

A Study of Employee's Approach Towards Organizational Talent Management Strategies

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ABSTRACT

'Talent' in an organization is referred to the potential performers who can be transformed into achievers with certain HRD strategies. Administering talent management strategies at workplace aims at growing potential performers which in-turn support in enhancing organizational effectiveness. In present scenario, incorporating talent management practices for employees has become one of the significant priorities for the organization towards creating a sustainable workforce. While performing this, organization face many untold constraints for keeping its employees engaged and motivated. Here, employee approach and attitude plays a significant role for the success of talent management practices in the organization. The main aim of this study is to investigate the influence of some demographic factors on employee approach towards organization's talent management strategies. The present study is a descriptive research, based on primary data collected by the means of questionnaire distributed among the employees working in Retail, IT, Hospitality Industry and higher education institutions. The present research on employee perspective and approach towards organizational talent management practices may address certain issues which may be barrier in effective implementation of talent management practices at workplaces.

Keywords: Talent Management, Employee Approach, Employee Perspective, Demographic Factors, Human Resource Development, Organizational Effectiveness.

INTRODUCTION

'Talent' in an organization may refer to as the top achievers of the organization. But, talent may be the potential performers who can be transformed into achievers with certain HRD strategies. The Chartered Institute of Personnel and Development, UK, has defined Talent as, "those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest level of potential" (Brewster, Sparrow, Vernon, & Houldsworth, N.D.). Administering talent management strategies at workplace aims at growing potential performers which in-turn support in enhancing organizational effectiveness. In present scenario, incorporating Talent Management practices for employees has become one of the significant priorities for the organization towards creating a sustainable workforce. The effectiveness of talent management practices largely depends on the approach and perspective of employees in the organization. Thus, it becomes very essential to study the attitude and approach of employees for whom organization has established its talent management strategies. In a study reported by (Gallardo-gallardo, Dries, Gallardo-gallardo, Dries, & González-cruz, 2013) talent in the world of work has been conceived into two comprehensive approaches – talent as an object and talent as subject. Talent as an object has been conceived as capabilities, competence and attitude exhibit by a person whereas talent as subject has been conceptualized as talent as people which is more prevalent in corporate practices.

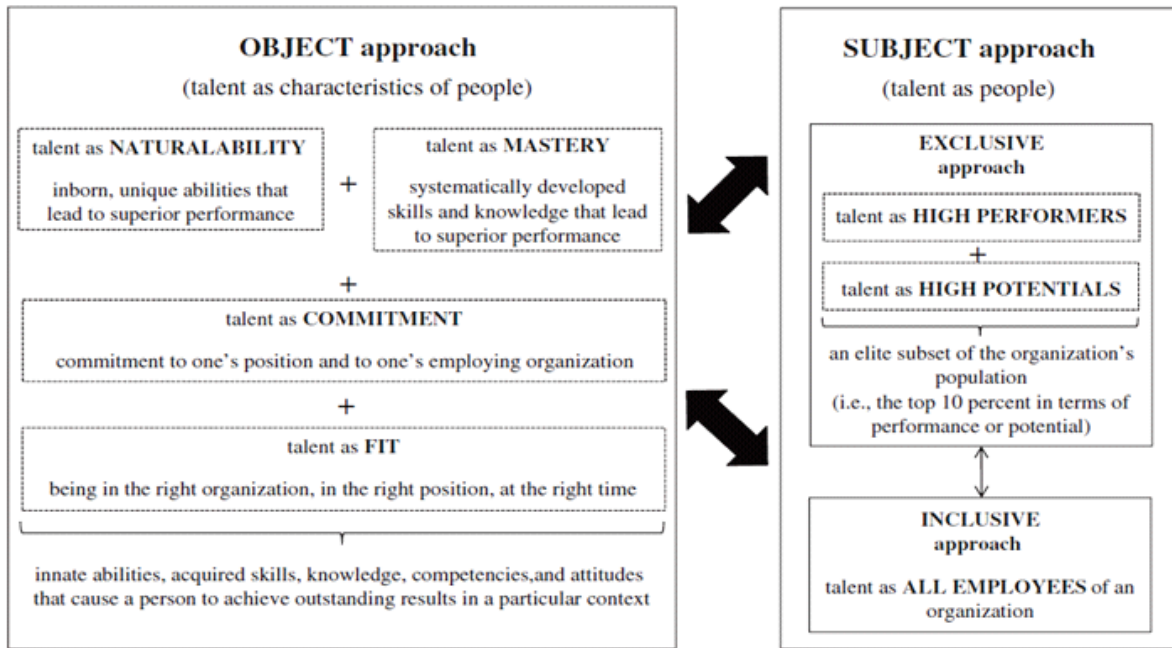
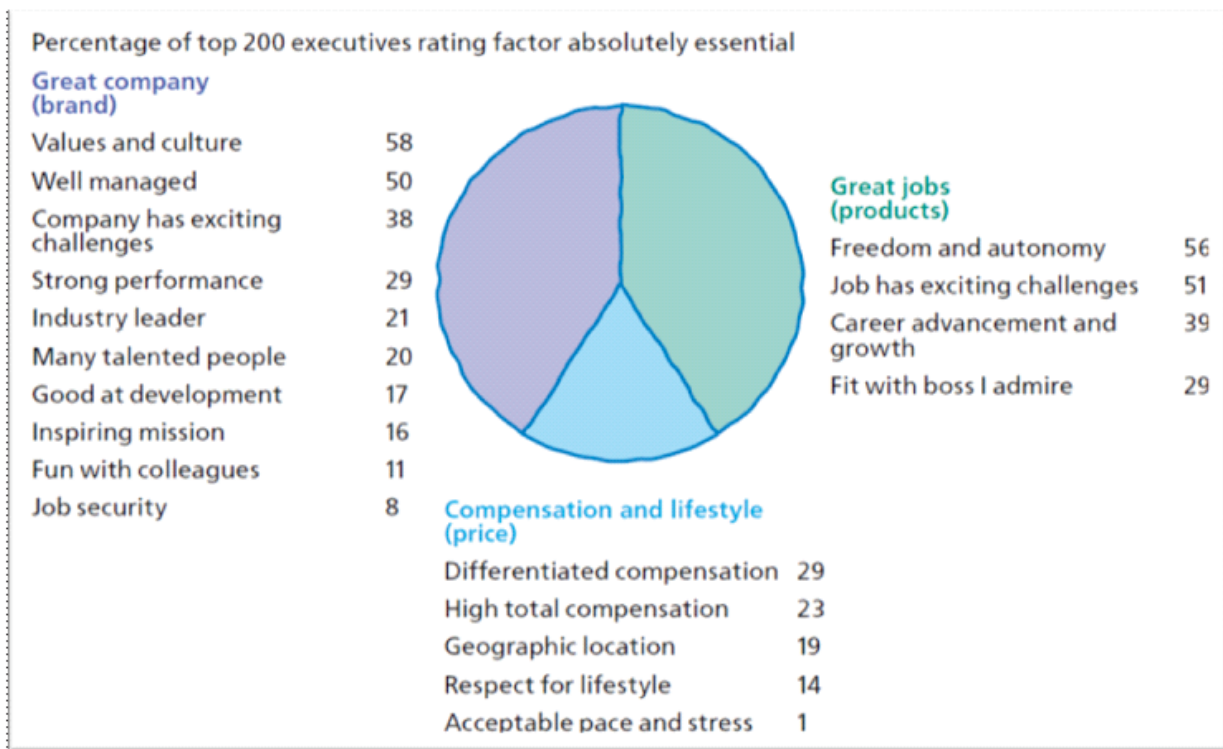


Fig. 1. Framework for the conceptualization of talent within the world of work.

Source: (Gallardo-gallardo et al., 2013)

'Talent Management' as a buzz word became highly popular after Mckinsey consultants formulate the phrase 'war for talent'. The report (Chambers, Foulon, Handfield-jones, & Hankin, 1998) clearly pointed out various difficulties in attracting and retaining talented human capital in organizations. But, creating a great employee value proposition helps in retaining top performers and attracting external talent as well.

What Motivates TALENT?



Source: The Mckinsey Quarterly 1998 Number 3

In past few years, talent management has indeed been an ardent organizational concern. According to KPMG's HR Centre of Excellence Survey 2014, corporate must turn its talent management strategies to a new and more holistic approach. (Michaels, Handfield - Jones, & Axelrod, 2014). It addresses major three strategic approaches to deal with talent, skills and deficits: enlist and empower management, developing clear career paths and to focus on a more holistic approach for employees.

While performing this, organizations face many untold constraints for keeping its employees engaged and motivated. There is a huge need of aligning human resources with the corporate practices to connect people at work with business strategies. Organizations are focusing more on innovating talent practices to meet the personnel challenges in business.

REVIEW OF LITERATURE

(King, 2015) explained that Global Talent Management has a high strategic importance in enhancing organizational growth and development. It discussed how Global Talent Management can be used as a value addition in the organizational system influenced by all its stakeholders. (Björkman, Smale, & Sumelius, 2013) examined employee's perception about their identification as a 'talent' in the organization. Based on Social exchange theory, the author analyzed a significant difference between those who recognized themselves as 'talent' and between those who don't identified themselves as 'talent' as well as who 'don't know' about it. This research paper recommends a transparent and fair system in communicating employees who has been identified as talent in companies and also those who could not made it to company's talent pool, thus leading to motivational effect on employees.

Based on Social Exchange Theory, (Khoreva & Vaiman, 2017) analyzed that, effective talent management practices in an organization is positively related to talented employees and their commitment towards leadership competence development. This study also states that, in order to develop leadership competence among employees with effective talent management practices, organizations should consider the employee's perception towards TM practices before incorporating them.

(Stephen & Neill, 2004) explained, incorporating talent management practices is rewarding for an organization, but on the other hand, it is a time consuming process too. Author states that acquiring and developing necessary talent and investing time and resources by the senior managers to execute talent management strategies will help the company in attaining desired results.

A study on the employees of Ghana Commercial bank was conducted by (Segbenya, 2014) to investigate the impact of demographic factors on employee's decision to stay or quitting the organization. This paper presents employee retention and employee's intention to stay or quit the organization. The study found a need of taking strategic actions by the Ghana commercial bank to lower its employee turnover ratio. It suggests that, the actions must consider demographic factors such as gender, age, job positions and employee job tenure. (Hafez, Abouelneel, & Elsaid, 2017) examined the impact of talent management on job satisfaction and employee retention as significant. But, this study concludes no significant difference between talent management process and demographic variables (gender, age, education, experience). The literature explains few major areas of research in Talent Management practices. Firstly, talent management in the form of functions, practices and activities, performed and executed by the HR department of an organization; including: hiring, selection, training & development, career and succession planning. Second area of research in Talent management states the process of floating right employees at the right time at the right place in the organization. This process is carried through proper human resource planning and succession planning. The third arena of talent management research emphasizes on rewarding and recognizing top performers regardless of their specific positions in the organization. The literature in this paper also points out a fourth stream of research on talent management which is based on identification of important positions in companies rather than recruiting highly talented personnel. After identifying significant positions, talent pools must be created inside the organization to fill up those significant positions.

OBJECTIVE

The main purpose of this study is to investigate the influence of demographic factors (age, gender and employee work experience) on employee perspective towards organization's talent management practices.

RESEARCH METHODOLOGY

The present paper is an empirical study analyzed with the help of sample by collecting data through a structured questionnaire. The questionnaire consists of three different parts. The first part consists of general and demographic information about the respondents like age, gender, work experience and tenure. The second part of the questionnaire comprises of 10 questions has been adapted from (Hafez, Abouelneel, & Elsaid, 2017) which inquire for talent management, career growth, motivation and job satisfaction in the organization. Out of ten questions asked to respondents, three questions are related to career growth and support given by the organization to the employees, three questions are related to employee job satisfaction and three questions inquire about employee motivation. One question is related to employee training needs and one question inquires about talent management awareness among employees. The last set consist of 02 multiple choice questions taken form (Segbenya, 2014) which try to analyze employee's quitting attitude. All the questions which are adapted are based on 5-point Likert scale.

Hypotheses

Ho₁: There is no significant association among employee gender groups and their perspective towards talent management practices.

Ha₁: There is a significant association among employee gender groups and their perspective towards talent management practices.

Ho₂: There is no significant association among employee age groups and their perspective towards organizational talent management practices.

Ha₂: There is a significant association among employee age groups and their perspective towards organizational talent management practices.

Ho₃: There is no significant association of employee's total work experience and their perspective towards talent management practices.

Ha₃: There is a significant association of employee's total work experience and their perspective towards talent management practices.

RESULT & DISCUSSION

The study aims to analyze the impact of demographic factors on employee approach towards talent management practices incorporated at workplaces. We sampled 178 employees from different sectors viz. retail, hospitality, IT & higher education sector of Jaipur city. The data was analyzed using chi square test.

The analysis and interpretation of the results are as follows:

Ha₁: There is a significant association among employee gender groups and their perspective towards talent management practices.

Table: 1

Gender in association with:	Employee perspective towards organization's Career growth practices	Pearson Chi-square value	Asymp. Sig. (2-sided)	n
Career Growth	Company supports in career growth	2.189 ^a	.701	178
	Company provides promotional opportunities	.934 ^a	.920	178
	Company fulfils commitments regarding performance appraisal	4.935 ^a	.294	178

Table 1 states that, the chi square value for gender in cross tabulation with the perspective company's supporting career growth is 2.189 which is significance at 0.701, 0.934 which is significance at 0.920 and 4.935 significance level at 0.294. As the significance is more than .05, it can be interpreted that there is a no significant statistical association between gender and company supporting employee career growth. Thus Null hypothesis proves to be accepted here.

Gender In association with:	Employee perspective towards Job satisfaction	Pearson Chi-square value	Asymp. Sig. (2-sided)	n
Job Satisfaction	Employee satisfied with given job responsibilities	12.547 ^a	.014	178
	Company hire according to skill	3.235 ^a	.519	178
	Employee skills used in present job	5.309 ^a	.257	178

Table: 3

Gender In association with:	Employee perspective towards Job satisfaction	Pearson Chi-square value	Asymp. Sig. (2-sided)	n
Job Satisfaction	Employee satisfied with given job responsibilities	12.547 ^a	.014	178
	Company hire according to skill	3.235 ^a	.519	178
	Employee skills used in present job	5.309 ^a	.257	178

It can be observed from table 02 & 03 that chi square value for gender in cross tabulation with the perspective employee job satisfaction & motivation is 12.547 and 8.812 respectively, whose significance values are 0.014 and 0.066 respectively. As the significance is more than .05, it can be interpreted that there is no significant statistical association between gender and employee job satisfaction & motivation. Thus Null hypothesis proves to be accepted here.

Ha₂: There is a significant association among employee age groups and their perspective towards organizational talent management practices

Table: 4

Age In association with:	Employee perspective towards organization's Career growth practices	Pearson Chi-square value	Asymp. Sig. (2-sided)	n
Career Growth	Company supports in career growth	13.109 ^a	.665	178
	Company provides promotional opportunities	17.966 ^a	.326	178
	Company fulfils commitments regarding performance appraisal	10.783 ^a	.823	178

It can be observed from table 04 that the chi square value for age in cross tabulation with the perspective company's supporting career growth is 13.109 which is significance at 0.665, 17.966 which is significance at 0.326 and 10.783 significance level at 0.823. As the significance is more than .05, it can be interpreted that there is no significant statistical association between age and company supporting employee career growth. Thus Null hypothesis proves to be accepted here.

Table: 5

Age In association with:	Employee perspective towards job satisfaction	Pearson Chi-square value	Asymp. Sig. (2-sided)	n
Job Satisfaction	Employee satisfied with given job responsibilities	22.219 ^a	.136	178
	Employee skills used in present job	20.977 ^a	.179	178
	Company hire according to skill	14.396 ^a	.569	178

Table: 6

Age In association with:	Employee perspective towards organization's Motivational practices	Pearson Chi-square value	Asymp.Sig. (2-sided)	n
Motivation	Company recognize performers	14.082 ^a	.593	178
	Company provides new positions & responsibilities	12.437 ^a	.713	178
	Company provides decision making roles	18.211 ^a	.312	178

It can be observed from table 05 & 06 that the chi square value for age in cross tabulation with the perspective employee job satisfaction & motivation is 22.219 and 14.082 respectively, whose significance values are 0.136 and 0.593 respectively. As the significance value is more than .05, it can be interpreted that there is no significant statistical association between age and employee job satisfaction & motivation. Thus Null hypothesis proves to be accepted here.

Ha₃: There is a significant association of employee's total work experience and their perspective towards talent management practices.

Table: 7

Work Experience In association with:	Employee perspective towards organization's Career growth practices	Pearson Chi-square value	Asymp.Sig. (2-sided)	n
Career Growth	Company supports in career growth	8.692 ^a	.926	178
	Company provides promotional opportunities	19.665 ^a	.236	178
	Company fulfils commitments regarding performance appraisal	23.939 ^a	.091	178

It can be observed from table 07 that the chi square value for employee work experience in cross tabulation with the perspective company's supporting career growth is 23.939 which is significance at 0.091, 19.665 which is significance at 0.236 and 8.692 significance level at 0.926. As the significance value is more than .05, it can be interpreted that there is no significant statistical association between work experience and company supporting employee career growth. Thus Null hypothesis proves to be accepted here.

Work Experience In association with:	Employee perspective towards job satisfaction	Pearson Chi-square value	Asymp.Sig. (2-sided)	n
Job Satisfaction	Employee satisfied with given job responsibilities	24.565 ^a	.078	178
	Employee skills used in present job	24.248 ^a	.084	178
	Company hire according to skill	14.996 ^a	.525	178

Table: 9

Work Experience In association with:	Employee perspective towards organization's Motivational practices	Pearson Chi-square value	Asymp.Sig. (2-sided)	n
Motivation	Company recognize performers	16.042 ^a	.450	178
	Company provides new positions & responsibilities	16.729 ^a	.403	178
	Company provides decision making roles	22.916 ^a	.116	178

It can be observed from table 05 & 06 that the chi square value for employee work experience in cross tabulation with the perspective employee job satisfaction & motivation is 24.565 and 22.916 respectively, whose significance values are 0.078 and 0.116 respectively. As the significance is more than .05, it can be interpreted that there is no significant statistical association between employee work experience and employee job satisfaction & motivation. Thus Null hypothesis proves to be accepted here.

CONCLUSION

It is clearly visible from the above results that the Null hypothesis gets accepted stating that there is no significant associations between the demographic variables (Gender, age & employee work experience) with the aspects of talent management practices of organization. Meanwhile, if tested at 10% level of significance, null hypothesis may not get accepted and thus it may be concluded that there is a statistical association between the demographic variables (Gender, age & employee work experience) and talent management practices which includes the aspects of career growth, job satisfaction and motivation to employees.

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