

## An Empirical Analysis of Talent Management Practices pursued by Private Technical Educational Institutions

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### ABSTRACT

**Purpose:** This study is trying to find out the major challenges existing in the ways of talent management practices pursued by private technical educational institutions in selected areas.

**Design/Methodology/Approach:** This study comprises the exploratory analysis of Talent management practices pursued by the private technical educational institutions in Prayagraj, Uttar Pradesh, India. Study conducted with the 50 representatives of the private technical educational institutions from Prayagraj, by using the focused group discussion technique of qualitative analysis. The purposive sampling method was used to select the sample units. The variables were identified from the available reviews and data were analyzed by using the simple percentage analysis.

**Findings:** The observations of present study are indicating that, there are so many factors existing in the way of better talent management practices like salary, leave flexibility, fair pay, compensation, location of the institutions, leaders behavior, fair performance appraisal system, multi tasking and job suitability etc. While considering the suggestions of many researchers which revealed that; the organizations should follow the basic principles on the basis of humanitarian ground to retain and develop the available talent. On the other hand it was also accepted by many organization that flexible policies of the organizations enables talent to be happy and motivated.

**Originality/value:** This study seeks to add to the greater pool of knowledge with respect to the talent management domain, through examining the talent management and related area within the broader domain of human resource management and general management. The idea of this research is to examine that; how talent management aimed at at specialists should be done, with the intention of precede the facts on talent management practices for individuals who are not in a administration career track.

**Paper type:** Research Thought

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## Introduction:

As mentioned by Gay and Sims (2006) that talent management practices assisting in the investment in talent development, by recognizing the target individuals to build up them for leadership roles in the business. While Rothwell and Kazanas (2004) suggested that talent management is a system that will be useful to recruit, develop and retain the highly prolific and peoples. This study revealed the two key factors; that talent management practices are still not much clear to the leaders and theoretical database is lacking behind in compare to other domains. The above highlighted facts in the writings on talent management have narrow in terms of academic work on the topic and its realistic expediency.

## Concept of Management

Studies available on talent management practices reveal that there are so many theoretical restrictions of the talent management domain. With the same series Aston and Morton (2005) delivered findings that there is not a single reliable definition of talent management available on existing literatures, even though this denigration, Lewis and Heckman (2006) suggested three important segments of talent management. First, peoples which are rarely surrogate the talent management for an effective human resource management. Research herein tradition often limits their focus to specific human resource activities like recruitment, leadership development, succession planning etc. The input of present writings is quite inadequate away from the tactical human resource writings. A second filament of literature focusing the formulations of talent pools emphasizing on "extrapolative manpower needs and managing the succession of employees all the way through positions" (Lewis and Heckman, 2006: 140). Research in talent management domain usually builds on previous investigation in the human resource planning. While comparatively slender focusing, research in this particular domain slightest provide a degree of delineation as regards what talent management is with reference to HRM.

The last segment concentrates on the supervision of talented employees. All the related studies focusing on that all new recruits in the firms be supposed to be crammed with "A performers", and "top grading" (Smart, 1999).

## Objective:

1. To study the talent management system currently of private technical educational institutions in Allahabad.
2. To find out the factors affecting talent management in private technical educational institutions in Allahabad.
3. To give the suggestions for improvement in talent management practices in private technical educational institutions in Allahabad.

## Importance of the study:

Present study seeks to add to the greater pool of knowledge with respect to the talent management domain, through examining the talent management and related area within the broader domain of human resource management and general management. The idea of this research is to examine that; how talent management aimed at specialists should be done, with the intention of precede the facts on talent management practices for individuals who are not in an administration career track.

## Review of Literature:

**Ready and Conger, (2007)** revealed that lack of adequate talent channel to fill the tactical policies related positions in the organization, may affect adversely their capability to nurture their business. As a final point, talent management tricks dwell in a noteworthy quantity of organizational wealth.

**Economist Intelligence Unit, (2006)** as a commercial data analysis organization found that the top management peoples like chief executive officers should involve with the talent management practices, with the preponderance of those who are applying over twenty per cent of their time on talent management related issues

**Boston Consulting Group, (2007)** published a report which revealed that talent management as one of 5 decisive threats for human resource managers in the European countries. They were based not only on those capabilities which are essential to manage the human capital, but expressively are also those they distinguish their organizations to be weakest at.

**Lewis and Heckman, (2006)** found three main segments of consideration around the impression of talent management. Number one was the only substitute the tag talent management for HRM. The second one was on "projecting employee/staffing needs and managing the progression of employees through positions". And the last one was paying attention on the management of talented populace.

**Becker and Huselid, (2006) Schuler and Jackson, (1987)** studies that a noteworthy body of strategic human resource management writings has pointed that the wealth and stamina that strengthen organizations' spirited benefit are straight connected to the performance of rate boosters who make up the organization's human capital team.

**Chartered Institute of Personnel and Development, (CIPD), (2006)** an English survey organization studies that fifty one per cent of human resource expert examined undertook talent management activities, though just twenty per cent of them worked with a proper explanation of talent management. As a result, the field the concept has a clear and completed description of the theory.

Schon and Ian, (2009) delivered thoughts on “The global war for talent”. Here it was studied that last ten years are the showcase of international changes that projecting the talent a global asset and should be utilized as a global treasure.

McKinsey, (2008) expressed their thought in the way that upcoming twenty years would be very different from present, where technically smart people will be placed on higher positions. Also defines talent as “the sum of a person’s abilities-his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive, also includes his or her ability to learn and grow”.

Richard et. al. (2011) advocated that talent management enlarges the need of well-built and vigorous human resources arrangement in business. This study summarized important aspects to strengthen the domain of talent management.

Michaels, Handfield and Axelrod, (2001) said that in previous century, only seventeen percent jobs were required the appropriate for skilled worker but in the present century this amount increased by sixty percent.

## Research Methodology

**Research Design:** Exploratory Research Design

**Sample size:** 250 Targeted (During data collection process 18 questionnaires were not returned and incomplete filled so total samples were 242)

**Sample Selection:** Simple Random sampling

**Sample description:** Management level employees like: Directors, Institute administrative Officers, Directors and Head of the departments from 15 Technical educational Institutions exists in Allahabad, Lucknow and Kanpur cities of Uttar Pradesh.

**Sampling Technique:** Random sampling

**Research tool:** Semi-Structured Questionnaire

**Area of study:** Allahabad city, Uttar Pradesh **Data Analysis**

## Results and Findings:

**Majors factors affecting the talent Management system:**

- 1. Salary-** The fair remuneration is supported by many researchers to enhance the motivation level of the employees, and rewards to the employees are important factors to retain the employees in the organization.
- 2. Behaviour of Management (Higher Authorities):** Ease of communication with seniors and fair, de-nepotized behaviour of leaders always making employees happy and satisfied.
- 3. Area of Institute (Geographical Locations in Rural areas)-** The location of the institute which is generally located in rural areas. Institute should be at nearby places so that it is easier for an employee and his conveyance to reach the institute on time.
- 4. Multi Tasking-** Employee has to do several tasks of the institute other than teaching which means employee has to be multi-tasking. This helps employee to retain his talent in front of other employees.
- 5. Job Suitability-** Employees should be provided with the job which is suitable for them according to their qualification.

## Suggestions and Recommendation

1. Employees should be given proper salary so that they perform their work on time and it is a different aspect of employee retention.
2. The higher authority people should treat the employees in a polite manner so that employees feel free to give their opinions and views.
3. The location of an institute should be in an area which employees can recognize easily and their conveyance is also easy as they have to go regularly.

S. No.	Factors	1	2	3	4	5
1	Manpower Planning	21	14	3	170	34
2	Talent Acquisition and Retention	36	31	11	141	23
3	Performance Management	20	33	7	124	58
4	Learning and Motivating	38	31	9	89	75
5	Compensation	29	34	13	97	69
6	Career Development	41	53	5	81	62
7	Succession Planning	25	29	8	93	87
8	Recognize and reward	39	47	4	91	61
9	Fairness in Pay	37	42	6	137	20
10	Leave Flexibility	43	57	7	104	31



4. Employees should not be over-loaded with various tasks as they lose their focus from one work because of the other.
5. Jobs should be given to the employees according to their qualifications which is suitable for a particular post or designation.

### Conclusion

While considering the current situation of talent management practices at global level, it can be easily observed that the retention of talents is a crucial task for business organizations. While considering the suggestions of many researchers which revealed that; the organizations should follow the basic principles on the basis of humanitarian ground to retain and develop the available talent. On the other hand, it was also accepted by many organizations that flexible policies of the organizations enables talent to be happy and motivated.

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The Editorial Board had used the turnitin tool to check the originality and further affixed the similarity index which is {10%} in this case (See below Annexure-I). Thus, the reviewers and editors are of view to find it suitable to publish in this Volume-12, Issue-2, April-June 2020.

### Annexure 1

Submission Date	Submission Id	Word Count	Character Count
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6	"Global Talent Management", Springer Science and Business Media LLC, 2014 Publication	1%
7	Submitted to University of Pretoria Student Paper	1%

**Reviewers  
Comment****Reviewer Comment 1:**

The article throws light on Talent Management practices which are being pursued by private technical educational institutions. The study was conducted with 50 representatives of the private educational institutions using focused group techniques. The paper examines the different factors that exist in the sector to pursue talent management practices.

**Reviewer Comment 2:**

The paper comes with a novice way of human resource management. It is a well-designed study which would bring ways of talent management in different fields and keep improving consistently. More updated and recent references could be added to improve and support the findings and relevance of the study.

**Reviewer Comment 3:**

The paper is exploratory in nature with a sufficient sample size of 242 respondents. The paper comes out with appropriate findings and conclusions which can help further research in different geographical locations. However, the strength of the paper could have been improved with advanced research tools to give an effective picture of talent management.



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**Conflict of Interest:** Author of a Paper had no conflict neither financially nor academically. To execute the research the self-funding model has been created for collection of data and preparation of a questionnaire.

**Editorial  
Excerpt**

The article has 10% of plagiarism which is the accepted percentage as per the norms and standards of the journal for the publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on timely basis to the authors (Shirish & Pradyuman) and accordingly all the corrections had been incorporated as and when directed and required. The comments related to this manuscript are noticeably related to “**Talent Management Practices**” both subject-wise and research-wise. The paper draws attention of the readers towards Talent Management practices pursued by private technical educational institutions. The study predominantly has been conducted in the city of Prayagraj, Uttar Pradesh with a sample size of 242 which is a sufficient sample to draw effective conclusions. The paper examines how talent management aimed at specialists should be done, with the intention of precede the facts on talent management practices for individuals who are not in an administration career track. The findings of the study reveal that there are many factors existing in the way of better talent management practices like salary, leave flexibility, fair pay, compensation, location of the institutions, leaders' behaviour, fair performance appraisal system, multi-tasking and job suitability, etc. It was concluded that many organizations adopt flexible policies that enable talent to be happy and motivated. The author has drawn major conclusions which substantially fulfil the objectives of the study and provides further scope of research. After comprehensive reviews and editorial board's remarks the manuscript has been categorised and decided to publish under “**Research Thought**” category

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**Disclaimer**

The opinions expressed in this paper are those of the author and do not reflect the views of the GJEIS. The author has made every effort to ensure that the information in this paper is correct, any remaining errors and deficiencies is solely the responsibility of the author.



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