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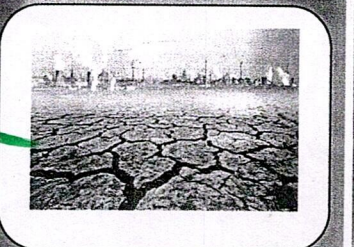
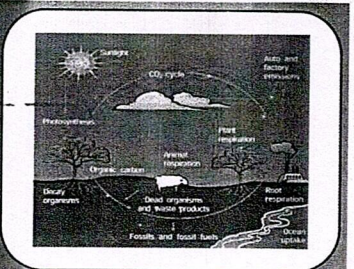
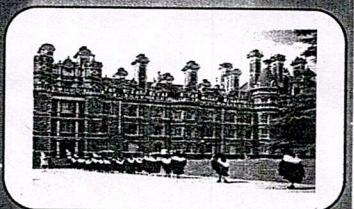
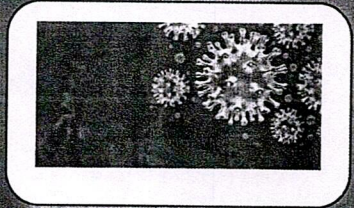
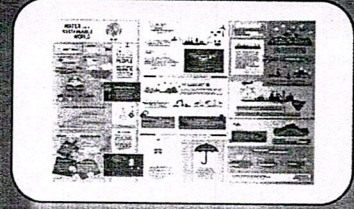
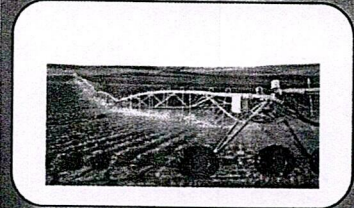
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A Study of Talent Management Practices implemented by Educational Institutions

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Abstract:

Every resource plays an important role in the success of organizational goals, but human resource is the most crucial one. Just recruiting the right person at the right time is not enough for the success of any organization but retaining that talent into an organization for a long time of period is the most important task. Talent Management is the concept of attracting, developing and retaining these resources for the accomplishment of organizations goals and objectives. Talent management focuses on improving the working ability of those human resources who have the capability to change the value of an organization at present or in the future. This research paper focuses on to know the different talent management practices, causes of employee turnover and different strategies to retain the employees. Educational institutions also wants to retain their talented workforce like private organizations because the expectations of parents and students from the educational institution is changing. It is becoming a challenging and competitive task for the educational institutions to provide quality education. This paper helps to explain how to manage and retain talent in education sector.

Keywords: Talent, Talent Management, Talent Retention, Education Sector, Employee Turnover

Introduction

Education Sector is one of the most protruding sector which affects over to all other sectors. Education system of India is changing from Gurukul system to Modern educational system. Education plays a significant role in bringing about social transform. In order to have the desired social change, a suitable system of education is required but the success of any educational system depends on the teachers. The teacher is measured to be revolving of any educational system. It is being progressively more recognized that the mind is the most effective of the various facilities with which mankind is brilliant and hence someone who is entrusted with fostering of minds is definitely a person of great importance. The parents are expecting quality education from the educational institutions to step up their child with international standards. Therefore, education has the tremendous growth and development from the recent past. The development of a nation is in the hands of youth and youth can be developed through classrooms, libraries, laboratories or field study and that can be possible only through educational institutions. Educational institutions are producing, creating and inculcating the highly skilled manpower required in the field of political, social or economic transformation. Industrialists or corporates are mainly focusing on the concept of talent management but now a days educational institutions are also focusing. Organizations performance and success depends upon their management. For retaining the talented person, proper measures should have to be taken by the administrator. In educational sector, the performance and success depends upon their teachers. Teacher is the backbone of every educational institution who develops and architect the society. The role of a teacher is to change the shape of the society and bring revolutionary changes so that the country will also get developed.

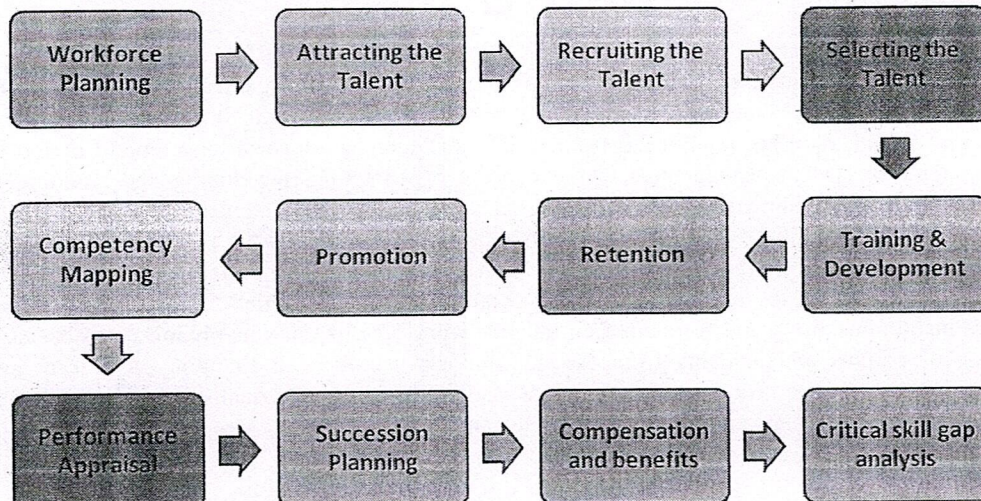
Talent

Talent is a combination of competence, commitment and contribution. A competent employee committed towards his/her work and contributing continuously for the achievement of organizational goals is treated as talented person. Therefore, talent is represented as skills, working ability, knowledge, intelligence, attitude, learning ability etc. According to McCartney and Worman, "Talent is defined as the one who can develop differences in the organizations performance either by their instant performance or contribution or by demonstrating the capabilities in the long time of period."

Talent Management

Talent Management is managing the ability, measuring the performance, competency and power of employees within an organization. To meet the current and future organizational needs, an approach was undertaken by the organization to attract, recruit, train, develop and the most important to retain that person for a long time of period. The organization is not only recruit the talented person but also explore the hidden qualities of that person and cherish them to get the desired outcome. According to M. Arimstrong, "Talent Management is the process that talented people are attracted, assessed, retained, motivated and developed in line with the needs of the organization." According to B. Jamka, "Talent Management is the attraction, training, development and retention of the talents by creating favorable conditions for their development, so that they can work for the company's operation for a long time of period."

Talent Management Process



Objectives Of The Study

- To understand the concept of Talent, Talent Management and its process
- To know the different causes for employee turnover
- To know the employee retention strategies

Data Collection

The data is collected through Primary and Secondary sources. Primary data is collected through the observation method. A keen analysis or observation taken over to the educational institutions, administrators and their employees. Secondary data was collected through different books, journals, websites, e-journals etc.

Limitations Of The Study

A study is limited to higher educational institutions only. A study is related to talent, talent management and practices of talent management only.

Conceptual Framework

Talent management is a systematic process of identifying, assessing, developing and retaining people with critical or overall knowledge, skills, ability and competencies. Competence, capability and talent are the human assets of the organization.

Importance Of Talent Management In Education Sector

The mission statement of the educational institution is not only providing an education to the students but also build their careers and that can be only possible through the talented workforce into an institution. Attracting talent, developing talent and retaining talent are the importance of Talent Management.

Causes Of Employee Turnover Into Education Sector

1. There are several reasons due to that fear and insecurity comes in the mind of employees into educational institutions. Some of them are as follows-
2. Work overload is the most common cause for stress. Institutions are over utilizing the capabilities of the employees and that's why employees feeling related to work is stressful.
3. Teacher Student ratio is also not following by the educational institutions. The guidelines given by AICTE or UGC must have to be followed but mostly the proportion of teacher student is not proper which affects over the mind of the teacher.
4. Job insecurity is also one of the cause due to that employees are working in a fearful working condition. The desired result or outcome cannot be possible if the working environment is not stress free.
5. The primary role of a teacher is to take lectures and teach students. But the additional burden of administrative work sideline the actual role of teacher. Therefore it also affects over the teaching methodology and productivity of a teacher.
6. Motivation and recognition of work are the functions of management. A good and motivative staff always benefits to the institution. Lack of motivation or improper recognition of work negatively impacts over the mind set of human resource.

7. Management has to motivate their staff for research and for that purpose related resources and financial assistance has to be provided by them. Insufficient resources and funding does not motivate the staff to develop.
8. Poor management techniques by the higher authority also creates negative feeling in the staff which is also one of the cause for employee turnover.

Employee Retention Strategy

1. Communication should be done properly, nobody should feel left out. The policies and programs must be communicated with everyone properly and feedback also has to be taken from them.
2. Institution has to select the right person at the right time who can work whole heartedly and give their best for the achievement of organizations goal.
3. Opportunities has to be created for the employees so that they can grab it for further growth and development. Developing new skills, acquiring new knowledge and creating interesting work is necessary to keep up-to-date time to time. If employees feel boring at work then they will lose interest.
4. Payment policies adopted by the colleges are as per the faculties' quality & potential. Salary hike is given after a specific interval by assessing their past performance.
5. Appreciation is the foremost element of quality of work life. It helps to motivate to the faculties and can raise the efficiency among the teachers'. Management always appreciates to their employees so that they work more efficiently.
6. Institution must focus on the welfare of the employees. When an employee feels that institution is giving enough time and efforts for providing welfare facilities to their employees, they will be motivated for quality work and they themselves feel happy.
7. Equal and fair treatment has to be given to all the employees. Partial or bias treatment with employees bifurcates employees into different groups. Emotional bonding must have to be created in between the employees.
8. Management must have to take their staff into policy framing and decision making so that they may get new ideas.
9. Training has to be provided by the institution to their employees. Training may include Faculty Development Programs, Teacher Orientation Programs, Induction programs of new entrant and informal meeting to discuss over different issues with the authority.

Recommendations

1. Transparent application system should be implemented under the selection committee. Fair selection of a candidate must have to be done by keeping aside a gender, caste or references. As per my observation, I noted that the system is not transparent at many higher educational institutions and many times there is a discrimination while selecting a candidate.
2. Selection has to be done on the basis of demo lecture, way of presentation, and knowledge about a particular concept, class control and explanation to asked queries. This is the most important recommendation to many institutes because just selecting a candidate by an interview is not enough. Teacher need to know how to explain the concepts, how to clarify the doubts and how to maintain the discipline.
3. Promotion should be totally depends upon the potential and ability of an employee. Fair judgment must have to be done from the superior authorities. Many times, promotions can be done on the basis of their relationship with the authorities which may adversely affects over the performing employee.
4. Working continuously is a stressful and boring job which might reduce the productivity so that institution has to provide different facilities to the employees to keep calm and relax. Employees are not recruited only for the sake of job but also administration has to focus on their mental health.
5. Higher authorities should have to spend more time in matters regarding talent management and how to retain the talented person into the institution. Retaining talented employee into an organization helps to achieve the organizational goals in a speedy way but I observed that some of the institutions are not focusing on talent management.
6. The policies of talent management should be properly conveyed towards staff so that they can work more efficiently to get properly measured. If employees are not aware about the policies framed by their superiors then they will not target to achieve that. Continuously doing the same work will affect on the mindset of the employees so authorities has to keep changing the style of working and keep them entertaining.
7. If there are any issues related to talent management then the authorities has to discuss in the meeting with management. Participative management always helps to create healthy environment.

Conclusion

From the above study, I conclude that talent management is an important task in every educational institutions and it can really help in identification of the talent, development and retention of that talent for its success and growth and to achieve the objectives of the institutions. Human resource is the most important part of every organization therefore that resource has to be handled with care. If educational institutions want to achieve their goals, they must have talented people. It is not an easy task to recruit and retain talented employees. Salary, work environment, training and development opportunities, job security and growth prospects are some of the important strategies to retain an employee. The future of any country is in the hands of youth and youth can be educated and grows with a proper direction showed by the teacher. Therefore, it is important to hire or select the talented person for the job. Money spent on Talent Management is not an expenditure, it is an investment for the future success and growth.

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