

Talent Management and Its Role in Organisational Growth and Profits: A Quantitative Study

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Abstract

In the contemporary business arena, firms have come to realise that their best interest and benefit lies within their talented workforce. Talent management (TM), the strategic method of attracting, growing, holding as well as optimizing employees, has emerged as a critical driver of organizational growth and profitability. This research aims to explore the concept of TM and its pivotal role in enhancing an organization's development and financial success. There is a need to explore how talent management enhances productivity and operational efficiency by ensuring the correct people are assigned to roles in terms of their knowledge, utilizing their skills and expertise to their fullest potential. It emphasizes the fact that there is a need to align the strengths of an individual with organizational aims and fostering an environment of constant learning and development. By strategically managing their human capital, organizations can optimize employee potential, foster innovation, improve engagement and retention, and achieve a sustainable competitive advantage. By recognizing talent as a strategic asset, organizations can unlock the entire potential of the workforce and align themselves for profits in today's dynamic capitalist culture.

Keywords: Performance management, Retention strategies, Leadership development, Competency mapping, Knowledge transfer, Talent mobility

Introduction

In today's highly competitive business landscape, organizations are realizing the paramount importance of enticing, growing, and managing food workforce. TM has emerged as a critical strategic function that focuses on maximizing the potential of employees and harnessing their skills and abilities to drive organizational growth and profitability. It encompasses a holistic approach to identifying, acquiring, nurturing, and deploying talent throughout an organization.

TM is not merely limited to recruitment and selection processes. It extends beyond that, encompassing various practices and initiatives aimed at optimizing the workforce's capabilities, performance, and potential. This comprehensive approach recognizes that employees are an asset and leverages their talents, knowledge, and expertise to gain a competitive business profit within the market. At its core, TM involves the systematic identification of key talent and high-potential individuals within an organization. This identification is based on a thorough evaluation of employees' skills, competencies, and potential to take on future leadership roles. Once identified, these individuals are provided with tailored development opportunities and career paths that align with their capabilities and aspirations.

An integral component of TM is acquisition of the workforce, which involves enticing and selecting the right people to fill critical roles within an organization. By focusing on hiring individuals who possess the right skills, cultural fit, and potential for growth, organizations can build a robust talent pool that drives innovation and productivity. However, TM goes beyond recruitment and development. It also emphasizes the importance of employee engagement, retention, and performance management. Engaged employees are more likely to invest their talent and commitment into their work, leading to good productivity and higher levels of customer satisfaction. Effective performance management practices enable organizations to align individual and team goals with broader organizational objectives, ensuring that employees' efforts contribute directly to growth and profitability.

Moreover, TM contributes to organizational growth and profitability through effective learning and development initiatives. By providing employees with continuous learning opportunities, organizations enhance their skills, knowledge, and capabilities, enabling them to adapt to evolving business demands and technological advancements. This focus on professional growth and upskilling not only boosts employee satisfaction and engagement but also enhances overall organizational performance. Furthermore, TM embraces diversity and inclusion as essential components of organizational growth. By fostering an inclusive work environment that values diverse perspectives and experiences, organizations can tap into a broader range of talent and creativity. This diversity fuels innovation, drives adaptability, and enhances decision-making processes, ultimately leading to improved financial performance and profitability.

Literature Review

Sparrow, Hird, and Cooper (2015) delve into the complex and evolving field of TM. The authors provide a comprehensive overview of the strategic approaches and practices organizations employ to effectively manage their talent. Through an examination of various case studies and empirical research, the selected chapters of the book bring forth how important it is to position TM strategies with overall business goals. They emphasize the significance of talent acquisition, development, and retention in driving innovation, competitiveness, and long-term profitability.

Baporikar's (2017) work focuses on providing a global perspective on TM, with a specific emphasis on the South African context. The author explores the unique challenges and opportunities faced by organizations in South Africa in effectively managing their talent. The chapter highlights the importance of TM in addressing issues of skills shortages, workforce diversity, and socio-economic inequalities. Through a comprehensive analysis of case studies and empirical research, the author examines the strategies and practices adopted by South African organizations to attract, develop, and retain talent. Humaid's (2018) master thesis explores the relationship between TM, employee engagement, and organizational performance in the context of the Bank of Palestine in the Gaza Strip. The study investigates how TM practices impact employee engagement levels and subsequently influence organizational performance. The author explores the perceptions and experiences of employees and managers regarding TM practices and their effects on engagement and performance.

Chepkwony's (2012) doctoral dissertation explores the relationship between TM practices, succession planning, and corporate strategy within commercial banks in Kenya. The study recognizes the significance of TM in achieving strategic objectives and emphasizes the need for effective succession planning to ensure the continuity of leadership. The study provides valuable insights into the interplay between TM, succession planning, and organizational strategy, shedding light on the importance of a holistic TM approach for sustained growth and competitiveness. In their research article, Al Aina and Atan (2020) investigate the influence of involving TM practices on sustainable organizational performance. The study recognizes TM as a strategic function that drives organizational sustainability and performance. Through a systematic literature review and empirical analysis, the authors explore various TM practices, including talent acquisition, development, engagement, and retention, and their

influence on sustainable organizational outcomes. The research gives to the literature on TM and highlights its role in fostering sustainable organizational success.

Friday and Sunday (2019) explore the connection among TM and workers' commitment in the context of oil and gas firms in Nigeria. The study recognizes TM as a critical factor in attracting, developing, and retaining top talent within the industry. Through an empirical analysis, the authors examine the impact of TM practices, including talent acquisition, development, and retention strategies, on employee commitment. The study provides valuable insights for oil and gas firms in Nigeria and highlights TM as a key driver of employee commitment and organizational success.

The study conducted by Dang et al. (2020) focuses on talent conceptualization and TM approaches within the Vietnamese banking sector. The authors explore how organizations in this specific context understand and approach TM. This research adds to an understanding of TM in the Vietnamese context, shedding light on the unique challenges and strategies within the banking sector. In response to the discourse on TM, Tansley et al. (2013) offer a perspective on the currency of TM and its relevance within organizations. The authors engage with the notion that TM approaches need to consider the contextual factors that influence organizational practices. They argue for a pluralistic approach that acknowledges the multifaceted nature of talent and encourages a broader understanding of TM within different organizational contexts. This article provides valuable insights into the ongoing discussion surrounding TM and highlights the need for context-specific approaches.

Don-Solomon and Tiebiri (2015) examine the relationship between TM and organizational growth in selected registered companies in Bayelsa state, Nigeria. The study employs a survey approach to gather data on TM practices and their impact on organizational growth. The findings suggest a positive relationship between TM initiatives, such as TA, development of talent, and retention of talent, and company growth. The study highlights the importance of effective TM strategies in driving growth and competitiveness, particularly in emerging economies like Nigeria.

In her study, Baublyte (2010) delves into the importance and utilization of TM within SMEs. The author raises the question of whether TM is a myth or a reality in today's SMEs. The research highlights that while TM is often associated with large organizations, its significance in SMEs cannot be overlooked. This research contributes to shedding light on the relevance and adoption of TM strategies in the context of SMEs, providing valuable insights for

practitioners and researchers. Mohammed, Hafeez-Baig, and Gururajan (2019) conduct a qualitative research study to explore talent development practices in the higher education environment. Focusing on six Australian universities, the study aims to uncover the practices utilized for managing talent development and identify the factors that influence talent development initiatives. The research reveals a range of TM practices employed in the higher education sector, including leadership development programs, mentoring, performance management, and succession planning. This research contributes to the understanding of TM in the higher education context and provides insights into best practices for managing talent development in this sector.

The goal of the study by Al-Dalameh (2020) is to improve the reader's comprehension of the viewpoints, significance, and key practises in the field of TM. Giving a basic overview of the relationship with other HRM tasks while also referencing secondary data and TM-related studies. The objective of this study was achieved by reviewing the body of prior research, which was selected based on its applicability to the problem of TM. Additionally, the most current publications in this subject were used.

With an emphasis on macro- and micro-level issues, this paper by Sheehan and Garavan (2018) addresses current TM aspects in the hotel and tourist sector. With an emphasis on small and medium-sized businesses, it emphasises the advantages and disadvantages of TM policies and practises. Governments should take a more proactive role in influencing TM practises, which calls for the dedication of CEOs, owners, and managers as well as a talent mentality. Best practises in TM, such as integrating TM with strategic business goals, delivering robust data across HR divisions, and showcasing the impact of TM on employee engagement and motivation, may increase employer branding and competitiveness.

Wandia's (2013) study was to demonstrate how Symphony (K) Ltd. benefits from TM as an element of edge over competitors. The findings suggest that the selection of a talent management approach has a significant impact on organisational success. The study's conclusions, which were supported by increasing sales revenue over time following the strategy's implementation, productivity gains, and increased market share, were that effective personnel management had an impact on a company's financial success. The consequent teamwork inside the organisation also led to advancements in manufacturing and creativity in products during the time. The bi-annual meetings on the company's strategy assessment and

adjustment review have improved interdepartmental communication as well, which has led to a faster rate of implementing the strategy.

Objective:

To measure the talent management and its role in organisational growth and profits

Methodology:

This study is descriptive in nature in which the data were obtained from the 195 respondents to find the talent management and its role in organisational growth and profits. A checklist question was used to analyse and interpret the data. In a checklist question respondents choose “Yes” or “No” for all the questions.

Data Analysis and Interpretations:

Table 1 Talent Management and its Role in Organisational Growth and Profits

SL No.	Talent Management and its Role in Organisational Growth and Profits	Yes	% Yes	No	% No	Total
1	Performance management	164	84.10	31	15.90	195
2	Leadership development	179	91.79	16	8.21	195
3	Mapping of competencies	182	93.33	13	6.67	195
4	Transfer of knowledge	172	88.21	23	11.79	195
5	Performance appraisal	169	86.67	26	13.33	195
6	Talent assessment	175	89.74	20	10.26	195
7	Talent mobility	184	94.36	11	5.64	195
8	Strategies of retention of employees	177	90.77	18	9.23	195



Figure 1 Talent Management and its Role in Organisational Growth and Profits

Table 1 and Figure 1 show the talent management and its role in organisational growth and profits. It was found that around 94.3% respondents believes that talent mobility plays an important role in organization growth and profits, Mapping of competencies (93.3%), Leadership development (91.7%), Strategies of retention of employees (90.7%), Talent assessment (89.7%), Transfer of knowledge (88.2%), Performance appraisal (86.6%) and Performance management (84.1%).

Conclusion

In summary, TM plays a critical role in organizational growth and profitability. By adopting a strategic and integrated approach to talent acquisition, development, engagement, retention, and succession planning, organizations can unlock the full potential of their workforce. The effective management of talent ensures that the right people are in the right roles, equipped with the necessary skills and capabilities to drive innovation, productivity, and customer satisfaction. Ultimately, TM serves as a catalyst for sustainable growth, enhanced competitiveness, and increased profits in today's dynamic business environment.

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