

A Study of Talent Management and Its Impact on Performance of Organizations

Lavkush Mishra

Professor, Department of Travel and Tourism Management, Institute of Tourism and Hotel Management, Dr Bhimrao Ambedkar University, Agra 282002, INDIA.

Corresponding Author: mlavkush@yahoo.com



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ABSTRACT

Today, an organization's main source of competitive advantage is its talent. Employee performance affects the organization's performance. If workers at a business have specialized knowledge that will distinguish them from their rivals. In this cutthroat Keeping, brilliant workers in the workplace is a difficult challenge for both acquisition and HR managers. Management of talent is difficult and important work. Acquisition of the right talent strengthens the organization's strategy. Organizations use talent management as a business strategy to retain their most skilled workers and enhance performance. It involves finding and employing the best individuals, educating them for future leadership roles, monitoring and managing their performance, and stopping them from leaving the company. Every organization's effectiveness is reliant on its ability to of its workers. The company instantly acquires a competitive advantage over its rivals if the personnel possess distinctive competencies that the rivals cannot imitate. Therefore, businesses are focusing on creating effective systems and practices for talent management to manage this unique human resource.

Additionally, the organizations put a lot of effort into keeping their most valuable and best workers. Since if they go, the entire repository of knowledge has also left the organization's control. The focus of the research was to determine how talent management affected certain IT firms in the NCR region in terms of organizational performance. The results demonstrate that talent management has a limited effect on performance. If this still exists, the enterprises may use their captive to boost their profitability and growth after being properly deployed and managed at the appropriate locations.

Keywords- Talent Management, Organizational Performance, Competencies, Employee Performance

I. INTRODUCTION

This essay aims to clarify talent management and its significance in maximizing an organization's competitive advantage. Additionally, the report offers guidance on how talent management initiatives can supplement a company's hiring and retainer policy[1]. The collective set of innate skills acquired knowledge, and aptitudes that make up an organization's workforce is known as its human resource. Human resource management should be used as much as feasible to attain personal and organizational goals. A company's performance and The amount and quality of its human resource department are closely correlated with the productivity that results. That is why the idea of talent

management had garnered a lot of academic and professional attention. The process of training, developing, managing, recruiting, and utilizing talent evaluating and maintaining the people, an organization's most valued resource[2]. Employers are starting to recognize the worth of the people who make up the company, making employee retention a significant problem in today's cutthroat business environment. Human capital is now clearly seen as a crucial resource and essential to the sustainability of the business in a knowledge-based society. Losing any of an organization's key personnel has a huge financial impact, especially when considering the information lost with just an employee's departure. Organizations must coordinate how they retain and manage it. Talent on its own has become

more mobile, so organizations must coordinate how they retain and manage it [3]. Human resource management is increasingly focusing on talent management. This procedure was first created to enhance the method for identifying and cultivating people with the essential knowledge, skills, and attributes to meet current organizational expectations.

Human resource professionals can no longer just concentrate on their firms' daily transactional requirements, benefits, pay, and staffing. Over the years, HR's responsibility has significantly broadened to encompass a variety of organizational efforts, including training, employee development, Workplace diversity and fairness, catastrophe preparedness, reward administration and development, and putting organizational strategy into practice. All of them have both direct and indirect complications. organizational efforts, and it is crucial that HR practitioners are likewise capable of controlling, quantifying, and comprehending these organizational systems' nature and structure. Success in an organization today is closely correlated with the talent it has access to. Competition and a shortage of highly qualified and competent workers. Employers place a high focus on attracting and keeping skilled individuals[4]. Therefore, proper steps should be taken to use the highly talented management techniques available, as this will give the business a competitive advantage over rivals and help the business prosper. Since The management and retention of an organization's talent pool determine its performance and success in maintaining market leadership. All crucial elements are covered by the talent management approach in the recruiting and selection phases of an employee's "life cycle," increasing

their expertise by giving them future succession planning, performance management, and suitable training. Although the HR managers and top management always have placed a strong emphasis on fundamental talent management, they need to be dedicated, engaged, and high-performing people to achieve the appropriate performance levels. There is no doubt that individuals are an asset to the firm, and as a result, the corporation is implementing several methods to develop decision-creating data-driven platforms[2].

A strategic strategy for talent management aids firms in:

- Become "proactive" instead of "reactive" and implement adjustments immediately.
- Reduce training expenditures by focusing on the primary and crucial development areas by identifying the core skill sets needed and competencies to be developed in all personnel.
- Enhance the hiring process by identifying qualified applicants using job descriptions that reflect the skills of the most effective workers with highly regarded corporate or industry competencies.
- It helps the firm reduce attrition since its talent management activities will enable it to retain its top/key personnel successfully.
- It greatly aids in boosting an organization's performance, production, and earnings or profitability.

II. ANALYSIS OF TALENT MANAGEMENT AS WELL AS THE EFFECTS ON ORGANIZATIONAL PERFORMANCE



Figure 1: Model for Talent Management and Organizational Performance; Optimis (2011)

The talent management and organization performance model developed by *Optimis (2011)* defines several talent management elements and connects them to workforce performance, affecting organisational performance. Organizations struggle to compete without highly qualified personnel and ongoing human capital investments. For any firm to gain a competitive edge, having the right people in the right locations at the right times is essential[5].

Sheokand and Verma (2015) discovered that the talent management idea is just beginning to take hold in the modern business environment. The most crucial element of gaining a competitive edge presently, especially for firms operating on a worldwide scale, is that human resources, often known as the organisation's human capital, have begun to understand their worth and significance. The study provided a thorough analysis based on prior studies that were carried out in the past; it

was discovered that the idea of talent management is Possible. Still, it unquestionably results in a high-performing organization [2].

Almaaitah and coworkers, (2020) by Talent, distinguished by high pace and competition, is one of the most crucial foundations that organizations and businesses rely on to realize their long-term vision in the twenty-first century. The need for talent has also grown[6].

Sheehan, Grant, & Garavan (2018) By the term "talent" refers to the distinctive talents, attributes, characteristics, or abilities of individuals who use them to achieve organizational goals[7].

Aina & Atan, (2020) By when there are open positions, talent management assists businesses in identifying the most talented people who have the potential to fill such positions as future leaders. As a result, organizational performance is sustained[8].

III. THE PLAN FOR RESEARCH PAPER

3.1 Objectives:

The study's objectives include

- 1) To understand the significance of talent management practices in the IT sector
- 2) To comprehend the extent to which Talent Management Practices affect Employee Retention
- 3) To be familiar with talent management practices for attraction and development.
- 4) To research employee engagement practices and performance management practices
- 5) Create a theoretical framework that connects employee retention and talent management
- 6) to provide fundamental knowledge of the relationship and talent management between talent management and organizational performance.
- 7) To investigate what impact talent management has on the effectiveness of the company

3.2 Research Plan

Closed-ended questionnaire (Likert's Rating Scale) was used to collect the data. Measurement equipment was put to the test to see how reliable and valid it was. Understanding that an instrument's validity relates to how well the conceptualization of the researcher is evaluated is crucial or supposition[10]. The primary factors in this study were assessed using a five-point Likert scale. A scale of 1 to 5 (strongly disagree) was used (strongly disagree). The population Based on the research of Kanyama et al., those who replied to the survey questions[9]. The survey questions on attracting talent, developing it, keeping it, and improving organizational performance were based on El Dahshan et al. [11].

3.3 Individuals and Sample

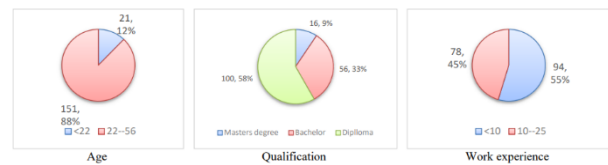
The study's population did not know employee and managerial ranks in construction companies in Bangkok, Thailand. Thai adults above the age of 18 who responded to the survey called Bangkok, Thailand, home. By the deadline, 385 instances with a p-value of at least

0.5 must be collected. Convenience sampling with a 95 percent confidence level and a sample error of 5 percent. The overall count of 394 people participated in this survey as respondents (394).

3.4 Data Gathering

The data was collected by the researchers using online self-administered questionnaires. Before distributing the online survey, the respondents were informed of the study's objectives participate.

3.5 Profile of Respondents



Additionally, the measurement model must be evaluated first before the theory. The structural equation model's ability to forecast the relationship among variables can be examined.

3.6 Talent Management

Talent management is overseeing potential employees in the workplace to improve performance and, as a result, raise overall productivity. This can be accomplished by including workers in everyday tasks and decision-making. Talent management also includes regular training and development programs to enhance staff members' abilities and ensure long-term professional development. Consequently, the more talent management techniques are used, the higher the performance and the more productive the workplace will be.

IV. DISCUSSIONS AND IMPLICATIONS

The study's results are detailed below. When it comes to employer branding, workers prioritize whether the company values and utilizes creativity. While the Organization's financial performance is given the least consideration. The respondents were asked to rank the major Employer Branding components. The results of the Mann-Whitney U test used to examine the response show that men and women rank similarly for employer branding. The Organization's Critical Evaluation of the Employees is given top priority in the Performance Management System. The Mann-Whitney U test was used to assess the ranking patterns of the gender groups for the Performance Management System's numerous criteria, and the results showed no gender-specific differences in the ranking patterns. Multiple regression analysis was used to determine the connection between talent development and retention practices and employee engagement. Employee Engagement has a mean degree of agreement of 4.19, which indicates that respondents generally concur that they are involved in their work. A model was fitted using the SPSS program. According to the model's corrected R-Square value of 0.494, the independent variable accounted for nearly 50% of the

variation in respondents' satisfaction levels, the dependent variable. After applying structural equation modelling, it was discovered that rewards and benefits and employee engagement had a strong positive relationship. Additionally, unlike talent retention practices, talent development practices have no direct or indirect impact on employee engagement and have a profoundly favourable effect on employee engagement.

V. CONCLUSION

The results of data analysis of talent management techniques and their effects on organizational performance in the IT industry are included in the current study. The research and the study mentioned above indicate a good connection among talent management and overall organizational performance. Still, there is a practice's partial influence on performance. The staff believes that to develop its potential, organisations may enhance their learning and productivity through management, performance, and development activities and give their retention tactics a bit more attention. And if the organizations are effective, the organizational performance will naturally increase and improve over the existing situation. Other than that, the staff members believe the organizations may control their successfully, and as a result, they concur that the organizational performance is likewise excellent. Therefore, all businesses in the IT sector should incorporate talent management into their business plans or strategies. In other words, we may infer that talent management has a large partial influence on organizational performance. Techniques to improve their output, profitability, and performance will make them more. By acquiring a competitive edge in this shifting industry, companies may become profitable and establish themselves in their company climate and economy.

Finally, the research findings demonstrated that formal succession planning systems are necessary for effective global talent management since development programs' primary objective is to find employees who are viewed as important assets to the company and from whom It anticipates continual promotion to higher positions. The same should be true of succession planning procedures and development plans. There must be a documented strategy for succession planning, and numerous human resources processes must be followed. Furthermore, it is said that talent development is risky considering how quickly the economy is shifting in the modern-day. A talent management philosophy that draws on supply chain Organizations should instead adopt management. However, the study also discovered a favourable association between talent and retention. Regression analysis was used to validate the results based on management and staff performance and Pearson Correlations.

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