

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

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**Abstract:** Talent management is a business strategy that companies believe will enable them to retain their top talented employees and improve company performance. It is the process of effectively recruiting the right talent, preparing them to take on top positions in the future, evaluating and maintaining their performance and preventing them from leaving the company. The performance of each organization depends on the performance of their employees. If employees have unique abilities that do not reflect competitors, the company will automatically gain competitiveness over its competitors. Therefore, in order to manage this unique human capital, companies are focusing on developing effective systems and processes for talent management. Companies are also desperately trying to retain their top / core talent because if they go, the entire repository of knowledge will also be out of the company's hands. The purpose of this study was to determine the impact of talent management on organizational performance for Karvy Stock Broking Limited, Hyderabad Region. Research shows that talent management has a partial effect on performance. If this talent is properly managed and implemented in the right place, companies can use their hostages to increase their growth and profitability.

**Keywords:** Talent management, Competencies, Organizational Performance.

### **I. INTRODUCTION**

Human Resource is a paramount importance for the success of any organization. It is a source of strength and aid. Human Resource is the wealth of an organization which can help it in achieving its goals. Human Resource management is concerned with the human beings in a organization. It reflects a new outlook which views organization's manpower as its manpower as its resources and assets. Human Resources are the total knowledge, abilities, skills, talents and aptitudes of an organization's workforce. The value, ethics, beliefs of the individuals working in an organization also form a part of Human Resource. The resourcefulness of various categories of people and other people available to the organization can be treated as human resource. In the present complex environment on business or organization can exist and grow without appropriate human resource. So human resource has become the focus of attention for every progressive organization. It means the management can get and use the skills, knowledge, ability, etc. through the development of skills, tapping and

utilizing them again and again. Human Resource Management is that process of management which develops and manages the human elements of enterprise; it is not the management of skills but also the attitudes and aspirations of people. When individuals come to work place, they come with not only technical skills, experience but also feelings, perception, desires, motives, attitudes, values etc. So HRM will mean management of various aspects of human resources. According to EWARD FLIPPO "Human Resource Management is the Planning, Organizing, Directing and controlling of the Procurement, Development, and Compensation. Maintenance and Separation of human resource to end that Individual, Organizational and societal objectives and accomplished." According to DECENZO AND ROBBINS, "Human is concerned with the people dimension" in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensure that they continue to maintain their commitment to the organization is essential to achieve organizational objectives.

### **II. MEANING OF TALENT MANAGEMENT**

Talent in general terms refers to a special natural ability or the art person possess in particular field. Talent Management also denotes a deliberate approach taken up by an organization to attract, retain, motivate, and develop and succession plan for people with the aptitude and abilities to meet not only the current requirements but also future organizational needs. 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. It is the job of the Management, particularly the Human Resource Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities. Talent Management is beneficial to both the organization and the 3 employees.

#### **A. Talent Management Model**

Talent management can include; talent acquisition (and recruitment), learning and development, organizational values and vision, performance management, career pathways and succession planning. While there are many talent

management models, the elements of talent management can generally be categorized into five areas; planning, attracting, developing, retaining and transitioning.

## B. Components of Talent Management

Talent management includes seven components that, when implemented strategically, combine to keep an organization on the leading edge.

**Strategic Employee Planning:** Developing organizational goals and strategic plan is the first step. Next think about how to reach your goals and implement the plan. More specifically, identify the key roles and personnel who will get you there.

**Talent Acquisition and Retention:** Bringing new talent into your organization is important, yet equally so is recognizing and cultivating talent you already have in-house. Hiring from within your organization is more cost-effective, so working at talent pooling, remember to look internally as well as externally.

**Performance Management:** Aligning the right person with the right role is the heart of performance management. Its ultimate goal is to ensure that roles align with business strategy to achieve goals. It enables to ensure that aligning a talented employee with a role that suits them, develops goals for success, supports their development, and moves the organization forward.

**Learning and Motivating:** Semantics become important here, because learning is more than training. Learning is the acquisition of information and skills, which yields knowledge and experience. Implement learning programs that include activities and tasks that support the organization's culture and initiatives.

**Compensation:** Alignment remains the important concept. Aligning your strategic goals with incentives means recognizing employees, rewarding contributions to success, and acknowledging their value to the organization.

**Career Development:** This ties back to the talent retention component and the notion that hiring from within is not only an option, but often preferable. Nurture potential leaders by providing professional development tools that can advance their career.

**Succession Planning:** Knowing the talent within your organization is a start. Knowing the key roles essential to its success is equally vital. Which roles are critical to success? Who currently fills those roles? Having a plan in place means that the decisions are already made, and that the organization will continue to run smoothly if a key position must be filled quickly.

## C. Opportunities and Challenges of Talent Management

**1. Recruiting Talent:** The recent economic downturn saw cuts job globally. Those who were most important to organizations in their understanding were retained, other were sacked. Similarly, huge shuffles happened at the top leadership positions.

**2. Training and Developing Talent:** The downturn also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a new

challenge to talent management, training and developing people who work on a contractual or project basis.

**3. Retaining Talent:** While organizations focus on reducing employee overheads and sacking those who are unessential in the shorter run, it also spreads a wave of de motivation among those who are retained. It is essential to maintain a psychological contract with employees those who have been fired as well as those who have been retained.

**4. Developing Leadership Talent:** Leadership in action means an ability to take out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost.

**5. Creating Talented Ethical Culture:** Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still more challenges and opportunities for talent management.

## D. Organizational Performance

Developing and retaining a workforce which contributes to the performance of the organizations is one of the biggest challenges that the management is facing today. In order to grow and progress in this competitive market, the main goal of every organization is to perform continuously and on a regular basis. So, in order to evaluate the organizations and their actions, organizational performance is the most important criteria. Organizational performance can be defined as a set of financial and non-financial index which provides the information on the level of achievement of its goals and objectives. The organizational performance is considered to be high when all of its parts function together in order to achieve tremendous results and these results are measured in terms of the value that it creates and delivers to its clients or customers. Every organization needs talented employees to increase the productivity and maximize the overall organizational performance. It is possible for organizations to gain a sustainable competitive advantage over its competitors only when its human resources are innovative and creative. When the entire global market is assessed, it is seen that companies achieve the top position in their market and produce perfect business outcomes if they give priority to develop themselves, their people and deliver differentiated products and services to their customers. So, in order to do so, organizations must identify the talents, assess their potentials and develop their skills and abilities accordingly. There are some factors which are identified by the researchers which contribute towards the performance of the organizations:

**Continuous learning:** The organizations need to develop certain systems which help its employees to learn, learn and learn. Such a culture greatly helps the organizations to become high performers in the industry.

**Focusing the customer results/outcomes:** The organizations need to focus on the value which they create for its customers. If the customers are satisfied, then, automatically the revenues and the organizational performance go up.

**Aligning systems and structures:** If the organizations want to perform better, then, they need to align their systems, structures and all the processes with the business goals and

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strategies and also need to go along with its vision and mission.

**Employee involvement:** The organizations should work towards creating high involvement of its employees. It can do so by giving autonomy to its talented employees so that they are to make their own decisions, respecting their creativity and unique ideas and also by encouraging them to perform better.

**Information sharing:** There should be an open communication in the organization and there is should be a free flow of the information as well. Employees should be informed about all the changes made and decisions taken and this would help the organization to perform better. The organizational performance can be measured in both the financial as well as the financial terms.

### III. RESEARCH METHODOLOGY

#### A. Research Objectives

- To access the impact of attitude and behavior on talent management
- To measure the impact of imparting and enhancement of talent management
- To present a basic understanding of Talent Management and how talent management is related to the Organizational Performance.
- To examine the impact of talent management on the organizational performance.

#### B. Methodology of the Study

**Research Design:** A research design is the arrangement of conditions for collection and analysis for data in a manner that aims to contribute relevance to the research purpose with economy.

**Approaches to Research:** Descriptive approach is one of the most popular approaches these days. This approach, a problem is describing by the researcher by using questionnaires or schedules. The approach enables a researcher to explore new areas of investigation.

**Data Sources:** There are two types of data collection namely:

- Primary data collection
- Secondary data collection

**Primary Data:** The primary data is defined as the data, which is collected for the first time and happen to be original in character through field survey. Primary data includes historical and legal documents, eyewitness accounts, and results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects.

**Secondary Data:** The secondary data are those which have already been collected by someone else and have been passed through statistical process. Secondary data includes articles in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that discuss or evaluate someone else's original research.

**Statistical Tools:**

- Tabulation
- Percentage charts
- Pie charts
- Likertscal

### IV. LITERATURE REVIEW

**GargDiksha, Kavita Rani, September (2014),** in their article on Talent Management: Empirical Research Results have featured that Human Resource plays its role as a strategic partner instead of supporting administrative tasks in the organizations because greatest assets of the organization are its people. People though belong to diverse backgrounds therefore possess diverse talents. So, this is an organization's responsibility to effectively manage the talent of its workforce to succeed in a highly competitive marketplace. Despite a significant degree of academic and practitioner interest the topic of talent management remains under developed. A key limitation is the fact that talent management lacks a consistent definition and clear conceptual boundaries.

**M. Dhanabhakym& K. Kokilambal, July (2014),** A Study On Existing Talent Management Practice and Its Benefits Across Industries, revealed that there have been many practices adopted by different industries in order to manage the talent available with them such as team building, training, identifying talent, talent development, constant feedback etc. Talent management starts with recruitment process, alignment of the workforce to the organization, develop the people and get constant feedback to help in performance of an individual or an organization. The practices adopted generally differ from industry to industry in many cases and certain practices are more suitable for certain industries over others. At the same time there are some practices which are prevalent in most of the industries. This paper aims to bring out talent management practices which are adopted in four major industries Banking, Healthcare, Manufacturing and IT industry. And also practices which are more common among different industries.

### V. DATA ANALYSIS & INTERPRETATION

**Table1. Are you aware of talent management in your organization?**

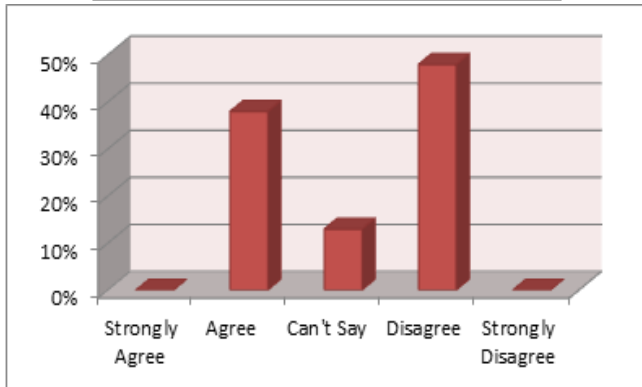
Options	Respondents	Percentages
I am aware	15	25%
Partially aware	41	68%
I am not aware	2	4%
Never heard	2	3%
Can't say	0	0%
Total	60	100%



**Analysis:** The above table it clearly shows that 68% of the employees partially aware that talent management is being implemented in their organization, 25% of them fully aware, 4% of them are not aware that talent management is implemented and 3% of them never heard about talent management.

**Table2. How Well Talent Management Is Implemented in Your Organization**

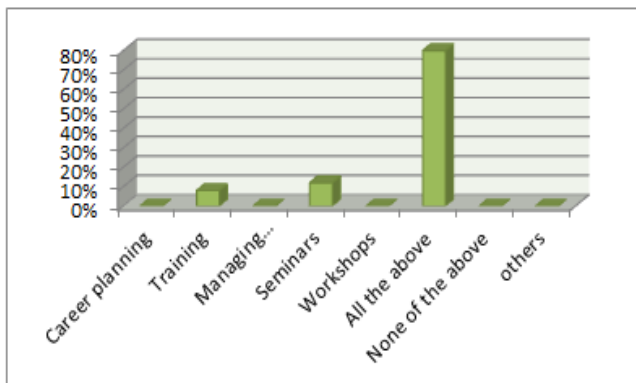
Options	Respondents	Percentages
Strongly Agree	0	0%
Agree	23	38%
Can't Say	8	13%
Disagree	29	48%
Strongly Disagree	0	0%
Total	60	100%



**Analysis:** The above table it clearly shows that 48% of the employees disagree that talent management is being implemented well in their organization, 13% of them are can't say, 38% of them agree that talent management is implemented well.

**Table - 3 Talent Management Practices Followed in Karvy**

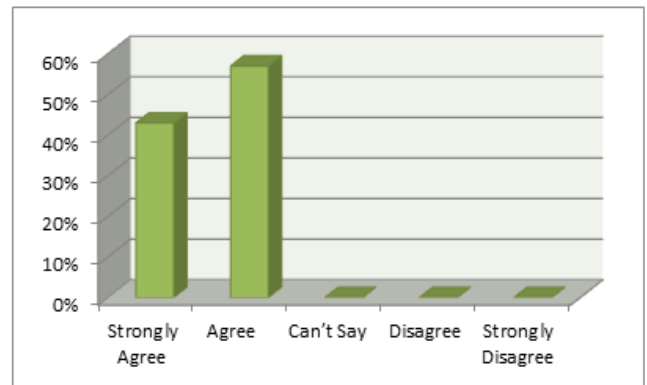
Options	Respondents	Percentages
Career planning	0	0%
Training	5	8%
Managing recruitment process	0	0%
Seminars	7	12%
Workshops	0	0%
All the above	48	80%
None of the above	0	0%
others	0	0%
Total	60	100%



**Analysis:** The above table it clearly shows that 80% of the employees agree that the talent management practices followed by KARVY include all the options i.e. career planning, training , recruitment process, seminars, workshops etc , 12% of them agree that only seminars are practiced, 8% of them agree that talent management is implemented well.

**Table4. Attitude And Behavior In Talent Management Has An Impact On Karvy Overall Performance**

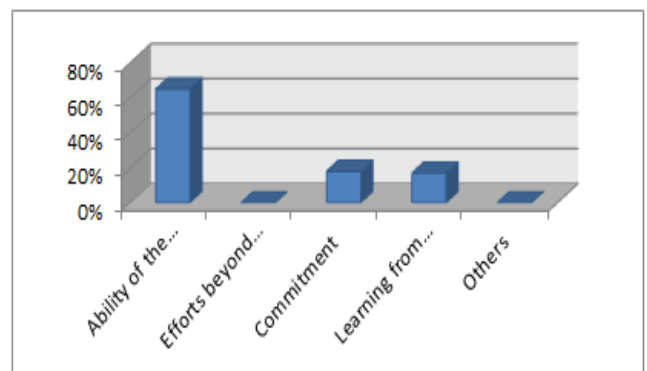
Options	Respondents	Percentages
Strongly Agree	26	43%
Agree	34	57%
Can't Say	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%



**Analysis:** The above table it clearly shows that 57% agree that attitude and behavior in talent management has an impact on Karvy overall performance, 43% of them strongly agree it.

**Table5: Karvy Assess the Attitude and Behavior of Its Employees for Managing the Talent**

Options	Respondents	Percentages
Ability of the employee	39	65%
Efforts beyond job	0	0%
Commitment	11	18%
Learning from mistakes	10	17%
Others	0	0%
Total	60	100%



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**Analysis:** The above table it clearly shows that 65% agree that Karvy identifies the ability of the employees for assessing their attitude and behavior for managing the talent, 18% of them say that Karvy identifies by looking at the employee's commitment towards their job, 17% say that Karvy identifies employees through rectification of their mistakes.

[3]S.C. Verma, (2012), "Talent Management in service sector Organizations", published in the Journal of labor and Management, Vol.12, No.3.

[4]C.C. Mahopatra, (2007) "Talent Acquisition: Linking with Business strategy" Journal of Human resource management, Vol. 7. No.4.

### **Findings:**

- With the survey carried out by the questionnaire method it has been found that majority of the employees are aware of talent management practices carried out in Kravy..
- Most of the talent management practices were carried out in the form of trainings, seminars and workshops.
- Most of the employees strongly agree that talent management practices in karvy influences attitude and behavior of the employees in the whole organization.
- Training and periodic examinations for the employees are the techniques being used to identify the key talent in the organization.
- In order to retain the existing talent within the organization karvy has managed employee's expectations, matched the person to job, provided opportunities for career growth and was treating employees fairly.
- Karvy identifies the ability of the employees for assessing the talent within the organization.
- In Karvy majority of employees agree that there is relation between talent identification and attitude &behaviour of the employees.
- Identifying the existing talent, preparing effective planning and assigning responsibilities are being done by Karvy to impart training that support career progression and talent management.

### **VI. CONCLUSION**

Talent Management has become one of the most important buzzwords in corporate world and across all public sector organizations today. Organizations know that they must have the best talent in order to succeed in hypercompetitive and increasingly complex global economy. Karvy must manage talent in a critical resource to achieve the best possible results in long run. Karvy needs to bring in large amount of changes especially in marketing as a measure to increase the market share as well as revenue. It is evident that Karvy as a prestigious company has well brand image among the customers and can overcome the present situation easily by adopting efficient talent management techniques.

### **VII. REFERENCES**

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