

# TALENT MANAGEMENT IN THE WORLD OF EDUCATION

## Abstract

Talent management is the process of attracting, developing, and keeping personnel by ensuring a pipeline of qualified and competent individuals. The lack of skilled and competent faculty is the biggest problem facing educational institutions. Institutions are now concentrating on how to retain talent and develop it as a consequence. When institutions are in danger of experiencing a talent crisis, talent retention is not only a management priority but also a need for the institutions. Benefits, welcoming workplaces, spouse employment prospects, start-up and resources, and salary are significant elements that affect teacher retention and recruitment. This study paper offers a few tactics that organisations may use to draw in and keep the greatest talent that is available to them.

**Keywords:** Talent Retention, Education Sector, Talent Acquisition & Development, Strategies.

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## I. INTRODUCTION

Talent management is still a relatively new and underdeveloped issue in the field of human resource management for many businesses, despite being consistently demonstrated to be significant and a competitive advantage for the institution. Institutions are unaware of the strategies used against them. The higher education industry has put talent management practises in place to assist them and the effectiveness of such strategies. Concerns about having the proper personnel to compete in the modern economy plague businesses and sectors.

Attrition rates vary by 25% for every 50th position inside the company, costing the business \$1 million to hire new professionals.(2011) Jonathan and others. Corporate human resource management is increasingly including talent management, which has increased its effectiveness. Since it has been found that cultivating talent is more advantageous and practical than locating and hiring talent from outside the organisation, talent management is becoming increasingly significant in corporate human resource management.[20]

Lewis and Heckmen (2006) state that there are three main definitions of talent management:

- The collection of HR department practises
- The movement of HR across the organisation
- The recognition, sourcing, and development of employee talent.

The well-being of the organisation depends greatly on nurturing and utilising the talent management asset for ongoing growth, and it is just as vital for those working in the education sector as it is for those working in the corporate sector.[16]

Gay and Sims (2006) describe talent management as the use of structured resources, procedures, processes, and policies to promote career growth and the development of highly competent and talented individuals.[1]

Vol. 6, No. 1/2, April 2017, International Journal of Cybernetics and Informatics (IJCI) 48The expansion of the education sector is utterly dependent on the variety of workers that are retained as professors. The faculty is responsible for establishing the institution's future image and tone. As a result, finding the suitable staff to hire presents a difficulty for educational institutions, and excessive employee turnover poses a serious danger to businesses.[13]

The unexpected loss of academics has a severe influence on ongoing academic programmes, and most institutions have failed to provide administrative employees with the necessary training. The study's goal is to examine how institutions manage their talent and discover the variables that have an impact on that process.

## II. REVIEW OF LITERATURE

1. **Talent:** People with talent are people in organisations who can change how well the organisation performs, either immediately or over the long term by consistently

demonstrating the greatest degree of competence. (McCartney & Worman, 2013; Bhatnagar, 2007)[6]. Having talent is also referred to as being the smartest and best people who make up the top 10%–20% of the organization's members and who are regarded as "A" players in the organisation, as well as being technically and geographically savvy and flexible in their operational approaches. 2009 Beechler and Woodward

2. **Talent Management:** Managing the talent of the workforce is). Always acknowledged by the institutions as a crucial strategic problem. (Clark, 2009)The cause of this is that businesses frequently fail to reevaluate their employees' value propositions, which made it difficult to find, keep, and grow the best personnel (Ernst & Young, 2010).[5]. varied people have varied conceptions of what the phrase "talent management" means.
  - **Faculty Organisation: AICTE and UGC Standards:** Talent management, as defined by McCartney and Worman (2013), Lawler (2008), Smyley & Wenzel (2006), Campbell & Smith (2010), and MOR, n.d., is a systematic method for luring in, retaining, and fostering the growth of highly valued people. For prospective projects, jobs, and assignments, talent management is a process that deals with finding and developing all personnel, particularly high potential talent, according to Clark (2009) and Cobb (2007). Talent management is a dynamic, ongoing process of carefully finding, assessing, and training individuals for future critical tasks in order to ensure continuity and the best organisational performance (Heidke, 2006). To develop leaders and employees for the benefit of the organization's future is the aim of the talent management process (Gay & Sims, 2006). [11]
3. **Practices:** The skills, knowledge, ethics, and attitudes of the staff have a significant impact on both an individual's and the organization's effectiveness. In addition to the norms governing the composition and pattern of the workforce, there should be regulations that focus the development, recruitment, and performance assessment processes. This is Vol. 6, No. 1/2, April 2017, Issue 49 of International Journal of Cybernetics & Informatics (IJCI).The ratio of assistant professors to associate professors and professors in undergraduate institutions should be 6:2:1, whereas that in postgraduate institutions should be 2:1.[12] It helps universities who are unable to specify curricula get assurances about the hiring of senior professors who are qualified to teach at the undergraduate level as well.[18]

Today's businesses emphasise talent management and human resource applications while leveraging software as a service (SaaS) technologies to help with a range of tasks, including billing, accounting, collaboration, etc. (Corsello, 2012). [10]

Among other things, talent management helps to improve education, employee benefits, compensation for performance, growth, and engagement of personnel. Mudoli (2008) asserts that talent management makes it easier to monitor productivity and attrition rates. The INCLUSIVE APPROACH, FUTURE LEADER APPROACH, BLENDED APPROACH, EXECUTIVE TALENT POOL APPROACH, and SUCCESS PLANNING APPROACH are only a few of the methods used to support management practises at the institution (UK commission for Employment & Skills, 2012).[7]

**4. Employee Turnover in the Institutions: Causes:** Academic staff members experience stress and anxiety for a variety of reasons, including:

- work stress due to overload;
- job instability;
- unclear roles ;
- inadequate compensation and recognition;
- lack of resources and money;
- poor management techniques; and
- Role erosion and inadequacy.
- Coordination
- Synchronisation
- In appropriate management system

**5. Retention Methods for Talent in Institutions:** Many academic institutions started developing faculty programmes to mould and enhance the careers and personalities of their staff members.

- The institution's separate faculties should be well-informed on policies and processes from the outset.
- They ought to reward and inspire workers in accordance with their output.
- Employees should participate in an orientation programme lasting at least three weeks to familiarise them with the duties of each department. Additionally, a senior guide should be available to serve as the employee's buddy and mentor in order to make him or her feel at ease.
- Both senior and junior members should have an equal opportunity to voice their views and should be requested to do so at yearly meetings.
- To raise their spirits and preserve strong connections, presents should be given out throughout holiday times to make them feel understood and deserving.
- For the birth of a child or in the case of an adoption, alternative time periods for leaves such as maternity or paternity should be offered.
- The organization's employees must get weekly learning games and activities as part of continuous learning so that they may learn something new each week and advance personally.
- Develop a strategic grasp of the workforce's potential, specific talents, and areas of strength and weakness.
- Implement wages and other types of compensation for exceptional success.
- Flexibility should be developed to balance the demands of work and family in order to empower personnel to effortlessly contribute and provide their best efforts to the productivity of the organisation.
- Assistance for external grant funding should be provided for research and other purposes.

**6. Strategies for Retention of Workers:** In an organisation, it's important to communicate effectively so that no one feels left out. Each policy and initiative must be clearly conveyed, and input must also be solicited.[19]

- **Offer Opportunities for Growth and Development:** Learning should be an integral component of a faculty member's job in order for them to grow personally and acquire new abilities. Employees that are bored at work will stop caring about it.
- **Performance-Based Bonuses:** Workers in an organisation who are more productive must receive higher pay as a result.
- **Appropriate Employee Placement:** Organisations should choose the ideal candidate for the job so that employees may perform sincerely, completely, and with more enthusiasm. This will eventually result in higher production as employees remain with the company for an extended period of time.
- **Involving juniors and Subordinates in Decision-Making:** Involving juniors and subordinates in decision-making may promote engagement and stimulate fresh ideas.
- **Responsibility:** Employees benefit from an environment of openness and responsibility because it fosters a sense of equality with their superiors and fosters the development of strong emotional ties among coworkers.

Every employee should get equitable and fair treatment since it is the quickest method to foster resentment and anger inside a company can lead to favouritism and preferential treatment of specific team members.

### III. RECOMMENDATIONS

The following suggestions may be made in light of the study on talent management in higher education institutions described above:- International Journal of Cybernetics and Informatics, Volume 6, Number 1, April 2017 51

- Managing talent management issues at educational institutions should be the responsibility of institutional administrators, as doing so will eventually help to resolve issues with faculty and preserve a pleasant and healthy connection between them.[8]
- Institutional managers should put more effort into problems with talent management and staff retention.
- Talent management techniques must be used at institutions to support staff learning and development and increase faculty satisfaction with their work and responsibilities.
- The institutions' priority meetings must include a discussion of talent management challenges.

### IV. CONCLUSION

The aforementioned study suggests that talent management in enterprises may greatly help in identifying the best individuals, nurturing that talent, and maintaining that talent inside the company for its success and expansion [9]. Therefore, we may infer that managing the organization's talent will lead to advancement.

The deployment of talent management methods in educational institutions is also intended to assist faculty in identifying the essential competences required for the job description. This will help with management by making it easier to find and hire the best workers based on the proper capabilities, which will lead to the right individual getting the right position. Finding successful hiring is thought to be the first stage in finding effective

employees to retain. Since the youth generation is India's future and they are all dependent on the educators who teach and compel them to study at the institutions, it is imperative to hire, train, and retain the finest candidate for the role.

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