

# Talent Management: Employee Performance and impact on Organizational Performance

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**Abstract** - Talent Management plays important role in organizations now days, organizations has run business in strategically process to get profits. In today's changing competitive world according to the marketing conditions Human Resource Managers have to manage employees with an emphasis on intellectual capital and talent. An employee's intellectual capital and talent must be linked to his ability, his high performance and good results. It also requires talent to manage, attract and keep these employees in organizations. A lot of competitive companies are demanding much more than just basic skills of an employee. Since a lot of "Knowledge Work" is involved in a number of activities, the level of skills required is also higher. Scarcity of talent is a challenge most companies will have to face in the coming years. The most competitive and successful companies will be those who have the most talented employees. Descriptive statistical analysis is used to study this paper by preparing liked five point Structured Questionnaires to collect the primary data by using snow ball sampling Technique from 100 employees of IT sector with hypothesis, There is no significant impact of talent acquisition and organizational performance. The study can be concluded that Talent Management has significant positive impact on organizational performance.

**Index Terms** – Talent Management, Recruitment, Employees, HR Innovations, Social Organizations.

## INTRODUCTION

Talent Management is a "strategic approach" to identify, attract and on-board top talent to efficiently and effectively meet dynamic business needs. Organizations are gradually lining up talent acquisition as one element of a wider talent management strategy, attached from other basic HR disciplines. Organizations are being regularly faced with challenges with recruiting good talent quickly that too in a market which lacks talent. Proper

recruitment activities and system will need to be followed by managers in order to attract the right talent at the right time. Due to shortage of time recruiting companies need more updated tested scientific methods to shortlist quality talent. Hence, there is greater pressure on recruiters to have the most effective and zero error method while shortlisting applicants in candidate selections. There is ongoing research to identify more accurate and scientific methods for talent acquisition which will make the process quicker and error free. New age procedures, tools and technology and service level improvements are helping recruiting organizations spend as little time as possible in order to employ the right candidates. The topic of Talent Management is still in a very early stage although there is a significant degree of academic and professional interest in the topic. A good talented employee has significant high levels of performance and profitability, the passion for change, is proactive and anticipates change.

## REVIEW OF LITERATURE

Steve Job has created a new need among people. Creation of the IPAD is an example of talent that anticipates the future. It is difficult to "measure" the results of performance of talented employees who are valuable elements in the organization since performance is not observable at an organizational level. As Fuller and Farnington(1990) reported, it must attract, retain and develop talent, and this is the biggest challenge for Human Resource Managers. Attracting and retaining talent is a major challenge for companies around the world, however the increasing complexity of the economy demands more sophisticated talent with a global and multi-cultural vision, with language skills, advanced knowledge of technology, entrepreneurial and innovative skills. A high

reputation in the market is also required apart from excellent conditions in order to attract the right talent. Among the factors that may influence the retention of talent, we highlight the area of career growth, the appropriate award systems, high motivation levels and exciting challenges Profit stands for dimensions of social, political, environmental, and ethnic and community activities that impact the social and cultural wellbeing of the society and engage in community building activities (Salamon and Sokolowski, 2004). (Bomstein 2007) observed that social welfare activities are accomplished by volunteer organizations that are highly entrepreneurial and inventive.

### OBJECTIVES

1. To understand the Talent Management System
2. To understand the talent Management process and its effect on organization performance

Hypothesis:

Ho: There is no significant impact of Talent Management and organizational performance.

H1: There is significant impact of Talent Management and organizational performance

Sample:

Samples shall be collected from the some of the esteemed organizations recruiters leaders in Hyderabad

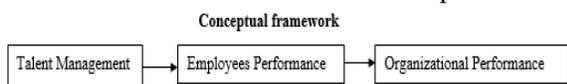
### DATA COLLECTION

Primary data: This data is collected from structured questionnaire by personal approach in esteemed organizations to know there opinion in this regard.

Secondary Data: This will be collected from reports, records, textbooks, journal, magazines and other relative data.

### LIMITATIONS OF THE STUDY

The survey is limited to Hyderabad only which may have better information from other metropolitan cites.



Talent Management has evolved six common characters at workplace

1. *HITA teams build the workforce through integration with the business:* Senior executives view talent acquisition teams as essential players in executing strategy and promoting the company’s people culture. Integration also allows talent acquisition teams to better anticipate broader business needs and better partner with hiring managers.
2. *Existing employees are recognized as a strategic resource, and internal mobility is a part of company culture:* Hiring managers and recruiters know their internal talent’s capabilities, and hiring managers work with recruiters to cultivate talent from within.
3. *Candidates are evaluated for work ethic, values, and potential as much as skills and past experiences:* Bersin’s report found that nine out of 10 high performing talent acquisition functions use workplace values as a basis for hiring, resulting in a stronger corporate culture that is reinforced by each new hire.
4. *TA teams construct a personalized candidate journey:* Rather than a “one size fits all” experience, HITA functions market the role to specific candidates to not only engage top talent, but also strengthen the employment brand and promote the organization’s culture.
5. *Mature teams continuously regenerate because of dedication to up skilling, informal learning, and professional growth:* Talent acquisition professionals are encouraged to engage in a mix of traditional education, mentor relationships, and networking opportunities.
6. *Highly-mature teams use artificial intelligence and predictive data analytics.* The practice sharpens the talent acquisition function by using data-driven analytics and digital, cognitive tools to better source and assesses candidates and prevents possible misjudgments caused by bias or false logic.

*Theories of Talent management and organizational performance*

Reinforcement Theory:

Reinforcement specifies that people that would possibly take on a preferred behavior if they are rewarded for such behavior. Conducts that do not attract incentives may not be replicated as people

replicate conducts which attract some form of compensation and avoid conducts that are punishable. Therefore, supervisors can control low level workers by encouraging actions that they feel are positive Fortification is offered just frequently enough to guarantee that conducts are replicated .The support of behavior is related to learning and development approaches used by a trainer to conduct employee coaching, mentoring and the on-the-job training of employees

Social Learning: Theory Albert Bandura set off the social learning theory in 1977 which is a very prominent theory of learning and development. He opined that all forms of learning comprise of a social element, signifying the idea that novel information and conducts can be obtained by watching other people

Human Capital Theory It suggests that fiscal advantages for both individuals and organizations can be gotten from investing in people, talent management and its association to the outcomes of a business can be clarified through the resource based theory that makes details of how organizations can create significance by supervising their resources and people available.

Theories of Organizational Performance This describes the three Es: Economy, Efficiency and Effectiveness as it relates to organizational performance

DATA ANALYSIS

Parameters	Percentage
Gender	
Male	52
Female	48
Age (years)	
20-29	28
30-39	37
40-49	27
50-59	08
Education	
Bachelor's degree	68
Master's degree or higher	20
PHd	1
Others	11
Position	
Staff	58
Assistant manager	25
Manager or deputy general manager	15
Department/general manager or director and above	2
Experience	
Below 2	42.00

2--4	15.00
4--6	17.00
6--8	12.00
08--10	4.00
Above 10	10.00

Parameters	Employee Performance Correlation factor
Are people, responsible for employer branding (HR),	0.458 It shows that organizational talent management activities have positive effect on employee performance
Is your company's communication channel strong enough in promoting and strengthening the brand in the marketplace	
Do you consistently appoint high caliber employees	
Do you believe that transfer, demotion, suspension, and dismissal are based on performance appraisals	
Does salary factor attract most of the potential employees than career growth and development	
Do you ensure that salaries being set are according to the market scenario?	
Is your company lacking, fairness in supervision and inconsistency in employment opportunities, having an impact on employee retention	
Do you believe that cash incentives have more of the contribution in employee retention activity	
Do you nominate employees for various company awards	
Do you ensure that vacancies do not remain open for long period of time	
Do you frequently meet team members for formal career planning session	

Chi-square test conducted between employee performance and organizational performance.

Chi-square test	Organizational performance
Employee Performance	0.999721538 It shows that the Chi-square test result that there is a significant impact on employee performance and organization performance when there is talent management practices in the organization and that are aware by employees.

FINDINGS

1. Talent management shows significant impact on employees performance
2. The Employee performance also having significant impact on overall organizational performance.

CONCLUSION

As talent management has been a challenge facing by many organizations globally, performance

management system on the relationship between talent management and organizational performance have significant effect. As an effective performance management system helps management to measure, deliver and reward employee performance, it also assists in identifying talented employees that can be retained to improve organizational performance.

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