

Talent management and its Impact: study of variable and sub-variable.

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ABSTRACT:

The majority of the organizations have considered Talent Management as profoundly significant practice for the advancement of business. At starting period a few organizations have trifled with this capacity, however now it's a high an ideal opportunity for Organizations. The greatest test for any industry is to hold talented employees for extensive stretch of time. Numerous associations have initiated innovative practices to improve the employees performance as well as organizational performance. Such Industries put their greatest efforts on working for such practices, with the goal that they can get most extreme contribution of talented employees. Such ideal practices can create positive connection among talented employees and employers in the firm.

KEY WORDS:

Talent Management practices, Employee Retention, Employee performance, Organizational culture, Career succession planning.

INTRODUCTION:

Many of the industries have accepted Talent Management as one of the most significant resource for business improvement. It helps representatives by extending to suitable employment opportunity which matches to their ability, aptitude capacities and energy. This can enhance organizations reputation and profitability level. Talent Management practices are beneficial for the employees and organization both. Talent Management can upgrade worker's capacity which can expand the profitability of any organization.

OBJECTIVE OF THE STUDY:

- To understand the Talent Management concept.
- To study the impact of Talent Management variables on employees' performance.
- To study the impact of Talent Management Sub variables on employees' performance.
- To understand the impact of talent Management variables and subvariables on organizational performance.

SCOPE OF THE STUDY:

This conceptual research paper will study the concept of Talent Management variables and sub variables of talent management and also their impact on the performance of employees by referring the past research papers and research articles and publications relevant to the study

DEFINITION:

- **Talent :**

Talent is an aptitude which comes naturally from within an individual without any effort.

- **Skill :**

Skill is something which an individual has to learn with his or her maximum efforts.

Talent management:

Talent management as, "A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.

Derek Stockley, (2011)

CONCEPT OF TALENT MANAGEMENT :

Talent Management is a framework which concentrating on employing as well as it works till the post employment survey. It's first duty of supervisors to make work profile coordinating to the skilled representatives. On the off chance that suitable position distributed

to the perfect individual, at that point it will make mayhem in the organization. So enrolling and pulling in gets fruitless if the gifted employees have not given the reasonable employment profile.

It's similarly significant for all the organizations to hold their best up-and-comer. It's a colossal misfortune for any industry if their most skilled workers get pulled in to other serious industry. At some point organizations feel this whole procedure is not right and accept it as unfaithfulness, yet in functional way it's a shortcoming of organization by not giving suitable work, welfare facilities and not satisfying the necessity of these talented representatives. An organization can't blame some other industry for loosing their talented employees. Everything appears to be reasonable and moral with regards to improvement of the organization.

Review of Literature:

It's a general tendency that human resource management has the primary obligation to worry about the concern of holding talent , however it is not possible without the bunch backing of whole management of the organization. All the branches of the organization are similarly dependable to practice Talent Management.

Each employee of the industry ought to be treated as significant individual with certain quality and ability. All the bosses should lift this weight of making Talent Management practices effective. Organizations ought to make healthy communication with talented employees so that talented individuals become mindful about the vision,mission and objectives about the company.

Many researchers have concentrated on the future time of organization concerning talent Management. This exploratory and cross sectional methods was utilized for this experiment. The universe of the examination incorporated all the educated and skillful representatives of South Africa. The absolute sample size was 306 representatives. The analyst has utilized two polls in which one was cluster analysis and factor analysis for the essential primary data (**Sutherland and Jordan 2004**) also found that future maintenance of talented representatives are not relied uniquely upon job fulfillment and duty of organization. Workers have their prerequisite as per their aptitude and requests in the corporates. The research investigated that individual comfort zone and industry settings are the influencing components of Talent Management. There were also some studies in regards to global Talent

management. There are some important factors which has significant effect on the performance of employees.

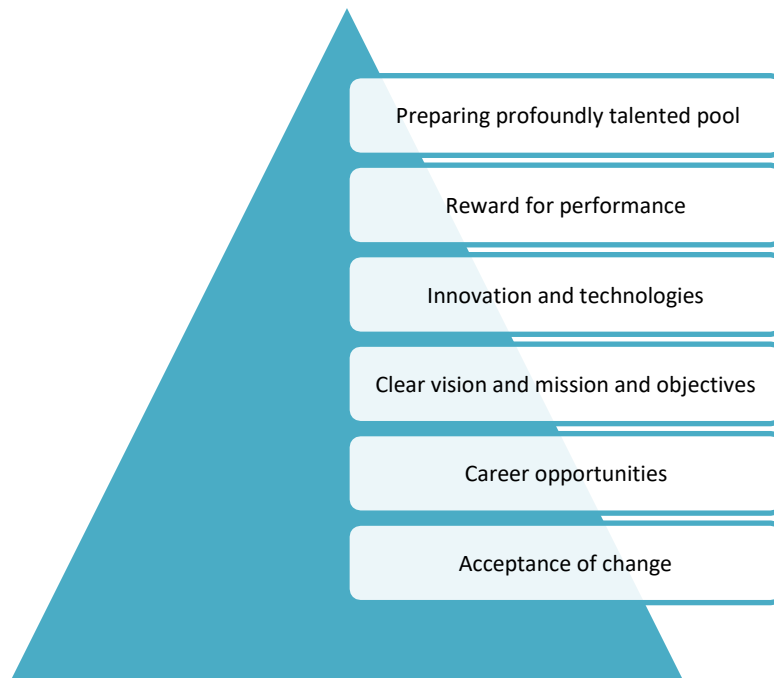
(1) Respect representatives
(2) Clarify targets
(3) Increased mindfulness
(4) Develop a proactive ability the board methodology
(5) Accountability
(6) business advancement Feedback
(7) Build versatile capable aptitudes
(8) Performance the executives framework
(9) Career progression Planning
(10) To assess possibilities gifts and encounters.

Indeed, even researchers have additionally examined about the prizes and acknowledgment's significance to create ability the board in the organization. There were 10 basic standards of powerful usage of talent management. It was concentrated on compensation management, management learning, performance management system, Staffing, employee advancement and career planning and rewards and recognition. (**Prathigadapa Sireesha, Leela Krishna Ganapavarupa**).

There are various some significant factors of Talent Management. The researchers recommended a few thoughts from the study that organizational culture, worker commitment, inspiration, work power, incentive, career openings and best HR practices can make fruitful Talent Management which enhance performance of employees. Talent Management : A strategic approach towards growth in IT industry . (**Namrata Mandoli**)

Effective talent management practices can improve the recruiting procedure, Employee retention and better employee performance. It can likewise increase financial processes of the organizations and the most significant factor to hold the talent of the industry.

Some factors like top authorities behavior and conduct, commitment towards the employees. Employee and Employer relations have gigantic weightage in increasing Organizational performance . In the event that the Management is dealing with the necessities of workers, at that point certainly employees won't leave the Industry. (**Julia Christenesen Hughes & Eveline Rog**)



Rewards and recognition were significant in relationship on employees image towards their organization. It identifies three variables – employees job satisfaction, career succession planning and progression and employees goal organization’s social deeds can make pride for any firm. Rewards and recognition, social obligation, cleanliness factors, nature of work life, career planning, job fulfillment can prompt organizational pride and it decreases the goal to leave association. This can also lead to employees performance in the organization. (**Walter G Tymon, Stephan A stumph, Jonathan P Dah – 2010**)

This research study concentrate essentially to understand that which influences the employees for their professional development, their attachment towards the organization and their will to remain in the organization. It is the need of the each organization to hold their skilled blood in the organization thus those organizations need to make successful strategies and vital practices to actualize Talent Management.

The author found that Employer and employee relationship decides the significant role in leaving or remaining in the organization. Organizational culture influences the performance of the employees, It likewise matters that work better opportunities are given to employee which builds up their professional aptitudes and capacities.(**Meyer 2005**) Nature of job profile is additionally the reasons which inspire employees to remain for longer period in the organizations.

There are various areas such as hospitality industry, medical sector, corporate sector, education sector where impact of talent management studies have been conducted a study was led in year 1987 to 2007 in hospitality businesses and variables influencing the employees for leaving the organization. The research was done on Cornell University Administration students by web survey. The managers were keen on changing of their profession. The managers were additionally ready to have great remuneration, leadership opportunities and career opportunity and it was understood that if the managers will get all the more challenging work, initiative and great compensation. then They can be retained in the organization(**Karien Stadlen, Walsh & Taylor – 2001**)

The meaning of talent and the organizational development, security and achievement were being started by the term Talent Management. He has concentrated on the components influencing Talent Management. This was led through SHRM reports. 76% firm's need was given to Talent Management and practically 53% of the organizations as of now have received Talent Management activities yet at the same time numerous firms were confronting issues in choosing, attracting and holding talent in the organization.

There were a few elements which were influencing Talent Management like career succession planning , Job satisfaction, rewards and recognition, employee advancement activities. These elements have a significant impact in the Talent Management which positively affects to employee performance. (Lockwood 2007).

Companies become more conscious about the new practices, innovative strategies and developmental programs. Companies change their working patterns according to the market demand. Employee performance management system becomes more accurate by implementing Talent Management. Company becomes handicapped if the talent leaves every now and then. Company should identify the skilled and talented employees from the entire

workforce. Companies should provide different facilities and recognitions to the special employees.

variables of Talent Management



Findings of the study:

- Organizational culture, Rewards and Recognition are most effective variable which affects to employees performance.
- Career succession planning ,Job satisfaction have positive effect on employee performance.
- Compensation Management is one the most effective variable of Talent Management which directly affects to employees performance.
- Organizational commitment and employer- employee relationships are also worth variable which affects to employee performance.

- Age, Education, Designation, Company reputation, marital status are also important variables in understanding employees performance to implement talent management

CONCLUSION:

Talent Management has vital role in the success of organization. Management work on various strategies in regards to talent management. There are various Variables and sub variables which are very important in implementing Talent management. There are some dependent variables such as age, designation, experience, qualification gender. These variables are primarily needed and some sub variables such as organizational culture, compensation management, working conditions, job satisfaction, career succession planning, organization commitment, employer employee relationship, rewards and recognitions etc. organizations have to deal with this variables and sub variables which implementing talent management practices. These can lead to the highest level of input in employees performance.

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