



Full Length Review Article

TALENT MANAGEMENT: RETENTION PERSPECTIVE

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ABSTRACT

Talent management has gained main stream acceptance in the practitioner community as a key management activity in recent years. The success of any organization depends upon ability to develop its human capital and utilize the same for corporate excellence. Human capital occupies a very important position more than the traditional factors of production i.e. land, labour, capital and organization. The term talent has a broader connotation. Talent needs to be viewed in context of the capabilities of people needed to deliver the agenda of the particular organization they work in. Talent management is defined as the system of acquisition, development and retention of competent employees for the achievement of the organization goals. Chartered Institute of Personal Development (CIPD), UK defined "Talent Management as the systematic attraction, identification, development, engagement, retention and deployment of employees with high potential who are of particular value to an organization.

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INTRODUCTION

Talent Management in Present Competitive Environment

The longer the organization can retain their employees, the stronger will be the organization. Role of HR function has changed drastically in last few years due to globalization of business and better communication technologies that have made the world- boundaries thin and businesses, more competitive. In this era of rapid change, employee capabilities must be re-evaluated frequently, rapidly and flexibly. The key aspect in the new world economy is the fast changing nature of the work force. In developing countries like India, talent Management generates interest due to explosive business growth, aging, work force and widespread hijacking of talent across national boundaries. The hope of the organization is that employee will remain with the organization, so that the organization can receive a benefit from its investment in the employees. Sometimes talent management implies an outsourcing process where the organization selects talent outside the organization to fill internal needs. This organizational practice has become more common in the past 10 years as the demand for talent has increases and the apparent pool of talent has decreased.

Talent Management as a Strategic Approach

Talent Management can be viewed as a strategic approach to managing human capital throughout the career cycle-attracting, developing, transitioning and retaining one's most important assets.

Attracting: Attracting a qualified talent is the first step in the talent management cycle. Matching the right person to the right job is an acknowledged need of the organization. But one of the toughest challenges in selection often overlooked is matching the right candidate to his immediate boss.

Developing Talent: Employees like career development as one of the two job satisfiers along with compensation. The employees want to be challenged and developed. If they are not they will become less productive or perhaps even leave. **Transitioning Talent:** The way we can transit employees out of the company as we do attracting talent and the return on investment is a committed workforce, separated employees who are more contended and a community that regards as a good citizen.

Retaining Talent: In the industry 75% of employees looking for new employment opportunities at any given time the war for talent is back on. Companies that develop successful retention strategies can war that war. The strategies are many and could vary from one organization to another. The factors

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can be understood by a frame work called R.E.T.E.N.T.I.O.N. Each element is critical in shaping the culture necessary to sustain. They are:

- R - Recognize and respect people.
- E - Ethics and value based approach.
- T - Trust and responsibility.
- E - Evolve a positive culture.
- N- Nourish the spirit.
- T - Transform thoughts.
- I - Invest in talent.
- O - Offer- work life balance.
- N - Nurturing creative capital.

How to Retain the Talent

The following are the various suggestions offered to the organisations to respect and retain the valuable commodity i.e. the employees:

- To exist with prominence as a successful organization, mix innovation, quality, cost control and HRM in right proportion.
- Human relations practice differs between organizations. It is necessary to brief a new employee about the frequency of Training programmes, compensation reviews and assessment centre's etc.
- When dealing with problems related to HRM, find and implement the right solution quickly. It motivates employees when their concerns are addressed promptly.
- With rapid advancement, skills are constantly becoming obsolete, on job training is, long term compensation which makes the employee more competent and ensures his commitment dedication.
- To fill in a vacant position, first look for someone within the organization. Recruitment from outside, by disregarding people within, can be a major cause for employee dissatisfaction and unionization.
- Review on a yearly basis the issues which were addressed by the Grievance Committee and incorporate the decisions into company policies so that there is a lesser possibility of such issues cropping up in the future.
- Most employees begin with a willingness to go the extra mile for their company, but they may not repeat such efforts if they do receive recognition. Recognition must be given with sincerity and thoughtfulness.
- Times have changed; employees no longer prefer to work orders. They work better where they are involved in decision-making or where the management welcomes their participation.

Retention of Talent

Individual perspective

- A person when recruited either as a fresher campus or as a lateral hiree perceives that he/she competed, was found suitable and hence had the talent and entered the organization.
- With passage of time, the recruited employee receives an annual increment, annual variable pay based on

performance, gets promoted or does not get promoted. The employee starts comparing his/her performance in comparison to peers within the organization and at times is satisfied or dissatisfied.

- When the individual employee perceives that he/she is not being adequately compensated, has not moved up the organizational ladder, the individual starts either ventilating his/her grievance within the organization or seeks option with another organization.
- When the individual perceives that his relationship with the boss and /or peers is not very conducive, he either has the courage to confront the issue by speaking out or tends to seek employment options with another organization.
- When an individual lands up with a job with another organization then his/her confidence level also goes up as he/she perceives that his/her talent is needed by other employers.

Organizational Perspective

Organizational definition of talent is to identify individuals that have high potential and are also high performers. The individuals are quite often referred to as the talent pool, given additional training, rotated on jobs with an objective of moving up the organization ladder. A person is recruited in the organization, he/she is talented compared to the others that were not recruited, but once they are in the organization, they compete with each other. In the differentiation process most organizations, presently identify the bottom 3% to 5% in the organizations, that are given time to improve within a year or asked to depart. The individuals referred to as dead wood.

Sector Perspective

The Indian Economy that are having high growth rate and they need persons with experience/knowledge in functions relevant to that sector. The concept of talent is to get a person with the requisite qualification and experience within the constraints of affordability. Sector's perspective of talent is very different from organization and individual perspective of talent. Head hunters are used for trapping the talent. Head hunters are corporate raiders and are efficient in undertaking this activity. Individuals who are stars, rising stars or backbone in an organization are in high demand in the employment market and are considered as highly talented.

Conclusion

Retaining the talented employee has become single most dominant force. Today retaining brain is more difficult than foreign direct investment. Strategies are to be framed for overcoming the talent shortages. Obstacles to talent are to be identified and overcome-this can make talent flourish. A rightly managed talent turns out to be a gold mine if he is retained in the organization.

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