International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study
Available online at: www.ijarcsms.com

Challenges to Identifying and Nurturing Talent

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Abstract: In recent scenario, fair and transparent method of identifying talent seems to play a major role. Given that business needs are predominantly driving talent management interventions today, in most organizations it is taking the form of a top down intervention, driven by top management and championed by HR. It appears that current talent management efforts primarily focus on addressing the needs of the most talented employees only. We did not see enough evidence of Talent Management taking a more inclusive approach to address the needs of diverse groups of employees. The main purpose of my Research work is to have a complete understanding of the Talent Management Practices in an organization focusing Challenges to Identifying and Nurturing Talent and to know the dimensions of Talent Management in terms of what managers are supposed to do and actually do for Talent Management. The Methodology that I have adopted for data collection is entire based on Secondary Sources like Journals, Books, Magazines, Newspapers, Internet etc. My Research work is Deductive in Nature since my intention is not to create a new theory. In-depth Review of Literature has been done to reach at the conclusion, which states that organizations will rely increasingly on grooming talent from within rather than hiring from outside.

Keywords: Talent Management, Deductive, Intervention, Inclusive.

I. INTRODUCTION

Talent Management is a set of integrated organizational workforce processes designed to attract, develop, motivate and retain employees. Main purpose of Talent Management is to create a high performance, sustainable organization that meets its strategic and operational goals and objectives. Human Resource Managers are facing many challenges in present business scenario like Technological Advances, Globalization Workforce Diversity, Political and Legal Environment and changes in Information Technology. These changes and challenges increase the pressure on HR managers to attract, nurture and retain talented employee. HR professional can't ignore these challenges rather they ought to be line to design and execute innovative mechanisms of developing skills and competencies of human resources to prepare them to accept the emerging challenges.

II. REVIEW LITERATURE

Proper Review of Literature has been done so as to get a better understanding of Talent Management.

Kyle Lundby, Kenexa, SiddarthaParthasarathy (2009). As per their study, Organisations in India need to pay closer attention to select the best candidates and then retain them over time. There are several common drivers of employee engagement and that engagement is highly correlated with retention.

Peter Senge (2008). In his study, he discussed about the talent management activities and Organizational culture. As per his study Organizational culture will have a substantial effect on whethertalent management activities will succeed and contribute to improving results. Organizations will be more effective in their talent managementif they encourage active leadership by

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managers and the coaching oftheir people. An organization has to establish the value of ongoinglearning in its culture. This means developing the role of managers inenabling learning among their people. To stimulate innovation andcreativity, the development of talent is essential, and managers musttake the lead with the support of their HR colleagues in Learning and Development.

*AS Murti (2008).*Said that, the current challenge for IT industry is to match its supply and demand position, and retaining the experienced persons in the organizations depend upon a number of factors in addition to ―pay and perquisites.

*Dr. Eddie Blass (2007).*Discussed that, There is a strategic imperative for organizations to manage talent. Changing demographic patterns mean that more people are approaching retirement than entering the workforce. Younger generations have different needs and are re-negotiating the psychological contracts with their employer. They are quick to move if their organization is not meeting their expectations. Retaining and developing key people in the organization will be a critical success factor in the next five years.

Kirkland(2007). This study states that the challenges faced by profit and non-profit organizations are enormous. One of the most critical challenges for any organization is recruitment, selection and retaining talented individuals.

*Gakovic& Yardley (2007).*There study suggests that, Global business strategy needs alignment of people and talent management strategies. Initially, identify the senior business manager with talent specialists. Next steps were to expand the talent pool, beyond a senior business manager level, implement development programs for future leaders according to levels of experience and seniority in an organization, and ensure the company had a customized solution to retain its talent through the employee value proposition.

McCauley &Wakefield (2006). There study says that Businesses must have the ability to identify the most talented individuals, provide them with the necessary training and experience,and retain valuable employees on a long-term basis.

*Mark Busine (2006).*In his study he focused on the factors driving the popularity of talent management. These are - Scarcity of talent, Increasing complexity of the role of leadership and Increased demands in technology.

*Victoria and Tasmania, Serge Sedro (2006).*Survey conducted by Australian Institute of Management (AIM) reveals that the issues impacting on management development and affecting organizational commitment in the country in general are as follows:

- Attracting and retaining talent

- Developing leadership skills

- Emphasizing on individual development needs and individual effectiveness

- Using performance management initiatives to contribute to business success

AIM delivers a variety of company specific talent development programmes for its clients. These include: Establishing the talent pool – identifying who the talent is through assessment and profiling, analyzing strengths and development areas, establishing professional development plans, pathways, creating succession management processes and career paths, establishing competency frameworks and success profiles; and training and coaching programmes, for their employees. They have an internal process called the Management, Motivational and Mentoring plan where twice in a year. They review employee's performance and provide opportunities for their development.

*Grossman and Hellmann (2005).*Outsourcing has become a recognized business strategy for enhancing the productivity and profitability of large companies. Business Process Outsourcing is the most common form of outsourcing. It comprises transfer of operational ownership of some of the business processes to an external provider who manages the outsourced business processes according to the performance matrix prescribed by the parent company.

M.K Pandhe (2005). Justified the need for unions in the BPOindustry, because of unfair practices because —no labor law applies to them. He says that better working environment can act as a greatemployee retention tool. It is a proven fact that the productivity ofemployees depends on their work surroundings and the morale that they have.

*Pradeep Kumar Ekka (2005).*A short-term strategy in the form of strategizing recruitment for selection of appropriate profiles of employees and an integrated performance management system for rewards and recognition, feedback, counseling and coaching can provide tangible results in an organization. Long-term strategies towards organizational culture building, leadership development and inculcation of the spirit of mentorship for people development will provide resilience to the organization for withstanding the menace of employee attrition.

*ShilpaSurana (2005) .*Organizations that has adopted spiritual principles have survived tough times and have built a long-lasting reputation that is the source of their sustained competitive advantage. Clearly, there is a need for more organizations to engage not just the minds, but also the hearts and emotions of their different stakeholders.

*Heinen& O'Neill (2004).*Managing talent cannot be completed within a quarter or a year, because it involves integrated planning and is not merely the responsibility of the Human Resources Department, but other factors are included in managing talent.

III. METHODOLOGY ADOPTED

a) Research Objectives

Purpose of this study is to have a complete understanding of the Talent Management Practices focusing Challenges to Identifying and Nurturing Talent in an organization and to know the dimensions of Talent Management in terms of what managers are supposed to do and actually do for Talent Management.

b) Data Collection

There are two main research approaches; Deductive approach has been adopted to reach the purpose of a study. Data collections will be done from other published sources (Secondary Data), such as publications from the Government or Semi-Government Organizations, Internet, Research Papers, Journals, Books, Magazines, etc.

IV. FINDING AND SUGGESTIONS

a) Findings of the Study

Finding of this study shows some of the challenges organizations are facing in their Talent management efforts. These include;

1. *Globalization***:** Globalization is termed as the process of denationalization of markets, politics and legal systems, which means the use of the global economy. Globalization is referred as an extension beyond national borders of the same market forces that have been in operation at all levels of economic activity (Rural markets, Urban Industries, or Financial Centers). This has created integration in National Economy.Internationalization of business has a positive impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics etc. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life.

2. *Human Resource Information System (HRIS):* Human Resource Information System is a revolutionary step taken by Information Systemthat streamlined theprocessing of data and make employee information morereadily available to managers.

3. ***Demand-Supply Gap:*** Demand-Supply Mismatch is the biggest challenge for most of the organizations. In order to run the TM programs year on year, managers keep developing talent, but find that there aren't enough avenues to deploy them. It seems like putting the cart before the horse.

4. ***Capability Gaps:*** One of the most important concerns in Talent Management is the ability and willingness of Managers and leaders to engage in developmental activities with their talented employees. These includes:

   - Consistent Feedback

   - Genuine and Empathetic Relationship with Employees

   - Active Listening

   - Empowering Business and Performance Reviews

5. ***Biasness*:** Given their own emotional attachments, notions and biases on who is highly talented and who is not, it seems to be very difficult for managers to dispassionately engage in a range of conversations that can help truly nurture talent.

6. ***Communication Process*:** Employees communication process plays a major role. To go public with the list or not seems a huge dilemma. Most of the organizations and large conglomerates seem to prefer not to communicate the details openly.

7. ***Lack of Shared Leadership:*** For organizations, which have relied excessively on driving the intervention from the top, they also see the lack of shared leadership for talent management among their leaders and managers.

8. ***Mobility of Personnel*:** One of the interesting facts will be increase in the mobility of various managerial and professional personnel between the organizations. As individual develop greater technical and professional expertise, their services will be greater demanded by organizations.

9. ***Stress among Top Talent*:** Organizations which have sophisticated TM systems also seem to be more impatient in terms of expecting these employees to produce sustainable results and deliver excellence which creates stress and performance anxiety amongst top talent, a problem that most HR leaders are grappling with.

10. ***Technological Advances:*** Advanced technology has tended to reduce the number of jobs that require little skill and to increase the number of jobs that require considerable skill. New technology creates unemployment and in other hand, there comes scarcity of skilled manpower. Therefore, technological change brings difficulties and challenges in organization.

11. ***Diverse Political and Legal Environment:*** Changes in political and legal environment means changes in political parties and rules regulation due to which new laws are to be followed. It is the duty of human resource and industrial relations executives to fully examine the implication, of these changes and brings about necessary adjustment within the organization so that later utilization of human resource can be achieved. It is the responsibility of Human Resource manager to anticipate the changes and prepare organization to face them without any breakdown in its normal functioning.

b) **Suggestions**

On the basis of my study, I would like to give following suggestions in order to give a pace to the Talent Management.

1. ***Cultural Training*:** Need of the hour is to provide Cross cultural training of HR personnel so that they understand other cultural people.

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2. *Motivation***:** Motivate Professional personnel more and more so that do not change organization more frequently financial motivation is not always required you can motivate through Non financial motivation like Encouragement, Job Rotation, Training of employee, Job Satisfaction etc.

3. *Technical Changes***:** As training and development is generally the realm of the HR department, this creates yet another challenge for human resource managers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes. Human resource managers must also determine when it may train existing employees, and when it must search for new workers to fill technical positions within the organization. Therefore, Technical changes in the workplace often require the implementation of additional training for workers.

4. *Training of HRIS***:** Human resource information system should be given to the HR managers or HR professional so that they can overcome Information Technology challenges.

5. *Shifting HR Strategy with changing economy***:** Strategies of Human Resource should be agile, capable of flexing and adaptive to changes in the economy.

6. *Reduce Mobility***:** Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

V. Conclusion

This research conclusively states that organizations will increasingly rely on grooming talent from within the organization rather than hiring from outside as it will be economical as well as it will create a sense of cultural security among the employees. With this strategy there will be natural inclination to bet on the best with limited resources. This indicates that in coming days talent management, as an inter-disciplinary HR solution will gain a lot more importance but HR Practice is becoming more and more challenging day by day. Lot of problems have to be faced like Recruitment, Selection, Retention, Attraction of employee, Dealing With Different Cultural People, Managing Work Force Diversity, Technological And Informational Changes to overcome with these challenges training (Cross Cultural Training And Technological And Informational Training) is necessary of HR people. Human Resource Personnel have been finding it hard to motivate employees and their managers to leverage such a valuable source of help from within. We realize that to create an organization wide culture, it is important that every manager and leader must learn the skills of engaging in a developmental relationship. Such skills should also be contextually relevant and appropriate to make meaning to managers. On the other hand to reduce mobility of professional personnel HR people have to motivate them from monetary and non-monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

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Raji Kaur, received the MBA degree in Management (HR& IR) in 2010 and MSc. degree in Mathematical Statistics in 2008 from Lucknow University. She has Qualified JRF in Personnel management/Human resource Management conducted by University Grant Commission in June 2013 and has work experience of four years as Lecturer at B.N. College of Engineering & Technology, Lucknow. Currently she is pursuing Phd. in Management from Baba Saheb Bhim Rao Ambedkar University (central University), Lucknow.