A STUDY OF TALENT MANAGEMENT WITH THEORETICAL APPROACH

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Abstract:
Change in the only permanent feature of life. Business world is also dominated by change brought about by internal and external factors. Employees of various organizations are facing problems in adjusting to these changes. Talent Management has evolved as an important tool to manage these changes. Talent management implies recognizing a person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. Talent Management includes important activities like manpower planning, performance management, reward and incentives, motivation, succession planning and leadership development.

Keywords: Talent, Talent Management, Manpower Planning, Performance Management, Reward, Incentives, Motivation, Succession Planning and Leadership Development

1. INTRODUCTION

Organizations are passing through an era of transformation. Changes brought into business life by competitors, economy or any other external and internal factors may create a major disturbance or upsets in an organization. The ongoing COVID19 pandemic has also adversely affected the wellbeing of many organizations. To nullify the effect of these changes, organizations make specific protective and corrective efforts; such efforts are labeled as change management in general. Change management manages the relational change that can be witnessed in every functional concept responsible for administration of business. In this present business scenario of change management finding and managing talents have gained enormous importance. Capelli (2008) in his study highlighted that over the past generation, talent management practices, especially in the United States, have by and large been dysfunctional, leading corporations to lurch from surpluses of talent to shortfalls to surpluses and back again. The recent economic slowdown in the developed and developing countries has however stressed on the importance of talent management for survival. The idea of talent management is not new. Initially it was the peripheral responsibility of the human resource department to anticipate the need for human capital and then set out a plan to meet it. It is therefore time for a fundamentally new approach to talent management that takes into account the great uncertainty businesses face today. Fortunately, businesses already have such a model, one that has been well improved over decades to anticipate and meet demand in uncertain environments, notably supply chain management. By borrowing lessons from operations and supply chain research, firms can forge a new model of talent management better suited to today"s realities. Before getting into the details, it is imperative to review the context in which talent management has evolved over the past few decades and its current state. In the above back drop this paper discusses the following issues:

a. Conceptualizing Talent Management (TM)
b. Historical Background Of Talent Management
c. The Importance Of Talent Management And Why Organizations Should Invest In It
d. Benefits Of Talent Management
e. Talent Management Process Model
f. Talent Management Initiatives
g. Developing Framework for Talent Management
h. Talent Management Challenges for HR

2. CONCEPTUALIZING TALENT MANAGEMENT (TM)

Organizations are made up of people; these people can make or mar an organization. Every organization is striving to findan answer to how to persuade people to make the organization, not to mar it. It is important to not only find the

people who can contribute to make an organization, but also making them acquire the required competencies and motivating them to add value continuously for the success of the organization.

Talent Management is a set of strategies and systems to increase productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs. Talent management ensures organizations have right people with fit skills located at right place to access business strategy. In fact, talent management includes complete set of processes for recognizing and managing people for successful execution of business strategy of the organization (Ballesteros, 2010).

Stockley (2007) states that talent management is a very conscious, deliberate approach adopted by the organization to attract develop and retain people who possess right competencies, attitude and aptitudes to meet the strategic objectives ofthe organization. It focuses on people who got the right potential for achieving high performance levels.

According to Lockwood (2006), "talent management is the implementation of integrated strategies or systems designed toincrease workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs"

At the United Nations Development Program, talent management is defined as "an organizational capacity to identify the right person for the right job and at the right time". Talent management systems, in turn, are defined as the collective HR systems and tools to make it possible to plan demand, develop and evaluate staff, and match capable staff to the right jobs.

According to the CIPD (Chartered Institute of Personnel & Development, 2010):

- Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.

- Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view

Talent management (TM) refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field has been growing in significance and gaining interest among practitioners as well as in the scholarly debate over the past 10 years, particularly after McKinsey's 1997 research and the 2001 book on *The War for Talent*. Talent management in this context does not refer to the management of entertainers.

Talent management has been defined by various scholars to reflect their understanding of the concept. Tyskbo (2019) describes Talent management as the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning. A talent-management strategy should link to business strategy and to local context to function more appropriately.

Talent management is defined as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind. Talent management is also viewed as the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives.

Talent management is generally viewed as an organization's ability to recruit, retain, and produce the most talented employees available in the job market. Talent consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. Having good talent management iswhen one has good skills, knowledge, cognitive abilities, and the potential to do well. It is therefore an important and necessary skill for people in the workforce to acquire. Finding good and talented people is not a very hard thing to do,

but making sure that they want to stay working for the same business is the challenge. If someone has so much talent and theyare good at what they do, businesses will want them to stay and work there forever. However, most of those people are either satisfied with the job they have, or they go out and look for better opportunities.

A talent management system (TMS) is an integrated software suite that addresses the "four pillars" of talent management: recruitment; performance management; learning and development; and compensation management

3. HISTORICAL BACKGROUND OF TALENT MANAGEMENT

The term was coined by McKinsey & Company following a 1997 study. The following year in 1998 "talent management" was entered in a paper written by Elizabeth G. Chambers, Mark Foulon, Helen Handfiled-Jones, Steven M. Hankin, and Eduard G. Michaels III. However, the connection between human resource development and organizational effectiveness has been established since the 1970s.

The profession that supports talent management became increasingly formalized in the early 2000s. While some authors defined the field as including nearly everything associated with human resources, the NTMN defined the boundaries of the field through surveys of those in corporate talent management departments in 2009 - 2011. Those surveys indicated that activities within talent management included succession planning, assessment, development and high potential management. Activities such as performance management and talent acquisition (recruiting) were less frequently included in the remit of corporate talent management practitioners. Compensation was not a function associated with talent management. Lastly, the strategy of using talent management helps organizations with workforce retention.

A talent management system is suggested to be used in business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather be practiced in all levels of an organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives. The issue with many companies and the military today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. The talent management strategy may be supported by technology such as HRIS (HR Information Systems) or HRMS (HR Management Systems).

4. THE IMPORTANCE OF TALENT MANAGEMENT AND WHY ORGANIZATIONS SHOULDINVEST IN IT

Talent management is not just a simple human resource key term one will come across. It is also committed to hire, manage, develop, and retain the most talented and excellent employees in the industry. In fact, talent management playsan important role in the business strategy since it manages one of the most important assets of the company, its people.

That is why organizations should make the effort to effectively manage the employees to help them develop their skills and capabilities in order to retain them. Here are some reasons why organizations should invest in talent management.

Attract top talent: Having a strategic talent management gives organizations the opportunity to attract the most talented and skilled employees available. It creates an employer brand that could attract potential talents, and in turn, contributes tothe improvement of the organizations" business performance and results.

Employee motivation: Having a strategic talent management helps organizations keep their employees motivated which creates more reasons for them to stay in the company and do their tasks. Over 91 percent of employees shared that they wanted more than just money to feel engaged and motivated, as revealed by Chandler and Macleod"s survey.

Continuous coverage of critical roles: Talent management equips organizations with the tasks that require critical skills to plan and address the important and highly specialized roles in the workforce to its employees. This means that

the organization will have a continuous flow of employees to fill critical roles to help organizations run their operations smoothly and avoid extra workload for others, which could lead to exhaustion.

Increase employee performance: The use of talent management will make it easier for the organizations to identify which employees will be best suited for the job that can lead to less performance management issues and grievances. It will also guarantee that the top talent within the organization stays longer.

Engaged employees: Talent management allows organizations to make systematic and consistent decisions about the development of staff, which guarantees the employees‟ skills and development. Furthermore, employees will feel more engaged when there is a fair procedure for the development, which helps in increasing the retention rates that helps organizations in meeting their operational requirements.

Retain top talent: Well-structured on-boarding practices create higher levels of retention which saves the organization onits recruitment and performance management cost in the long run.

Improve business performance: Talent management helps employees feel engaged, skilled, and motivated, allowing them to work in the direction of the company‟s business goals, which in turn, increases client satisfaction and business performance.

Higher client satisfaction: A systematic approach to talent management means that there is an organizational integration and a consistent approach to management. When systems are more integrated, client satisfaction rates are usually higher, since they are dealing with fewer people and their needs are met more rapidly.

Benefits of Talent Management

Talent Management has become a mainstream people management strategy because of its ability to help organizations more effectively acquire, align, develop, engage, and retain their high performing and potential talent.

5. BENEFITS OF TALENT MANAGEMENT FOR THE ORGANIZATION

Benefits of Talent Management for Organization

- Accomplishment of vision
- Retaining finest talent
- Strengthens company's human capital structure
- Succeed over competitors
- Builds up company's reputation
- Better decision making
- Efficient and effective performance

- Strategic talent management results in the accomplishment of organizational vision.

- Filtration of talented employees and retaining of the finest ones is possible.

- Talent management strengthens the organizational structure by building strong human capital.

- It helps the organization to succeed over its competitors and establish a strong presence in the market.

- It builds up a good reputation of the company among the job seekers.

- It leads to improved participative decision making by the management.

- It directs continuous improvement in organizational performance making it more efficient and effective.

6. BENEFITS OF TALENT MANAGEMENT FOR EMPLOYEES

Benefits of Talent Management for Employees
- Achieve job satisfaction
- Employee motivation
- Enhances personnel skills
- Feeling of belongingness
- Long-term existence
- Boost up confidence
- Quality add-ons to employee experience

- Talent management initiates a positive environment in the organization where employees experience job satisfaction.

- Employees get a chance of learning and improving themselves which motivates them to perform better.

- The training and development programmes help the employees to learn something new, enhancing their personal skills and knowledge.

- The organization focuses on an individual"s growth and betterment hence employees develop a feeling of being caredfor and belongingness for the organization.

- The employees remain associated with the organization for a long-term period.

- Recognition and rewards lift up the employee"s confidence level.

- The rigorous learning, adds on to the experience of the employees.
In today"s global scenario, the human resource has been a very effective tool for the company"s growth and success. Thusto make the best possible utilization of the employee"s talent and skills, talent management is essential. However, in an organization, there is nothing more crucial than fitting the right employee in the right position. When people do jobs that just don't suit their liking, inclination or temperament, the results, or rather the lack of them will be disastrously obvious. Low productivity, dissatisfaction, low morale, absenteeism and other negative behaviour will become typical till the employee is shown the door. Talent management implies recognizing a person's inherent skills, traits, personality

and offering him a matching job. Rudis (2007) opined that every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. No matter how inspiring the Leaders are, they are only as effective as their team. A team's output is healthy only if the members are in sync. To achieve such harmony, the key ingredient is "putting the right people in the right jobs".

Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about and contribution to company goals; sustained motivation and job satisfaction.

7. TALENT MANAGEMENT PROCESS MODEL
While often cyclical rather than a generic linear progression of events, the process of talent management could be considered, to begin with acknowledging the need for talent and leads to filling that gap and ultimately growing and optimizing the skills, traits, and expertise of employees, new and old. The following image depicts the key points of the talent management process:
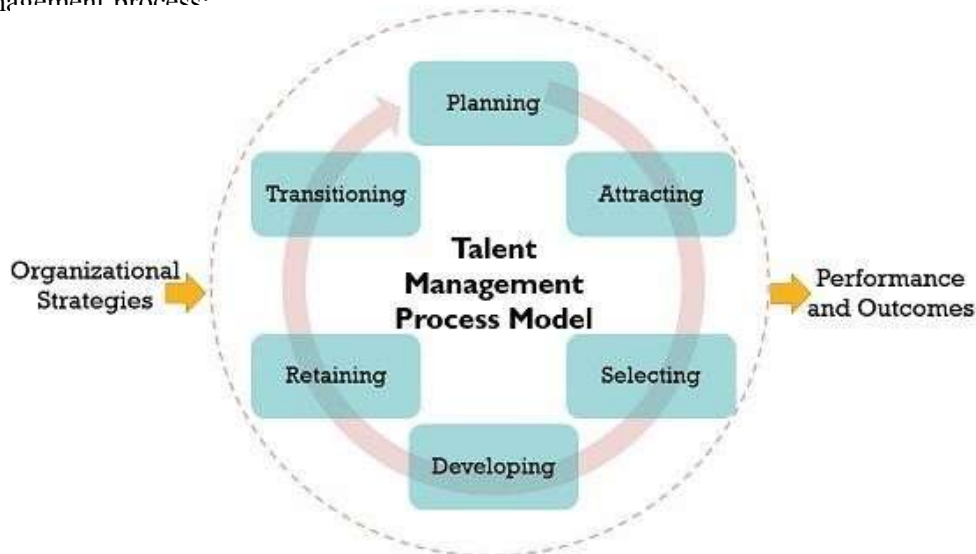
Source: Business Jargons.

1. **Planning**: Planning is the initial step in the process of Talent Management. It involves the following:
   - Identifying the human capital requirement.
   - Developing the job description and key roles.
   - Proposing a workforce plan for recruitment.
2. **Attracting**: Deciding whether the source of recruitment should be internal or external and seeking for the suitable individuals to fill in the vacant positions through:
   - Job Portals such as www.ncc.goc.ng, etc.
   - Social Network such as LinkedIn and Twitter.
   - Referrals.
3. **Selecting**: Recruiting and selecting the personnel. It involves the following steps:
   - Arranging written test and interviews.
   - Scrutinizing the most suitable candidate for the profile.
4. **Developing**: In this stage, the employee is prepared according to and for the organization and the profile.

Thefollowing steps are involved in the process:

- Carrying out an onboarding programme or an orientation programme.
- Enhancing the skills, aptitude and proficiency of the personnel to match the profile.
- Counseling, guiding, coaching, educating, mentoring employees and job rotation.

5. **Retaining**: Employee retention is essential for any organizational existence and survival. The following are the techniques of employee retention:

- Promotions and increments.
- Providing opportunities for growth by handing over special projects.
- Participative decision making.
- Teaching new job skills.
- Identifying the individual"s contribution and efforts.

6. **Transitioning**: Talent management aims at the overall transformation of the employees to achieve the organizational vision. It can be done through:

- Retirement benefits to employees.
- Conducting Exit interviews.
- Succession Planning or Internal Promotions.

8. TALENT MANAGEMENT INITIATIVES

The managers and the higher authorities need to take the initiative to pave the way for the personal development and long-term association with the organisation. Some of the ways in which a manager can motivate and retain employees are as follows:

Talent Management Initiatives

- **Recognition**: Recognising employees" contribution and their work on individual grounds, boost up self-confidence in them.

- **Remuneration and Reward**: Increasing pay and remuneration of the employees as a reward for their better performance.

- **Providing Opportunities**: Giving the charge of challenging projects to the employees along with the authority and responsibility of the same, makes them more confident.

- **Role Design**: The role of employees in the organisation must be designed to keep them occupied and committed, it must be flexible enough to inculcate and adapt to the employee"s talent and knowledge.

- **Job Rotation**: Employees lack enthusiasm if they perform the same kind of work daily. Thus, job rotation or temporary shifting of employees from one job to another within the organisation is essential to keep them engaged and motivated.

- **Training and Development**: On the job training, e-learning programmes, work-related tutorials, educational courses,internship, etc. are essential to enhance the competencies, skills and knowledge of the employees.

- **Succession Planning**: Internal promotions helps identify and develop an individual who can be the successor to senior positions in the organisation.

- **Flexibility**: Providing a flexible work environment to the employees makes them more adaptable to the organisation and brings out their creativity.

- **Relationship Management**: Maintaining a positive workplace where employees are free to express their ideas, take part in the decision-making process, encourage employees to achieve goals and are rewarded for better performance leads to employee retention.

- **Self-motivation**: Nothing can be effective if the employee is not self-determined and motivated to work.

9. FRAMEWORK FOR TALENT MANAGEMENT

Talent Management is a process which involves the interrelationship between the following issues:

(1) Man Power Planning: Manpower Planning which is also known as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has an important role in the area of industrialization. It has to be a systems approach which is carried out in a set procedure. The procedure is as follows: (a) Analyzing the current manpower inventory (b)Making future manpower forecasts (c)Developing employment programmes (d) Design training programmes

(2) Performance Management: Performance management of individual includes the following: planning work, setting goals, offering feedback and reviews, offering opportunities to learn more in one"s field, and rewarding employees who perform well.
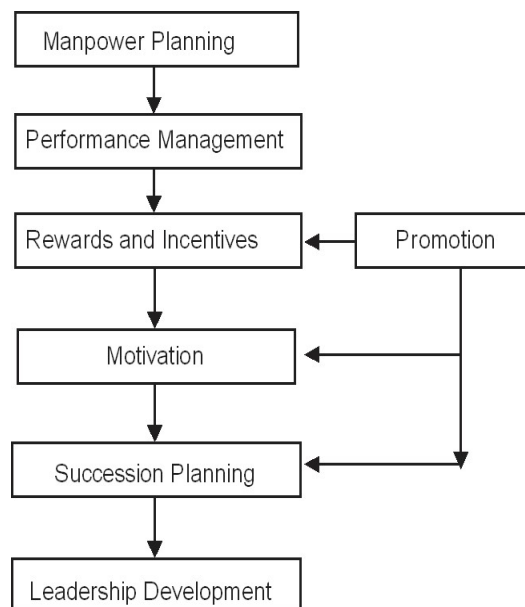
Rewards and Incentives: Performance management becomes the base for granting rewards and incentives to the employees who perform according or better than the standards set by the organizations. Rewards and incentives can be monetary or in the form of recognition. Rewards and recognition will lead to promotion of the employee.

(3) Motivation: Performance is considered to be the function of ability and motivation. Ability is influenced by various factors like education, experience and training. It is a long run process to develop ability, where as motivation can be brought by positive reinforcement, effective discipline and punishment, treating people fairly, satisfying employee needs, setting work related goals and restructuring jobs.

(4) Succession Planning: Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Succession planning is the outcome of employee retention and engagement. Succession Planning should not be simply restricted to projections and charting on papers rather steps must be taken to develop the hierarchies by retaining talents and engaging them in activities that will match their skills and abilities.

(5) Leadership Development: Leadership development is a long and continuous process which shapes the personality of individuals by developing their individual characteristics, providing genuine leadership support and building programmes which will continuously monitor the quality and nature of leadership development programmes and change it according tothe changing environment.

10. TALENT MANAGEMENT CHALLENGES FOR HR

The workforce is changing rapidly, and many organizations are struggling to update their talent management process to keep pace with new workplace cultures. Organizations that can"t keep up with the expectations of today"s employees willsee a decline in engagement and a corresponding decrease in their bottom line. Below, we share the three talent management challenges for HR.

i. Creating a culture of engagement: successful organizations will focus on a talent management strategy that takes these new priorities into consideration. Creating a culture of engagement to increase retention will be management's primary talent management challenge.

ii. Adjusting the frequency of feedback: A key talent management challenge for HR is gathering feedback on a regular basis. Employees have indicated that they are dissatisfied with the traditional yearly review process. Instead, they are interested in real-time feedback, both positive and negative, that is delivered at least once a month.

iii. Attracting top talent: Attracting top talent will be a significant challenge as companies struggle to retain current employees, as well as fill any vacancies quickly.

Other challenges faced when implementing Talent Management initiatives, are as follows:

• Frontline leaders in many organizations are not competent in applying talent management tools and processes. Selectingand developing talent is the most critical job for leaders—and they are failing.

• Most organizations lack an accurately assessed pool of ready talent, which is critical to effectively promoting the rightpeople into critical leadership positions.

• The majority of organizations fail to properly measure the outcomes of their HR development initiatives. Without metrics it is almost impossible to know which practices are working and how to improve them.

• Organizations generally don"t have a clear understanding about how talent management strategy supports business strategy

Tansley, Harris, Stewart, & Turner (2006) confirmed the aforementioned challenges and added that, "the main barrier could be that strategy making in areas of HR are limited generally, usually being done for operational not strategic reasons". Moreover, Hejase et al. (2012a), in their research on Lebanese institutions, report that "the main gap in Lebanonis that most companies are applying some components of Talent Management but not all together in an

integrated manner". As with all human resource strategies, a talent management program should be an integral piece of an organization"s human resource agenda, and must align with the company"s vision, culture and overall strategy.

However, the Human Capital Institute & Hewitt Associates (2008) assert that companies still lack the ability to integrate Talent Management programmes and assess the return on their talent investments. However as the employment market changes, organizations must adjust talent management strategies to meet and exceed employee expectations. Those that fall short find themselves with a disengaged workforce, which quickly cripples their ability to remain competitive.

11. CONCLUSION

All modern organizations have realized the importance of attracting, developing and retaining their talent to survive in thecompetitive market. Businesses have talent war to grab the attention of talented workforce. It is talent management that enables the organization in enhancing employee engagement, commitment, retention, value addition that is leading to improved organizational performance. Talent Management is the rare capacity of organization to continuously generate and optimize talent resources needed for the successful achievement of strategic goals and performance. The main focus of modern organizations is talent management and talent development in the area of technical and managerial abilities canmake difference to organizations in gaining competitive advantage. HR departments first must focus on assessing the skills the organization requires to implement the recruitment and training strategies. Secondly talent management strategy must be aligned with the organizational strategic choice. It is the big challenge of talent management not just to give importance to talent, but to link talent management practices with the business strategy.

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