



Talent Management : A Critical Imperative for Organizational Excellence

Nitin Girdharwal¹

Abstract

This research paper examines the applicability of talent measure sculpt for effective talent management in automobile industries and IT sector with special reference to Noida District in Uttar Pradesh, India. In the primary data collected from the 100 respondents from automobiles industry and IT services sector using factor analysis, seven important factors: (1) creativity and innovation; (2) leadership; (3) teamwork; (4) interpersonal sensitivity; (5) personal motivation; (6) association; and (7) team spirit, which constitute talent were found. It was also found applying nonparametric Mann-Whitney test that there is no significant difference between the opinion of automobile industry and IT service sector employees with regard to a set of factors that constitutes talent management. This study helps the company to retain the present talented workforce and stop them from quitting the organization. Critical talent has been defined and identified covering all staff-level positions and suggestions have been proposed in line with company's requirements and capabilities in order to select perfect and highly skilled employees for the organization.

1. Introduction

Talent management implies recognizing a person's inherent skills, traits and personality, and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position may cause discomfort. It is the job of the management, particularly the Human Resource (HR) department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. It is a systematic approach to managing talent in an organization. The important dimensions which constitute the concept of talent management are attraction, retention, motivation and engagement, development, and succession planning. But they are bundled together to produce a more coherent whole that can be a vehicle for the development and implementation of coordinated and mutually supporting activities that help the organization to get and keep the talented people it needs.

Talent management is the most satisfying and productive aspect of HR management. Finding good people is only a part of the task; talented people can be difficult to manage, but the effort towards nurturing talent is well worthwhile. Hence a serious concern of every HR manager in order to survive this 'war for talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically underscoring the difficulty in attracting, motivating and retaining the best employees in the industry. Technology has become increasingly dependent on knowledge workers who provide the intellectual capital to develop new products and execute effective marketing strategies. This

1. Associate Professor
Krishna Institute of Engineering & Technology, Ghaziabad, India

has led cutting-edge companies to realize that acquiring, cultivating and leveraging their talent base is where their real competitive edge lies.

2. Talent Management: A Preview

The process of attracting and retaining profitable employees, as it is increasingly becoming a strategic import for competing firms, has come to be known as 'the war the talent'.

This study focuses on retaining present talented workforce and stopping them from quitting the organization. Critical talent has been defined and identified at automobile industries and IT sector covering all staff level positions (executives). This survey has been conducted to check the talent gaps and identify the issues and challenges affecting the talent pool. Suggestions have been made in line with the company's requirements and capabilities, and to select the perfect and highly skilled employees for the organization, highly demanding business environment makes it imperative for the organizations to build competence in the form of superior intellectual capital. It is agreed by almost all CEOs of big companies that talent management is an important aspect of HR. It is the duty of the HR to nurture a brigade of talented workforce, which can win them the war in the business field. The talent has to be spotted, carefully nurtured and most importantly preserved.

In this more democratic vision, every employee has the right-and the responsibility – to develop their abilities. 'Talent Management' means different things to different organizations. To some, it is about the management of high-worth individuals or 'the talented', whilst to others, it is about how talent is managed generally, i.e., on the assumption that all people have talent which should be identified and liberated.

From talent management standpoint, employee evaluations concern two major areas-performance and potential. Current employee performance within a specific job has always been a standard evaluation measurement tool of the profitability of an employee. However, talent management also seeks to focus on an employee's potential, implying an employee's future performance, if given the proper development of skills and increased responsibility.

In order to effectively retain and develop talent, one needs to understand what the individuals are looking for in a future career and in an organization. It includes work ethics and values, career planning, work environment and culture, benefits and reward systems, and ways of motivation.

In the present highly competitive world, where change is the only constant factor, it is important for the organization to develop the most important resource of all, i.e., the human resource. Talent management helps organizations to make the most of the strengths and talents of their employees. Talent management has a number of benefits to offer such as employee engagement, retention, aligning to strategic goals in order to identify the future leadership of the organization, increased productivity, culture of excellence and much more.

Many companies today do not have a 'talent strategy' in place, despite organizations' acknowledging the fact that talent is an importance issue. In many organizations there is a lack of workforce planning, while the approach to accessing talent is poorly coordinated across the business. It is crucial that talent management system be put in place for building organizations.

2. Review of Talent Management

Critical 'talent' represents the highly developed skills and deep knowledge possessed by individuals, of not just the work itself, but of how to make things happen within a company.

Enough research has been done by firms to retain their top people. Research suggests that a company's 'stars' are the first ones to be poached by competitors and thus are less likely to stay.

Integral Talent Systems Inc., in 1997, suggested that the companies must continuously focus on their critical talent to ensure that their skills, interests, and capabilities evolve in line with strategic objectives, and listed out various retention practices.

A report in *The Hindu* in 2010 examined the dimensions of talent management and the challenges that organizations face with regard to employee retention in an increasingly competitive labor market. The objectives were to benchmark retention rates, costs and outcomes, identify the reasons why employees leave, determine which practices are most effective for improving retention, and understand how retention affects organizational outcomes.

A study by Aberdeen Group, in 2015, found that 85% of HR executives reported that the single greatest challenge in workforce management is creating or maintaining their companies' ability to compete for top talent.

Kumar (2007) showed that talent is a critical driver corporate performance and potential competitive advantage. Yan and Douglas (2009) found that the concept of job-embeddedness to research on international assignments helps to explain how the processes of expatriation and repatriation might lead to such outcomes as talented person-organization fit or career exploration.

John et al. (2009) expressed that retaining top talent is a primary concern for many organizations. Dana (2009) opined that employees who read Talent on Demand (ToD) will realize that they need to develop the talents and skills that are most in demand, and keep themselves updated to ensure that they are always valued.

Aravamudhan (2010) found that talent management is here to stay for a long haul and it might change the way HR functions.

3. Objectives of the Study

The objectives of the present study are as follows:

1. To make the individuals realize their true potential and try to improve their level of performance.
2. To study the measurable set of factors that constitutes talent management.
3. To study the difference in the responses of automobile industry and IT service sector employees with regard to a set of factors that constitute talent management.
4. To access the talent inventory in terms of identification of talent gaps and identification of issues/challenges affecting the talent pool.

4. Hypotheses of the Study

H_{01} : There are no measurable set of factors that constitute talent management.

H_{A1} : There are measurable set of factors that constitute talent.

H_{02} : There are no significant differences in the responses of automobile industry and IT service sector employees with regard to a set of factors that constitute talent management.

H_{A2} : There are significant differences in the responses of automobile industry and IT service sector employees with regard to a set of factors that constitute talent management.

5. Research Methodology

The research design used in this study is a descriptive research design. The non-probability convenience sampling method was applied in this study. The primary data were collected from the respondents through questionnaire, while secondary data were obtained from books, magazines, record and files maintained in personnel department of organizations. Primary data to test the hypotheses were collected by administering a structured questionnaire (Appendix) to a sample of 100 managerial personal working at the upper, middle and lower levels of different companies of automobile industry (50 respondents) and IT service sector (50 respondents) on a random basis. Various univariate and multivariate analysis tools like mean, standard deviation, and factor analysis, have been used to analyze the data along with the nonparametric independent group test, i.e., Mann-Whitney U-test. Chi-square test was also used to test the hypothesis and percentage and graphical tools were also used for analysis.

6. Data Analysis

The present study is based on the responses to a structured questionnaire. A structured questionnaire was designed that contained a list of 23 variables (Table 1) that help in determining an individual's talent.

Table 1: Descriptive Statistics

Variables	N	Mean	SD
Exploit Orientation	100	7.25	1.035
Creativity/Innovation	100	7.28	1.336
Grave Result	100	8.25	1.241
Customer Course	100	8.22	1.563
Employee Skill	100	8.90	1.178
Leadership	100	8.67	7.102
Teamwork	100	7.92	1.458
Technical Expertise	100	7.72	1.367
Future Course	100	7.60	1.452
Worth Direction	100	8.40	1.771
Fluency	100	7.52	1.557
Decision-Making Study	100	8.21	1.254
Verbal Communication	100	7.55	1.875
Written Communication	100	7.50	1.214
Profit-Making Awareness	100	7.32	1.369
Strategic Awareness	100	7.33	1.147
Interpersonal Sensitivity	100	8.59	1.258
Flexibility	100	8.00	1.852
Spirit	100	8.11	1.741
Personal Motivation	100	8.31	1.452
Questioning/Probing	100	7.54	2.785
Accountability	100	8.12	1.365
Associations/Integration	100	7.84	1.452

7. Factors Analysis

Factor analysis was deemed necessary since it was considered prudent statistically to ascertain whether the adopted list of variables pictured different dimensions of talent. To check the sampling adequacy, Kaiser-Meyer-Olkin (KMO) measure was used. This statistic should be greater than 0.5 for satisfactory analysis. For the scale, the KMO measure was obtained as 0.720, and therefore, it was satisfactory. Bartlett's test is significant, i.e., the associated probability is less than 0.05. This implies that the items included in the scale are correlated to each other.

Table 2: Output for Mann-Whitney U-Test

Variables	Mann-Whitney (U)	Wilcoxon (W)	Asymp. Sig. (2-Tailed)
Exploit Orientation	764.000	1,459.000	0.662
Creativity/Innovation	668.500	1,112.500	0.638
Grave Result	537.500	1,423.500	0.442
Customer Course	561.500	1,478.500	0.561
Employee Skill	525.500	1,461.500	0.453
Leadership	536.000	1,417.000	0.418
Teamwork	593.500	1,456.500	0.348
Technical Expertise	689.000	1,369.000	0.710
Future Course	542.000	1,481.000	0.656
Worth Direction	591.500	1,521.000	0.326
Fluency	658.000	1,291.000	0.121
Decision-Making Study	542.000	1,321.000	0.116
Verbal Communication	497.500	1,365.500	0.152
Written Communication	499.500	1,321.500	0.586
Profit-Making Awareness	477.500	1,365.500	0.689
Strategic Awareness	654.500	1,451.000	0.430
Interpersonal Sensitivity	653.000	1,489.000	0.699
Flexibility	621.500	1,461.500	0.414
Spirit	568.500	1,561.500	0.258
Personal Motivation	549.000	1,231.000	0.174
Questioning/Probing	765.000	1,356.000	0.651
Accountability	658.000	1,331.000	0.899
Associations/Integration	658.00	1,233.000	0.961

Thus factor analysis used for analyzing the data. All the factors have a loading of more than 0.40.

A principal component analysis with subsequent rotation (varimax) was conducted on 23 items related to talent variables. All communalities (i.e., proportion of variance explained by the common (factors) varied from 0.852 to 0.720.

8. Mann-Whitney U-Test

An independent group Mann-Whitney U-test was conducted to evaluate the null hypothesis (H_{02}) that no significant differences existed between the responses of the employees of the two sectors, i.e., automobiles industry and IT service sector.

Table 2 present the results of Mann-Whitney U-Test. All variables are significant at 5% significance level. Thus, the null hypothesis is accepted. Therefore, there are no significant differences in the responses of automobile industry and IT service sector employees with regard to a set of factors constitute talent management.

9. Conclusion

Descriptive statistics test was used to identify whether there are measurable set of factors that constitute talent management. H_{A1} the alternate hypothesis was accepted. Thus, there are measurable set of factors that constitute talent.

The paper further used Mann-Whitney U-test to identify whether there are significant differences in the responses of automobile industry and IT service sector employees with regard to a set of factors that constitute talent management. The results reveal that there are no significant differences in the responses of automobile industry and IT service sector employees with regard to a set of factors that constitute talent management.

Hence, we can conclude that talent can be measured and that whatever can be measured can be managed.

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Appendix

Questionnaire				
Employee Name and Age:			Date:	
Company Name:				
Factor	Agree	Strongly Agree	Neutral	Strongly Disagree
Exploit Orientation				
Creativity/Innovation				
Grave Result				
Customer Course				
Employee Skill				
Leadership				
Teamwork				
Technical/Expertise				
Future Course				
Worth Direction				
Fluency				
Decision-Making Study				
Verbal Communication				
Written Communication				
Profit-Making Awareness				
Strategic Awareness				
Interpersonal Sensitivity				
Flexibility				
Spirit				
Personal Motivation				
Questioning/Probing				
Accountability				
Association/Integration				