

Talent Management Process and its Implementation in an Organization

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Abstract

The many articles have been conducted that touching the talent management as it was firstly drilled the idea in 1990 by McKinsey & Company That is “The War for Talent”. But the working has been done on the topic is still not enough to fetch out the factors that can be implemented on the talent management structure and relative activities that drive the value of an organization. In this research paper, it is trying to unfold the importance of talent management and to fetch out the related activities that really touch the article. In this regard the previous worked and researches will be read out find out the importance of talent management. Based on the previous research findings, the definition has developed for talent and talent management also found the correlation between the key factors and talent management practices and constructed the model of multiple linear regressions to check the influence of key factors on organization performance. The activities which have taken in the frame work suggested that there is a connection that creates the importance of Talent Management in terms of Attractive Rewards, Indication of strength and weakness of employees, and Talent development the results have been discussed in relation of practical and theoretical implications.

Keywords: Talent Management, Attractive Rewards, Employees Strength and Weakness, Talent Development.

1. Introduction

1.1 Overview

The talent management is nowadays in discussion and being considered to define, but after many discussions it is difficult to refine the definition regarding the talent. But during the discussion it has started that the talent management process strategy can be made to organization performance better. It has also been considered that whether the talent is in \born or can be generated or developed from working in an organization. The unstoppable war of the talent management will

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take place if it is considered that everyone is talented and has the leadership quality. It is necessary for every organization to understand the talent first, then recognize its nature to keep them involve in a work to make ineffective.(Abbasi, Sohail, Cheema, & A. Syed, 2010).

DuPont the director of the talent management director of EMEA has worked tremendously and has found Out many talented people in big organizations and also tried to simplify the strategy of finding the talent Management process. In this regard, he has worked to increase the number of the people who have such Potential which make them a leader in an organization (Shahani, 2015). In the international market, which is promptly changing, volatile, indeterminate and extremely rival the businesses are bearing main decisions and tasks in international talent management.

The talent management process is taking high importance in the international human capital market and also taking strategic planning. The talent management process is a war among the talent and well-known companies can get success on account of talent the management process (Awan & Farhan, 2016).

When there is no prospect growth in the organization, it will be hard to retain the employees. The employees are always seeking for the growths which can be achieved with the help of Career development as well as make them better perform. They their efficiency and effectiveness by inspiring of growth of employees in an organization. It is the responsibility of an organization to find out the factors which increase the knowledge Employees.(Panda & Sahoo, 2014).

The competitive improvement is omitting out on account of talent, skills evaluation because it is very serious. The employee turnover can be diminished by using well brainpower and staffing and promotion process. It is also diminishing the absenteeism and incident at work like an accident and fire at work.(Ayub, 2017)

1.2 Problem Statement

The study paper examines working analysis in organizations because to have good organization and effectiveness, it is important that organizations have the right people in the right job. It can be possible through proper job analysis. However, in the most of organizations have inefficient and ineffectiveness and this paper wants to find out that either the perfect people for the right job are working. The employees are given proper job descriptions to carry out their duties. Furthermore, this paper wants to lay foundation for future research with respect to job analysis in the private and public Sector.

1.3 Background

The talent development depends upon the retention, training, engaging and planned acquisition. When the development is taken properly, then the better employees are made to lead to better initiatives of an organization. According to the finding talent is considered a unit that can be measured in weight or

in currency now the talent is known as ability. The definition as per the dictionary: a special natural ability or aptitude.(Vaiman, Scullion, & Collings, 2012)

Talent Management (TM) is a logical process of alluring, discovering, growing, engaging, retaining and placing the people who are priceless for a firm, either having in mind their “ good prospects” for the long run or because they are performing important functions for a firm.(Ayub, 2017)

1.4 Research Objectives

Significant

The committed professional is produced by the human resource strategy on the ground of the talent development process. Make a gathering of the committed and developable professionals, this can be done by the organization, coordination which can be possible through proper channel and hardworking. On account of that talented professionals the performance of the organization increases as well as they become loyal for the organization. The objective of this research paper is to create the appearance of the most talented professionals; the employers put their investment to find out the hidden talent and their development and to identify the key elements of talent development which achieve the success of the organization by making impact on the executives in different businesses.(Shahani, 2015)

In this study the elements will be taken out which have significant or insignificant impact to finding the talented people which is very difficult for the organizations. This paper will help them to find out the most important factors, items or elements for finding talent. In this regard the hypotheses will be developed to help not only the private organization, but also the public sector to make better management and to find out the hidden talent of employees. (Hamid, Hashim , & Omar , 2010)

1.5 Organization:

Ability Management does not just incorporate the arrangement of steps identified with employing, putting, situating and developing, yet in addition incorporates procedures connected with these practices in associations, involve the element of carrying into line talent management with hierarchical arrangement. It's turned into a test for the organizations to satisfy the need and need of their gifted workers and to hold them in the organization. TM ensures that an organization must have a continuous supply of incredibly helpful people in the correct post and at the opportune time. TM ensures that organizations have apt laborers with the reasonable abilities required to accomplish the anticipated results of the business. (Ashraf, 2017)

1.6 Employees:

The most extreme surge of workers happened in the primary half year of administration and this is by and large a direct result of being frustrated about their future and development of association. To stop this discontent and representative outpouring, old and new potential workers, then again, actually they should be given genuine employer stability. This way of thinking guesses that giving potential workers and tenderfoots exact and total data will end in legitimate arrangement, intensified employment fulfillment, word related commitment and least representative outpouring. There are various techniques for the better enlisting of potential workers. It is essential that associations should utilize assorted strategies and plans low-level managers with the ability of usage of these techniques. Another such strategy is, conduct type determination talking with, it is useful to choose whether the potential workers show the convictions, have character qualities, practices and ethics that assurance the hierarchical fit. Low-level bosses required to understand the criticalness of the individual-association coordinate, clarified as the likeness among norms and good gauges of the associations and the ethical measures of individuals. Coordinating impression of representatives and associations improve commitment and dedication and unrivaled business-related bliss and are subsequently expected to diminished takeoff from the association. The usage of web-based entrances will enlarge the compass and accelerate the pace of interfacing occupations and potential representatives. Also, web-based screening and investigation systems, CV assessment program, and earlier business assessment program is available and will help in lessening the fascination time and remaining task at hand. Today the market for workforce is extremely intense, there is a solid confirmation that organizations, regardless of their tendency, market, necessities, and circumstances are as yet confronting a test of keeping their representatives with themselves. Despite the fact that the significance of money related prizes to keep laborers has diminished in significance, an incredibly aggressive pay, fundamentally the probability of long-haul resources development, is positioned genuinely extremely high in the ability to charm the skilled representatives. Skillful occupation office holders extravagant the guarantee that the higher they demonstrate their presentation the higher the pay bundle will be paid. The state of exciting and requesting task is something critical for including and holding gifted and skilled representatives regardless of the business, advertise financial condition, or difficulties looked by the firm. (Jooss, 2018)

1.7 Management:

Diminishing nervousness by utilizing a fine balance among occupation life and home-life help towards keeping work officeholders with the association. Despite the fact that the utilization of execution organization method is thought to be helpful in empowering and retaining the very great entertainers, few examinations in this field uncovered that presentation assessment appears to have destructive impact on laborers' commitments towards the organizations, particularly for incredibly great entertainers. Authority advancement ventures use procedures, for example, tutoring share huge ability and to give helpful evaluation and input, just as work rotating to make it trying for anticipated that pioneers should the total exhibit of the organizations' procedures. Tutoring and job displaying is perceived to be amazingly connected with passionate devotion. Progressively unbeaten methods

comprise of ranking director training; the doling out of profoundly requesting occupations with consistently expanding liabilities. The appraisal from each edge and normal criticism gatherings and sessions Succession arranging ensures that most significant occupations that are fundamental for the long-haul prosperity of the association and must be loaded up with inside accessible potential representatives where feasible. Employee improvement projects can be partitioned into four stages – formal learning, relational undertakings, evaluation, and employment experiences. (Ashraf, 2017)

1.8 Government

The obligations of open association are to keep up social request and give an arrangement of law and equity to the individuals. Open associations give open products to its kin and along these lines need proficient and powerful human funding to give the administrations in an effective way. The open area needs a skillful workforce to give benefits capably, so it is of most extreme significance that the correct up-and-comer is there for the correct activity. In this manner the significance of enrollment and choice is for sure incredible with reference to government associations. For viable and productive conveyance of administrations, it is fundamental that they connect with balanced number of gifted human asset quality. Besides, the most significant part of enlistment and choice is Job analysis. (Kinley and Ben-Hur, 2014)

Occupation examination is a composed evaluation, study and recording the obligations, obligations, aptitudes, accountabilities, workplace and capacity prerequisites of a particular employment. It likewise includes deciding the overall significance of the obligations, duties and physical and passionate abilities for a given activity. Every one of these elements recognizes what a vocation requests and what a worker must have to play out an occupation gainfully. (Cseres, EMEA , and Kelly, 2006)

1.9 Society

Social factor also affects the human resource management practices of any country. Demographics, class structure, education, culture and entrepreneurial spirit are some of the parts of social factor which directly affect the human resource management of any country. Social factor likewise influences the human asset the board practices of any nation. Socioeconomics, class structure, instruction, culture and pioneering soul are a portion of the pieces of social factor which straightforwardly influence the human asset the board of any nation. In Pakistan, this factor assumes a significant job, however lamentably assumes a negative job somewhat. A few pieces of this factor likewise assume a positive job like instruction and pioneering soul are the most significant ones. Then again, a few associations and government segment associations are administered by the class structure and statistic legislative issues.(Vaiman, Scullion, & Collings, 2012)

1.10 Global Talent Management (GTM)

Lately, GTM has turned into a key point in HR and its significance for the achievement of worldwide business just as the requirement for a vital methodology towards GTM have just been set up in the surviving writing. In an inexorably aggressive worldwide business condition and inside the setting of the worldwide 'war for ability' Multinational Companies (MNCs) are experiencing strain to devise a GTM technique and to build up a worldwide mentality. This suggests the HR office additionally works all-inclusive somewhat and plans a GTM process. While generally the attention was on dealing with the universal workforce, especially assorted variety of individuals and societies, it is currently similarly essential to have worldwide procedures, models, and practices set up (Brewster, Sparrow and Harris, 2005). So as to build up a GTM procedure, associations should initially characterize ability and GTM in the working setting. In this way, the following area displays a review of points of view on ability, TM, and GTM

1.11 Pakistan's Talent Management (PTM).

Banking division of Pakistan has a noteworthy commitment to the financial advancement of the nation. Its job in the monetary improvement of the nation is huge on the grounds that this part is the real channel of credit allotment and amassing of sparing through rendering money related administrations. This area has been confronting extreme challenge from remote banks, yet from their nearby rivals. Banks not just contending with each other in arrangement of administrations to their clients, presenting new and inventive items, yet improvement of human capital too. Particularly people with uncommon aptitudes have consistently been the need of each business.

Associations with the points of increasing upper hand need to keep up the predictable inflow of capable workers and should find a way to propel and hold such representatives. Today on the economy, human capital is the significant and fundamental main impetus to get by in the worldwide challenge on the grounds that the land and fixed resources are never again are thought to be the wellspring of picking up an upper hand. To expand the viability and estimation of an association different resources and the assets, which can be utilized to pick up this upper hand, comprises of cash, men and machines; among this the more significant are its human capital.(Ashraf, 2017)

1.12 Research Scope

There is a basic and a proceeding with lack of writing and research on Pakistani administration; HR practices and work culture. Understudies in our varsities experience Western ideas without getting bits of knowledge into the materialness and adjustment of these ideas to suit Pakistan's socio-social condition in the working environment. The study would have broad ramifications for further research in diverse hierarchical investigations, HR works on concerning effectiveness, worker reactivity, and execution. This exploration would be helpful for the academicians,

proficient supervisors, the associations, workers all in all and analysts as specific. The other extent of this examination is that since it is halfway and compulsory for the researcher to win the level of PhD to procure the scholastic certifications for future undertakings. The general extent of this examination is restricted.(Coulson-Thomas, 2012)

1.13 Outline of the study

1. The process of finding the appropriate talent to perform long-term objectives is necessary.
2. Find out the motive and attracting rewards to hire and retention time and to achieve the lengthy objectives of the organization
3. Develop the talent by giving attractive reward after the set objective achieved in time, Poor performance remedied by giving programed training, teach employees the organization's values and ways of doing things, improve employees' interpersonal abilities, giving potential training when he or she starts first time the job, helping them to identify the competitors and new technology after the work done.
4. The talent managing plan to identify the strengths and weakness of the employees.(Hamidi, Saberi, & Safari, 2014)

2. Literature Review

2.1 Hypotheses

H1: Attractive rewards have a Positive impact on talent management process.
(Awan & Farhan, 2016)

H2: Developing the talent has a Positive impact on talent management process.
(Awan & Farhan, 2016)

H3: The talent management program to identify the strengths and weakness of the employees has a positive impact on talent management process.(Awan & Farhan, 2016)

2.2 Talent Management

The continuous focus on to watch the track of the existence of the competition in an organization according to Peter Cerny. He worries this is necessary for the prevailing and future for the competence and to improve the competency with other organization potentially to control the gap if exists. It has found that the talent management is not necessarily applicable to the entire work force. Talent Management refers that the investment is made on the most valuable people of an organization which in return increase their potential as well as development. (Suzanne, 2013).

2.3 Talent

A talent considered a unit as of weight or currency initially. By the fable of the talent was known as ability and capacity. The findings of theological reference push the attention again towards the dictionary definitions, where concluded the examples of talent as: a different expected ability or propensity. In the practical approaches, this definition

Provide the back power to strengths based attitude to the development of talent, which highlights and indicated that everyone has strengths in the things that we already have by birth or naturally good in doing without the help initially. The part of inherent talent is still not so much uncovered and leverages (Suzanne, 2013).

2.4 Attractive Reward

It has found that the financial payments, to the talented people, do not necessarily boost up the organizational performance and attract them to work effectively and efficiently or retain in the organization. The talented people, in many cases, inspired by the effort its self and the chances that are given them to prove their talent and potential to satisfy the HR manager or HR Trainer who try to develop and grow them. Provisional payments, identify their contributions physically that can motivate to some talented people but it does not work as direct intensively.(Bergeron, 2004).

The talented staff can better perform by non- financial rewards such as opportunities, development and growth that impact lasts longer in this regard the performance and appraisal management processes can play a vital role. They can make sure that the talent is identified by the feedback and frequently develop them to provide more opportunities to grow in new better ways.(Coulson-Thomas, 2012)

2.5 Talent Development

The organization performance may make more effective when the development and training is given when employees of an organization have found weakness in the area which for he was acquired and need to improve more in that activity. The employees should declare their weaknesses in activities they may not enjoy. In this regard an organization should establish an annual assessment questions which may relate to poor performance, organization values, performance remedies, integration with other employees, job rotation, knowledge of new competitors and technology.(Coulson-Thomas, 2012).

2.6 Identify the strengths and weakness of the employees

In the sense of an organization the practice that could be the best is its talent management model in its talent pipeline. The all process should not only enhance the talent within the organization, but also create tomorrow leaders who speak of its commitment to make more strength. To achieve the leadership position, they must have kept an eye on the four interferences namely: practical diversity, organization diversity, management experience and international experience. When the international assignment is taken and completed with close to the standards that expose the organization has the highest-potential managers. The organization performance not only lead by the expert managers, but the new employees will also understand the work immediately and results will be marvelous under their supervision.(Ayub, 2017)

2.7 Talent Management Process

The external talent-achievement processes were very critical to permit to NDK's representative to put their own input on DuPont's in every department of the company. The structure requisite honesty to make analysis on improvement areas. Instance the local HR managers kept analysis in different regions with diverse proficiency and experience.

In the talent hiring process it is necessary to maintain the discipline and uniformity in this regard the NDK 's played a vital role to keep eye on the high, consistent standard in the newly hiring procedure to make easier for each manager to follow the procedure after providing reassurance and clear information about the strategic process.(Cseres, EMEA , & Kelly, 2006).

The association between talent management and management decision making is old. The talent management and HR relationship were shown by John Boudreau in the late 1990s as decision making. By focusing the talent, make the provision of services to take the strong and sound decision the HR essentially rearrange itself as a function to support the decisions. The key decisions making around the talent are often taken by short notice which are not included in the well-designed frameworks or consideration of significant data. (Vaiman, Scullion, & Collings, 2012).

The systematic fascination, identification, growth, engagement, holding and positioning of talents is termed as Talent Management. Under the intended talent management practice many questions have risen that what tools and exercises are executed by business to achieve the set objectives. Up until now, the many published research on talent management have not clear idea to declare the relevant practices or exercises should be involved in talent management. There is no complete structure to gather the particular instruments regarding recruiting, staffing, development and retention as well as no further classification. In the prevailing practice, there is a need to make a difference between hard-production focused HRM and soft-people focused HRM practices that

can be useful to make more and better sound decision. (Panda & Sahoo, Strategic Talent Development Interventions: An Analysis, 2014)

The findings with the examined figure out that, to make the high-performance organizations, many boards should question approaches, initiatives and programs. The activities which are taken to change and transform the talent are generally time consuming, expensive and disruptive. Then after the gap of time they bring and the organization has a chance to face the newer difficult task, opportunities and needs an account of that the restructuring or re-organizing is necessary meanwhile the suggestions to the clients, brokers and trade partners to speech. The implicit cost will increase if the internal matters create confusion.

The changing of organizational values, baldness, procedures, working techniques and educating with some tactics can have long time and wastages finance. (Vaiman, Scullion, & Collings, 2012)

The elements of the talent like competencies, roles and jobs in businesses watch the improvement in quality, but specially keep eye on the major modification to business achievement. The essential talent groups are the main target for human resource in the investment is made with personnel's responsiveness, but it creates angriness firm's brand equity in the place where talented persons are in less supply. These talents may be retained by a motivating desire to the effort, inserting atmosphere which flourishing their working efficiency and provides an uninterrupted working experience which is problematic to competitors to match. The brand equity employer is driven by employee engagement. The recent findings indicated that the talent management is employer brand interventions as a vital Item for this plan. (Bhatnagar, 2008)

In recent years talent management has been given much focused, regardless of investment and struggles. This is constructed on fragmented grounds. The talent management has built on the talent, intelligence without the consideration on success plan. The decision making tools are the skills, expertise and qualities of the businesses and everyone believe on that criteria these are the basis for better decision making. The businesses have made the investment in talent management When they get success. It is difficult to be understood that your talent management if different from others until and unless you know the correct ant right questions know to ask. (Kinley & Ben-Hur, 2014).

The recruiting and seeking talent, in any organization for the survival of the business, has changed and become more competitive. The old methods and procedures are to attract talent by the variety of recruitment style and ask the typical questions to make talent the best for the organization. However, the talent cannot develop and achieve to its optimum level of working unless it is guided. It is really a difficult task for an organization to search and recruit the potential talent and develop their skills for take better result out of that. The foundation of the company can make more stronger by developing the talent as well as achieving their career objectives. The development can be made

by training in class room and outside the organization as well as on-the-job-training. The development of the talent based on the needs that will help the organization to justify the requirement this will also help to avoid the unnecessary external recruitments. To make the organization more successful it is not only necessary to recruit talent, but also need to develop them. The acquired talent must be developed in line with the specific organizational and knowledge.(Panda & Sahoo, 2014)

The process of recognition of talent and its needs is known as human supply chain management. Affecting somewhat of importance, such as unit of product, service or a individual from a cause to a client or user is known as a stocking system of business, people, technology, activities, information.(Sahay, 2015).

The organization not only needs to improve the processes of production, but also need to develop the human resources and its talent so both can provide better results. The more the human capital learns, the more the organization learns. When the individuals share their learning with each other to learn to learn the organization learning increases collectively (Bowden & Zuber-Skuritt, 2002).

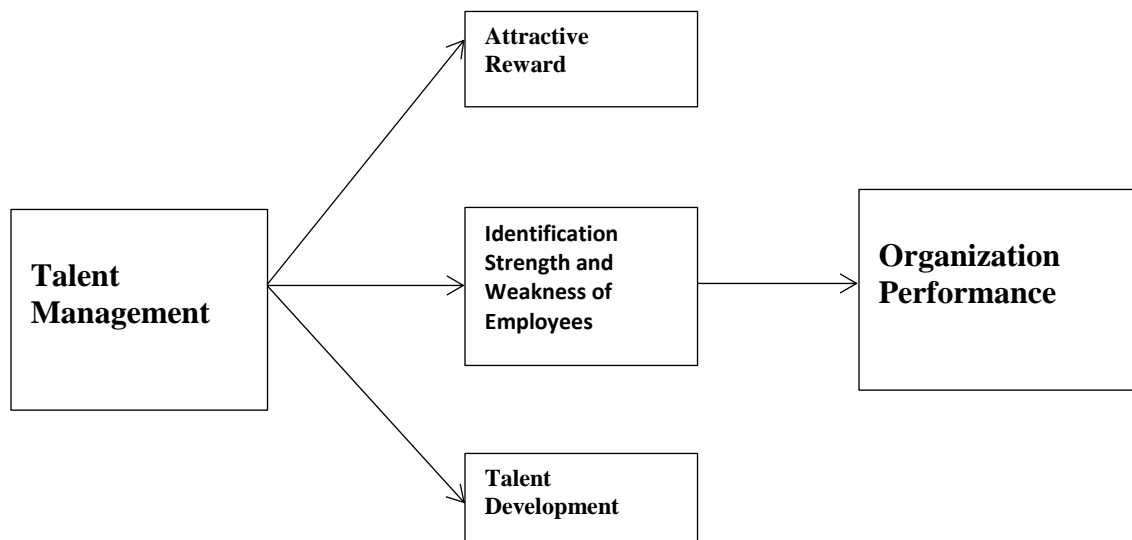
The companies include the talent management process in their Strategic planning process to make their daily operation successfully. The business's visions and goals are aligned with the talent management by the struggle of the management. By combining the alignment tools and systems that are used by the talent which make the organization effectively positioned and penetrate in the market with the highest share of supply. These are the organization's people who execute the successful business strategy. The best business model is put together by the organization people to analyze the prevailing competition relate to the other organization human resources. The new technologies are adopted by the people and they also set goals and visions of the organization after every achievement (Bergeron, 2004).

By using the talent, the HR generates the value of performance and alertness and culture of the business. To generate this value and performance need the skilled, competent and effective HR professionals (Ulrich, Younger, Brockbank, & Ulrich, 2012).

The continuous realignment and develop the organization environment are necessary to get the and retain the competitive advantage which are really different from others. To make such changes the top HR managers need to know the resources they were especially regarding the human they have in their organization who can easily adopt these changes and innovation. The changes that must be made can be easily and readily be detected from the HR function which helps the organization leaders in ongoing quest.(Mayfield, Mayfield, & Wheeler, 2016).

The talented people hiring who is potentially scarce are the main character of this contest. If the shortage of the talented people, then an organization may ignore that the talent is necessary to complete one.(Dakhliya & Pecorino, 2006). Making occupied and maintenance of main people insights clearly on the arrangement of various organizations. That is not really astonishing. Yet, the inexorably worldwide nature of business implies that its importance has turned out to be much more noteworthy. An ever-increasing number of contenders are entering the brawl and extending an officially constrained ability pool. Organizations ready to flaunt like assets need to fascination in keep hold of them. If they can draw in such specialists in any case, that is. Another unavoidable result of the expanded challenge is that amazingly master workforces ordinarily have a more extensive selection of chances reachable to them (Melanthiou, Pavlou, & Constantinou, 2012).

The business success is really difficult to define. In this regard The Human Resource Competency Study (HRCS) provides the guideline to identify the ability of the talent which is very necessary for human resource personnel to know.(Younger & W, 2013).



3. Research Methods

3.1 Method of Data Collection

By interviewing the personnel of the human resources. The primary data collection data will be applied.

3.2 Sampling technique

The questionnaire has been made with verities of options related to the research topic as revealed in Appendix I and aimed to the personnel who are in touch with the human resource education or have an experienced and be able to answer the mentioned questions with the Likert Scaling.

3.3 Sample Size

The results of the tests, whatever will be taken depending upon the sample size the more we approach to the number of respondents the better will be the results. We successfully approached to 280 human resource officials of different companies for taking samples for testing the results.

3.4 Instruments of data collection

The survey has been conducted personally to fill out the close ended questionnaire which has used as the instrument of data collection. The first hand data is collected. The questionnaire is designed with the 21 items

The different statistical tools will be applied specially descriptive statistical reliability and multiple regression by using statistical package of social sciences (SPSS 20) to check the impact and relationship for seeking the conclusion(Panda & Sahoo,2015)

3.4.1 Validity and Reliability

While the process of analyzing the data may some results become wrong in this regard to avoid the getting wrong answers the test of validity and reliability is necessary. (Panda & Sahoo,2015)

3.4.2 Cronbach Alpha (α)

This is the most commonly used to determine at what degree the items on a scale are measuring the same underlying dimension. Or the items have internal consistency with each other that given different measurement. It is necessary when the developed questionnaire has the Likert scaling in a survey /questionnaire and the researcher wants to know the scale reliability. To test the reliability of the items the Cronbach Alpha (α) is commonly used that is available in the SPSS, which satisfies the reliability test if having more than 70% degree of the reliability. The validity means that the statistically any result can be taken that must be according to the statistics scientific laws.(statistical-reliability, 2014).

3.5 Research Model developed

The model is developed according to the previously worked on the same and related topics. In this regard the descriptive model has developed for this study. The primary collection of the data has been taken from the 280 organizations' human resource department. The companies want to watch the positive effect on the talent management process, but there may also be some negative effect of the process.

3.6 Statistical Technique

The most widely used technique multiple linear regression that will evaluate the designed hypotheses. The results will show that how much the independent variables explain the dependent variable. (Panda & Sahoo,2015).

The multiple linear regression as a model will be run to check the impact of regressors variables for the regrsand variable after the reliability test option suggested benchmark at least ($\alpha=0.70$) for the better and satisfactory results and the mean and standard deviations will also be checked off each item to check the cluster close to mean. (Kinley & Ben-Hur, Four questions every leader needs to ask about talent management, 2014).

The size of the factor impact of the re-appropriating in the business was assessed by the relapse. The speculation was analyzed by the straight relapse and different direct relapse examination to check the impact of the rule with the indicator factors inthe ability the board procedure. The legitimacy and the exactness of the examination informational index, set was checked by the SPSS and the information essential gathering strategy was adjusted from the past effective research(Panda & Sahoo, Strategic talent development interventions: an analysis)

In this study paper the hypotheses concerning the influence of theAttractive rewards, Talent tracing, Employing talent, talent development and talent management program which identifies

the strength and weaknesses of employee in the process of finding the appropriate talent to perform long- term objectives. To simplify the model and easy to predict each variable item has been transformed into average (mean). Then the model runs in SPSS to check the hypotheses.

Multiple linear regression models

The model for MLR, given n observations, is:

$$Y = B_0 + B_1X_1 + B_2X_2 + \dots + B_pX_p + E_i$$

Where $i = 1, 2, \dots, n$

According to our research

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + E$$

Y= Talent Management process of finding the appropriate talent to perform long- term Objectives

X₁= Attractive rewards

X₂= Identification Strength and Weaknesses of Employees

X₃= Talent Development

$$Y = B_0 + B_1 \text{attracted reward} + B_2 \text{Identification Strength and Weakness of Employee} + B_3 \text{Talent Development.}$$

4. Data Analysis and Interpretation

4.1: Dependent and Independent Variables Cronbach Alpha Analysis

Table 4.1.1: Showing the Cronbach's Alpha (α) Statistical Reliability test

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .854 | 34 |

In this table it depicts that the reliability test which shows that the all items can be taken all to gather for testing .As the alpha value ($\alpha = 0.854$) of Cronbach provides relief to instrument to collect the data from the instrument.

Table 4.1.2: Showing the Cronbach's Alpha (α) Statistical test Between Dependent Variable (Organization Performance and Independent Variable Attractive Reward)

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .819 | 2 |

In the appendix the table II depicts the reliability test which shows that the variables Organization performance and Attractive reward can be taken together for testing. As the alpha value ($\alpha = 0.819$) of Cronbach provides relief to instrument to collect the data from the instrument.

Table 4.1.3: Showing the Cronbach's Alpha (α) Statistical test Between Dependent Variable Organization Performance and Independent Variable Identification of Strength and Weakness of Employees)

| Reliability Statistics | |
|-------------------------------|-------------------|
| Cronbach's | |
| Alpha | N of Items |
| .759 | 2 |

In this table it depicts that the reliability test which shows that the variables Organization performance and Identification of Strength and Weakness of Employees can be taken together for testing. As the alpha value ($\alpha = 0.759$) of Cronbach provides relief to instrument to collect the data from the instrument.

Table 4.1.4: Showing the Cronbach's Alpha (α) Statistical test Between Dependent Variable Organization Performance and Independent Variable Talent Development.

| Reliability Statistics | |
|-------------------------------|-------------------|
| Cronbach's | |
| Alpha | N of Items |
| .938 | 2 |

In this table it depicts that the reliability test which shows that the variables Organization performance and Identification of Strength and Weakness of Employees can be taken together for testing. As the alpha value ($\alpha = 0.938$) of Cronbach provides relief to instrument to collect the data from the instrument.

The highest value of the alpha ($\alpha = 0.938$) of Cronbach exists between Organization Performance and Identification of Strength and Weakness of Employees.

Table 4.1.5: Descriptive statistics with mean and standard deviation

Descriptive Statistics

| Dependent and Independent Variables | Variable Reference | Mean | Std. Deviation |
|--|---------------------------|-------------|-----------------------|
| My organization practice effective two-way communications. | OP1 | 3.85 | .939 |
| My organization has a clear sense of direction and focus | OP2 | 2.81 | 1.244 |
| My organization rapidly adapts to needed operational changes. | OP3 | 2.79 | .906 |
| My organization Practice effective planning at all levels | OP4 | 3.07 | .848 |
| Place a high priority on workforce training and development | OP5 | 2.84 | .705 |
| My organization conducts formal performance appraisals on a regular basis | OP6 | 3.19 | .876 |
| At my department my performance on the job is evaluated fairly | OP7 | 3.21 | .975 |
| My organization has policies that encourage career growth and development opportunities | OP8 | 3.54 | .971 |
| The benefits are an important part of the total remuneration Package. | AR1 | 3.76 | 1.422 |
| In this organization, the earnings of employee is related to a group or organizational performance goals being achieved | AR2 | 3.17 | 1.148 |
| Our remuneration policies are identifying the long term results are more important than short term ones. | AR3 | 2.97 | 1.260 |
| The remuneration system in our organization is futuristic orientation. It focuses employees' attention on long term goals. | AR4 | 1.67 | .635 |

| | | | |
|--|-------|------|-------|
| The organization's reputation attracts the talented workers / candidates | AR5 | 2.16 | .784 |
| The talent prefers to work at the organization where opportunities for career progression are available. | AR6 | 2.91 | .968 |
| The talent prefers to work at the organization where opportunities for career progression are available. | AR7 | 2.93 | .726 |
| The talent in this company, after setting an objective, is Assessed by recognizing employees things done well | ISW1 | 3.27 | 1.049 |
| The talent is traced out by the feelings expressed by him or her | ISW2 | 2.76 | .881 |
| Interviewing regarding the set goals of the employees is easy to find out the hidden talent. | ISW3 | 2.84 | 1.026 |
| Being a manager or trainer, I allow the employees to lay out the ways themselves to achieve the set objective. | ISW4 | 3.26 | 1.328 |
| The each employee is interviewed and compared with a group by giving a task to plan same objective. | ISW5 | 3.17 | 1.282 |
| A person's potential to do a good job even if the person is not good when he or she starts first | ISW6 | 2.80 | 1.022 |
| An employment test is given in which the person is needed to demonstrate his or her skills. | ISW7 | 2.99 | .687 |
| He or she is interviewed with the previous work done in the same capacity to show his experience. | ISW8 | 3.85 | .939 |
| The organization actively creates opportunities for employees to participate in Challenging assignments | ISW9 | 2.81 | 1.244 |
| The work in the organization matches the employee's abilities and skills. | ISW10 | 2.79 | .906 |
| The past poor performance is remedied by giving programed Training | TD1 | 3.07 | .848 |
| Teach employees about the organization's values and ways of doing things. | TD2 | 2.84 | .705 |

| | | | |
|--|-----|------|-------|
| Improve employees' interpersonal abilities, how they are integrated with others. | TD3 | 3.19 | .876 |
| With the passage of time the job is rotated | TD4 | 3.21 | .975 |
| The employee has given potential training related to work when he or she start first time the job. | TD5 | 3.54 | .971 |
| He or she is helped to have known about the competitors and new technology, which is used in the organization. | TD6 | 3.76 | 1.422 |
| Talent pool consisting of a skilled, engaged and committed workforce exists | TD7 | 3.17 | 1.148 |
| The training needs identified objectives. | TD8 | 2.97 | 1.260 |
| The administration monitors the performance of employees and advise them to improve performance | TD9 | 1.67 | .635 |
| Valid N (list wise) | 200 | | |

In this table represents the descriptive statistics and the reliability test of the data that is collected by primary method. The average of responses has measured by mean and standard deviation shows that how much the data dispersed from its mean.

Having a glance at this table the highest mean is (mean=1.422) that relates to independent variable Talent Development TD6 (He or she is helped to have known about the competitors and new technology, which is used in the organization) while the second highest mean of Identification Strength and Weakness of Employees (mean=1.328) that is independent variable ISW4 (Being a manager or trainer, I allow the employees to lay out the ways themselves to achieve the set objective) and the lowest mean of AR4 and TD9 have (mean=0.635). The standard deviation results of the highest standard deviation results of Organization Performance, OP1 (SD=3.85) My organization practice effective two-way communications and the Identification Strength and Weakness, ISW8 (SD=3.85) He or she is interviewed with the previous work done in the same capacity to show his experience and the lowest standard deviation are Attractive Reward, AR4 (SD=1.67) The remuneration system in our organization is futuristic orientation. It focuses employees attention on long term goals and Talent Development TD9 (SD=1.67) the administration monitors the performance of employees and advise them to improve performance. The others have mean and standard deviation in between 1 to 4.

4.2 Hypotheses Assessment Summary

Table 4.2.1: Depicts the model summary how much explain the independent Variables to the dependent variable

| Model Summary | | | | |
|---|-------------------------|-----------------|------------------------|-------------------------------------|
| Model | R | R Square | Adjusted Square | R Std. Error of the Estimate |
| 1 | .955^a | .913 | .911 | .15756 |
| a. Predictors: (Constant), Talent_Development, Identification_Strength_Weakness_Of_Employees, Attractive_Reward | | | | |

In this table it depicts that dependent variable Organization Performance (OP) variance is explained 91.3 percent by the three dependent variables (Attractive Reward =AR, Identification Strength, weakness of employees = ISW and Talent Development = TD) as shown by the R² value. It means that these independent variables are directly correlated with the dependent variable.

Table 4.2.2: Analysis of variance depicting that the selected independent variables have importance with the dependent variable

| ANOVA | | | | | | |
|--|------------|--------------------|--------------|--------------------|----------|-------------------|
| Model | | Sum Squares | of df | Mean Square | F | Sig. |
| 1 | Regression | 50.828 | 3 | 16.943 | 682.476 | .000 ^a |
| | Residual | 4.866 | 196 | .025 | | |
| | Total | 55.694 | 199 | | | |
| a. Predictors: (Constant), Talent_Development, Identification_Strength_Weakness_Of_Employees, Attractive_Reward | | | | | | |
| b. Dependent Variable: Organization_Performance | | | | | | |

In this table (ANOVA) shows that the model is the best fit as Sig (P < 0.05) and the F value is (682.478). It is clear that Attractive rewards, Identification Strength, weakness of employees, Talent development have an important relationship with the talent management process that unfolds new thinking and also the ways to evaluate the organizations' performance that relate to influence of independent variables on the dependent variable.

The Attraction Reward puts a positive impact on of the Job Satisfaction. Because all values are positive when the attraction reward increases the job satisfaction also increases also increases of employees (Awan & Farhan, 2016).

The aftereffects of this center gathering study, when all is said in done, affirm Herzberg's (1974) hypothesis of Inspiration, which proposes that cleanliness factors, for example, cash and employment progression openings must be available to both enroll and hold qualified IT experts. Nonappearance of these cleanliness components will bring about discontent, yet the complete satisfaction of cleanliness variables will be inadequate to hold representatives if inspirational factors, for example, testing work, preparing, and acclaim/acknowledgment and working conditions are not additionally tended to. On the other hand, results propose that basically offering all the more preparing won't hold IT representatives if the fundamental cleanliness variables of cash and employment headway openings are seen to be lacking or increasingly appealing somewhere else. Put just, cash is the sine qua non of both selecting and maintenance endeavors. (Lockwood & Ansari , 2016)

4.3 Attractive Reward Analysis

Table 4.3.1: Showing the beta coefficient of Attractive Reward and Variation Inflation factors.

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Co linearity Statistics | | |
|-------------------|-----------------------------|------------|---------------------------|--------|-------------------------|-----------|-------|
| | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| Attractive Reward | -.383 | .055 | -.281 | -6.915 | .000 | .270 | 3.700 |

Dependent Variable: Organization Performance, Confidence Interval Level (95%).

This research has found that the attractive reward has a negative significant impact on organizational performance because its significant value is (Sig<0.05) and the beta coefficient has negative influence on the dependent variable as its value shows (B = -.383). It is also inferred that there is no multicollinearity issue in this independent variable because each variable VIF value is between 1 to 5. Employing talent by attractive reward criteria is still the old technique as responded by the employees. This is the area need to more new versatile options ways to attract the employees at the time of hiring. In this study the attractive reward factors do not have so much attraction for the employees satisfied as mentioned in other research this factor is insufficient to retain an employee because employees always wait for a better opportunity and left the organization for better reward or compensation.

4.4 Identification Strength, Weakness of Employees Analysis

Table 4.4.1: Showing the beta coefficient of Identification Strength Weakness Of Employees and Variation inflation factors

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Co linearity Statistics | | |
|---|-----------------------------|------------|---------------------------|--------|-------------------------|-----------|-------|
| | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| Identification Strength Weakness Of Employees | .444 | .026 | .424 | 17.224 | .000 | .735 | 1.360 |

a. **Dependent Variable:** Organization Performance, Confidence Interval Level (95%).

Talent as strength or weakness of employees treats positive outliers as research subjects of choice, rather than measurement error. It is necessary to find out the strength or weakness of employees as a talent to impacts on decision (Jooss, 2018).

Many of the most successful companies create talent dashboards to highlight areas of organizational strength using key competencies needed for the job, as measured by both assessment and performance ratings. Talent leaders can use objective data to engage in strategic conversations can lead to improvement through. Targeted employee development plans to increase strength in key competency areas. Identification of critical skills and abilities that need to be brought in from outside the department or organization. The criteria of finding the strength and weakness have a positive impact on organizational performance.(Kravtsova, 2012)

The findings of this study paper, the checking criteria of employee talent, strength and weakness is also remarkable results of the organizations' employees as most of them are satisfied with their organization programs that organization has set. It has a significant impact as its significant value is (Sig<0.05) and the beta coefficient has a positive influence on the dependent variable as its beta value shows(B = .444). It is also infer that there is no multicollinearity issue in this independent variable because this variable VIF value is between 1 to 5.

4.5 Talent Development Analysis

Table 4.5.1: Showing the beta coefficient of Talent Development and Variation Inflation factors

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Collinearity Statistics | |
|--------------------|-----------------------------|------------|---------------------------|--------|-------------------------|-----------|
| | B | Std. Error | Beta | t | Sig. | Tolerance |
| | | | | | VIF | |
| Talent Development | .971 | .037 | .971 | 25.947 | .000 | .319 |
| | | | | | | 3.139 |

Dependent Variable: Organization Performance, Confidence Interval Level (95%)

This study paper has found that the talent development, ways is good as many respondents agreed with the contents but they are not satisfied with the developing the personal abilities as they have to work with the same job for a long period of time and the same thing happened with the technology. The technology they have been using is not changed as the change taking place.

The findings of this research, the checking criteria of employee talent development are also significant for the output of the company as previous research conducted before. The most of the employees are satisfied with their organization programs regarding talent development. It has a significant impact as its significant value is (Sig<0.05) and the beta coefficient has a positive influence on the dependent variable as its beta value showing (B = .971). It is also concluded that there is no multicollinearity issue in this independent variable because this variable VIF value is between 1 to 5.

According to the regression results the hypotheses regarding H2 (Identification Strength, weakness of employees) and H3(Talent Development) are accepted while H1 (Attractive rewards), H1is rejected. But it means that the variable regarding the rejected hypothesis need to work in other versatility options.

The respondents, regarding the Identification Strength, weakness of employees H2 and H3 Talent Development, seems to be satisfied with the organizations in which they are working. The all contents that were answered by many employees positively and agreed with the way that their organization adapted to check and balance for tracing their talent. Similarly, the checking criteria of employee talent, strength and weakness.

The H1 results, attracting rewards has much negative influenced as rewards arena attractive factor for the employees as the employees' tendency was checked by the questionnaire.

This is the area need to more new versatile options ways to attract the employees at the time of hiring.

5. Discussion, Conclusion, Policy Implementations, Future Research and Recommendation

5.1 Discussion

The previous work over the talent management, providing has been conducted since 2011 and the human resources experts trying to find out that in reality the talent management is provided or not and still concluded that this not providing properly. Much of the previous research has found that the chances have been missing to build to better organizational performance. The talent management is the most effective tools to provide long lasting benefits as well as multiple returns on investment within a short period (months) by hiring and retain the average peoples this is the question that is still alarming in human resource department.(Coulson-Thomas, 2012).

In this study paper, it has been trying to find out the factors which make it easier to deliver the talent management process which not only help the public but also the private sectors to fetch out the talented people which make organization performance more and more outclass, flexible and adaptable.

5.2 Conclusion

The human capital and organization both together can provide much better benefits not only domestically but also globally. Talent management helps the employees to polish in the tasks and provides grip to face new challenges whatever they are and whenever they arise. The talent management process can find out the people who work effectively and efficiently, which cut down the cost of organizations.

5.3 Future Research

This study examines the relationship between organizational performance and attracting rewards, strength and weaknesses of employees and talent development. This study only focuses on the same factors, but remaining factors also most important. This study is a cross sectional study, but longitude will provide, the better result may be changed. This study covers only from management and operational employees if other studies cover the whole organization may be result will be different. This study covers the only population of some specific private and public sectors, but maybe this applicable to other service sectors to get a more accurate result or generalized. This study paper tries to find out the employee's problem regarding the specific factors which may provide not so much information that require in the future. This study covers that the attracting reward is having negative impact, but it may be one of the most important in the next study conducted by other authors because the factors never remain same.

5.5 Recommendation

The empirical results of our examination demonstrated that the ability the executive's procedure significantly affects work fulfillment and lessens representative turnover. It is unequivocally prescribed that business association must follow up on the ability the executives procedure and devise techniques to fulfill their representatives to get most extreme yield from them and use their aptitudes in a superior manner. This is just conceivable when the representatives feel fulfilled and give their wholehearted endeavors to fulfill the clients and improve esteem creation for their associations.

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