will be to start a work culture that small talent by offering customized employment packages, giving the ministry need by the skilled workers, and instilling a cohesive, supportive program into different workforce. Human

Resource Managers will turn into Human Resource Advocates. The organizations need to start the "most desirable work environment".

Thus the organizations which will follow the practices of talent management will definitely be the collector's in the times to come and the ones who do not feel the seriousness of the problem will find it difficult to remain competition in the present knowledge age.

Aim of the study

The aim of the study is to test the role of talent management in improving organizational efficiency. The study gives an insight into the terms which have lead to the outbreak of Talent famine. It also addresses the key issue that should be taken into remember by the organizational leadership while working the Talent Management system in the organization.

Objective of the Study:

To undertake main research based on asking and replying to the managers and staff about:

1. The need of talent for an organization.

2. Key issue relating to the successful Talent management process.

3. To change and discuss the results obtained through the primary research and to compare them to the searching of the secondary research.

4. To undertake secondary research:

☐ To define Talent and Talent Management

☐ The born of Talent management

☐ Factors distributing Talent areas.

☐ How can organizations program talent management successfully.

Research Methodology:

The study manages on the key issues for successful Talent management implementation in this knowledge era and the importance of organizational leadership in sustaining rather than retaining the talent based on good quality and measurable data. Data collection was collected through the need of questionnaire and face to face interviews happened with clients of select 60 companies primarily the IT and ITES companies based at Delhi and nearing areas. The searching of the secondary research and the information attained through the interviews and questionnaire was always analyzed and compared. The analysis of the result was used to draw a set of conclusions

and recommendations about the key problem for successful talent management implementation within the organization.

Results and Discussion

The present paper goals to show off in detail the findings of the primary research by which the analysis and discussion of the results obtained through the questionnaire and interviews discussing the topic.

Talent Management is a very lengthy concept to be manage in one single study but this study cares at the organizational impact of talent management implementation & factors that should be Think when asking a Talent Management process in the organization. Design the searching of the questionnaire and the interviews comes during the study at the various IT and ITES companies it was repeated that successful Talent Management asking is primarily based on better work culture, demographic issue, technological model and knowledge sharing.

Key issues for Talent Management Implementation

For the talent management important the present study recognized some of the needed factors which have made the job of human resource favoured heavy

 The present survey disclosed demography playing the most important role in the present of talent in India. The maximum of Indian population 83% working in Indian IT and ITES companies were lying in the age group of 25-40 years of age and only 9% were above 55 years of age (graph). The current demographic data makes it very clear that the next 10-15 years a unresponsive in the work force and talent may even knock on India which had already forced in USA, Germany, Japan and other developed countries of the world. These countries have preplanning large shortages of professional talent.

 keeping in mind the other objective of the paper the strategies and factors for retaining the talent was taken into consideration. It was tell that public standing of a company which was the primary boundaries in the past was not so necessary in the present story. Always promotions and increasing which were the huge source of motivation and the fear of separate do not hold any value today. The results of the survey made it clear that excitement of the challenge in a job attracts the people to the organization and democratic environment in the organization has become the source of motivation. The chance of continues growth was a critical factor as telling by the present paper that added the talent to the Indian IT and ITES company.

 As for awarded it is the talent that ordered the terms and conditions of award for the outperformers. The whole deals have become obsolete in the present knowledge age and the talents rule the organizations.

☐ While the right selection and development of talent go a long way to address the problem's of talent management but survey tells that the incentives- both financial and non financial were also necessary in helping to against with the challenge of managing the talent.

☐ According to the survey it was telling us that responsibility also showed in completed over the non fulfilment of the promises which are made at the time of recruiting them. When this question was raised to the organizational leaders they felt that as per their observation of the people who left the organization population of them left either because either they got better chance or they were dissatisfied due to the non-fulfilment of promise made at the time of working with the organization

☐ According to the survey the successful talent management process in recruits the employee recognition culture which worked as motivators at different levels in the organizations. An open and transparent work environment goes a long way in opening communication channels at all levels giving the employees a sense of belonging and ownership in the organization. Social events organized on weekends were an excellent way to started informal friendly relation and help to build stronger teams. The top level of employee satisfaction run important role in describing the talent apart from having a boundaries of qualified replacement and effective investment in employee development.

☐ To face with increasing levels of stress the IT and ITES companies are investing in counselling and complaint handling. Professional counselling and counselling for career progression was found in 43 out of the 60 companies were the survey was undertaken. 15 companies were setting up specialized in-house cell to identify and address growth needs of young and interested team members. The survey also tells that 68% of the employees reported that they were encouraged to sign-up for various training programs for their skill development.

☐ The observation made make it clear that in addition to the shortage of employable talent the Indian IT industry is fighting with low conversion rates and high scrub levels. All the 60 companies surveyed were wills to accept a multi-pronged talent management strategy.

☐ While India is making progression in IT sector more work needs to be done towards building the talent pool and the this pool to its fullest potential. The players who will have a leading edge will be those who are able to attract, retain and manage the right talent thereby focusing their energies in providing inputs to economic development of the country.

Conclusion:

It can be finished form of the study that the issue managing talent for nourishment of organizational brilliance are performance oriented culture low employee turnover , high level of employee satisfaction, a pool of qualified replacement, effective investment in employee development and the use of organizational competencies in employee selection and performance evaluation process. A pro-active talent management system has grown to be a necessity and the

organizations who do not adopt it will find it difficult to sustain organizational excellence. Further we can say that India with its vast intellectual capability and the eagerness of its people can be found in technical, manufacturing and organizational talent that today serves almost every known IT companies in many countries. The aggressive and sustained growth and diversification has lead to the need for more talent not only in terms of numbers but also with new varied and superior skills. The challenge of finding and retaining talent has been taken up in the current paper.

REFERENCES:

1. Berger. A. Lance & Berger R. Dorthy: The Talent Management Handbook" Creating Organiizational Excellence by Identifying, Developing, & Promoting", 2004.
2. *Klien Judy, Miles A. Stephen & Struggles and Heidrick; Optimizing todays Talent Management Strategies; Business week magazine, September, 22, 2003*
3. *Grout Jeff & Perrin Sarah; Recruiting Excellence: An insider guide to Sourcing Top Talent*
4. *Chartered Institute of Personnel and Development (2006) : Annual Survey 2006*
5. Allen, D. G., Scotter, J. R., & Otondo, R. F. (2004). Recruitment communication media: Impact on prehire outcomes. Personnel Psychology, 57(1), 143-171.
6. Eyrich, N., Padman, M. L., & Sweetser, K. D. (2008). PR practitioners' use of social media tools and communication technology. Public relations review, 34(4), 412-414.
7. Fulk, J., Steinfield, C. W., Schmitz, J., & Power, J. G. (1987). A social information processing model of media use in organizations. Communication Research, 14(5), 529-552.
8. Henderson, A., & Bowley, R. (2010). Authentic dialogue? The role of "friendship" in a social media recruitment campaign. Journal of Communication Management, 14(3), 237-257.
9. Qualman, E. (2012). Socialnomics: How social media transforms the way we live and do business. John Wiley & Sons.
10. Brum, S. (2007). What impact does training have on employee commitment and employee turnover. In *Schmidt Labour Research Centre Seminar Research Series* (pp. 1-13).

11. Guthridge, M., Komm, A. B., & Lawson, E. (2008). Making talent a strategic priority. *McKinsey Quarterly*, *1*, 48.

12. Deros, B. M., Rahman, N., Rahman, M. N. A., Ismail, A. R., & Said, A. H. (2009). Application of quality function deployment to study critical service quality characteristics and performance measures. *European Journal of Scientific Research*, *33*(3), 398-410.

13. McCauley, C., & Wakefield, M. (2006). Talent Management in the 21st Century: Help Your Company Find, Develop, and Keep its Strongest Workers. *Journal for quality & participation*, *29*(4).

14. Richard S. Wellins, Audrey B. Smith, Scott Erker, Nine practices for effective talent management, Development Dimensions International White Page.