

EFFECT OF TALENT MANAGEMENT IN ORGANISATION DEVELOPMENT WITH REFERENCE TO HYDERABAD REGION

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Abstract

Globalisation, competition, emphasises on customer care and paradigm shifts in information technology and this technology enabled services necessitated the organizations to focus on management of knowledge workers, skilled employees, and talented employees. Talent management is a new concept but difficult phenomenon to measure. Talent is very important resources for preserving valuable heritage, learning new things, solving problems, creating core competitive and initiating new situations for both individuals and organizations now and in the future. The impact of talent management on organizational development is a problem especially where only strategic staffs is treated as talents of the firm. Organizational development is technique used for bringing change in the entire aspect of the organisation rather than focusing attention on the individuals so that change is readily absorbed. The purpose of this research paper aims to generate knowledge from outside sources as well as from inside the organization and shares it with employees to develop talent. And examine the effect of talent management on different reputed organizations in and around Hyderabad region.

Keywords: Talent management, Performance, Organizational development

Introduction

In today's challenging business environment of going global and competition becoming intense, organizations have mounting pressure to perform better than before. Over the years, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes (Bryan, 2004) wherein employees' skills and personalities are appropriately deployed to optimize performance, is a critical and difficult task. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture (Judy Klein, 2009)

Meaning of Talent Management

The term Talent Management is being used to describe sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the success of organizations. Talent management, also known as Human Capital Management, is the process of recruiting, managing, assessing, developing, and maintaining an organization's most important resource i.e. its people (Bhatla, 2007). Talent management initiatives must involve dialogue and engagement with business in order to hire, retain and develop the talent that is needed to achieve the business goals. (HR Focus, 2008).

Need for Talent Management

Talent Management is on HR professionals' minds these days, as HR works to obtain, retain and develop manpower. For talent management to be effective, what is important is to hire employees who seem to be the best fit in the organization. Organizations are taking steps to manage talent most effectively and also to develop their own employer brand. These brands simplify decision-making and communicate the value they create for their customers. Likewise, employees also identify themselves with certain organizations (Shravanthi and Sumanth, 2008) especially in the light of forecasted labour shortage. Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinate, performance oriented approach is adopted. Therefore, it is important for the organizations to develop adequate and appropriate plans and put in efforts to attract the best pool of available candidates, and also to nurture and retain the current employees.

Importance of the Study

In the recent days, the HR Department of any organization is vested with the responsibility of managing the Talent in addition to its conventional function of providing good human capital to an organization. Talent Management and Organizational Development is devoted to providing diverse learning and developmental experiences for all employees. In collaborate with Professional Development and the learning communities, we are creating leadership pipelines. We are developing programs and processes to recruit and select effect employees while creating opportunities to further develop our high-potential talent at various levels of the organization. Through Talent Management and Organizational Development we will support and foster a culture where relationships matter, learning matters and performance matters. By implementing an effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

Literature Review

A detailed survey of the concerned literature has been carried out based on various journals, reviews concerned magazines and internet and presented below:

Any Organization needs to have a vision and a well defined strategy on hiring for the future. We should have the right talent to attract and retain the best available talent for which a number of measures for talent management are required. *Karthikeyan, 2007*. Emphasis has been paid on initiatives that can be put in place to help organization to retain and nurture the talent *Pandit, 2007*. The fundamental aspects about the definitions of human recourses have been discussed and planning of new models has been discussed. The need to disband the conventional school of thoughts about organizational behavior has been advocated and a new approach has been suggested for HR *Anandaram, 2012*. The Strategic Development of Talent by *William J. Rothwell* "Rothwell ignites the imagination, expands the possibilities, and offers practical strategies any organisation can use to effectively develop, retain and utilise talent for the benefit of an organisation and enter the fluid, flexible future. Managers at all levels will cheer the sanity *Rothwell* suggests." *The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People by Lance A. Berger*" This is an outstanding reference work that succinctly explains a simple and practical approach to the identification, assessment and management of talent in the current, dynamic operating business environment. The book plainly gives advice on how to avoid high staff turnover, poor morale, and poor performance."

Objectives of the Study

The main objective of this study is effect of talent management in organisation development in Hyderabad region. The specific objectives are as follows:

1. To assess the development of interpersonal relationship
2. To identify the extent of participation of talented employees and their level of decision making, growth, and communication in the organisation
3. To study the motivational level of talented employees

Research methodology:

The study is descriptive in nature and is based on employee's primary data collection method. Data was collected from worker and employees of various organizations in Hyderabad region with the help of a well structure questionnaire, their views and suggestion were incorporated in the final quessionnaire, the analysis of data was carried out by using statical package of the social science.

Scope, Sampling size and Techniques

This study was done in the different reputed organizations in and around the Hyderabad region and the respondents were busy. The respondents filled up the questionnaire in between their busy schedule. Employees responded according to their own perceptions. The sample size has been taken as 127 employees of various professionals and organizations. Employees fear to disclose the information as company has not allowed disclosing confidential information. Time factors (i.e., rewards, performance, growth, training, working environment resolving conflict, etc.) was the major limitation of this study.

As mentioned in the sources of primary data, the sampling techniques used in this research were non-probability convenient sampling techniques. The survey was conducted through questionnaire and scheduled interview with in the various organistions of employees in Hyderabad region.

Results and Discussion:

Demographic Profile of the Respondents: Table-1 reveals that out of total respondents it was found that the maximum number of respondents were female and the minimum number of respondents were male .Findings from a total of 127 respondents indicate that about 43 percent of them were between the age group of 26-35, more than half of them (45%) are Executives and majority of respondents are highly experienced (53%) and more than half of them are found education qualification that Graduates. All respondents expressed that their concern more effort to implementing an effective talent management for organizational development.

Table 1: Demographic Profile of the Respondents:

	Category	Responses	
		No	Percent %
Age Group	< 25	21	16.5
	26 - 35	54	42.5
	36 - 45	41	32.2
	> 46	11	8.6
	Total	127	100
Gender	Male	41	32.2
	Female	86	67.7
	Total	127	100
Cadre	Mentors	38	29.9
	Executives	43	33.8
	Technicians	24	18.8
	Others	22	17.3

	Total	127	100
Experience	< 10	27	35.7
	11 - 20	53	39.2
	21-30	29	22.8
	> 31	18	14.1
	Total	127	100
Educational	Above SSC	19	14.9
	Graduate	47	37
	Post Graduate	38	29.9
	Technical	23	18.1
	Total	127	100

Source: Primary Data:

Perception of Employees towards Talent Management in Organization Development:

Table-2 presents the overall perception of employees towards effect of talent management in organisation development and it reveals that there are an average 60 percent of employees agreed and strongly agreed to that effect of talent management for organizational success, 24 percent of them disagreed and strongly disagreed with the same and only 16.76 percent were could not decided whether to agree or disagree. Therefore, it can be concluded that every organization is requires putting more effort to implementing an effective talent management for organizational development.

Table 2: Perception of employees towards Talent Management (N=127)

Factors	Satisfy & Highly Satisfy	Undecided	Unsatisfy & S DA
Reward Recognition	78(61.4)	18(14.1)	31(24.4)
Performance Management	59(46.4)	25(19.6)	43(33.8)
Learning & Training	82(64.5)	28(22)	17(13.3)
Career Mapping	71(55.9)	22(17.3)	35(27.5)
Working Environment	79(62.2)	19(14.9)	29(22.8)
Growth & Development	81(63.7)	21(16.5)	25(19.6)
Changes	87(68.5)	18(14.1)	22(17.3)
Ideas & Suggestion	68(53.5)	23(18.1)	36(28.3)
Policy decisions	53(41.7)	28(22.0)	46(36.2)
Conduct of Meetings	86(67.7)	16(12.5)	19(19.6)
Resolving Conflicts	83(65.3)	17(13.3)	27(21.2)
Average and Total	75 (59.16)	21(16.7)	30 (23.4)

Source: Primary Data: Note: Digits in parenthesis indicates percentages

From the research we observed that 72% respondents were expressed their opinion about working environment was very good and 77% of respondents mentioned that their concern was very supportive and encouraged personal growth and development 51% the respondents stated inform the changes taken place in the organizations 34% of the respondents told their ideas and suggestions encouraged sometimes only. It is observed from the research that 53% of the talented employees were informed about the policy decisions and 83% of the talented employees maintained that their organization took necessary step resolve the

conflict among the employees and put more effort to created relationship between employer and employee. respondents expressed that their concern provide opportunities ti develop leadership capacity.

Conclusion:

Now day's talent management is a critical and challenging task of each and every organization. Talent management plays a vital role in organization development. The success and failure of the organization fully depends upon their employee's competencies Employees sharing knowledge fully depends on the satisfaction of the employees about the working environment. If the companies want their employees knowledge sharing they must provide co-operative environment to get more productivity and high morale which helps to retain the talented workforce. Thus effect of talent management plays very dominant role in organizational development recruitment and retention of knowledge is only comes true through the development of friendly environment. Hence every organization is requires to put more effort to develop friendly environment to kept knowledge workers with themselves for organizational development.

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