



## A STUDY ON TALENT IDENTIFICATION AND MANAGEMENT

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### ABSTRACT

*The ever-changing nature of talents, the wide range of employee demographics, and the need to strike a balance between short-term demands and long-term goals all contribute to the difficulty of talent identification. After someone's potential has been identified, it is crucial to implement talent management techniques that will help them grow, stay engaged, and reach their full potential. Hiring, training, succession planning, and performance evaluation are all parts of talent management, which aims to have the right people in control at all times. Organizations must take a complete approach to people management by integrating techniques for talent acquisition, development, and retention. They must also cultivate a culture of ongoing learning and innovation. Despite the benefits, effectively locating and managing personnel poses a number of challenges for organizations.*

### INTRODUCTION

Talent management is something we see every day. Imagine a clothes business that wants to provide more than just clothes to its customers; it wants to give them a whole experience. The company's upper management is cognizant of the fact that this goal necessitates a new breed of worker and supervisor. To find qualified candidates to hire and provide managers up-to-the-minute information on employee performance, they use assessment and application monitoring tools.

It entails identifying skill shortages and available jobs, recruiting and onboarding the best candidates, guiding them to career advancement and skill acquisition, training them for the future, and keeping them engaged, motivated, and informed throughout. By illuminating its comprehensive nature, the term highlights the ways in which talent management impacts all areas of human resources on the job and contributes to the company's success. The key is to let the right people in so they can make a difference to the team and the firm as a whole. In order for a business to thrive, the many moving parts that comprise talent management must work in harmony with one another.

Every interaction matters. For instance, it's important to identify existing and prospective talent shortages, locate the finest talent pools and prospects, recruit them, and then assist them in developing their strengths and optimizing their talents. Because of how interdependent they are, the system would break down if any one of them were to go out of whack.

Benefits of a talent management system:

When people do well, businesses do well as well. Businesses that actively encourage their employees to reach their full potential may discover that they can:

1. Recruit first-rate individuals: A corporation may become an employer of choice and attract individuals organically by making their brand the center of their recruitment strategy.
2. Employee can keep operations running smoothly even when unexpected departures occur and replace vacant posts quickly using a talent pipeline, which cuts down on disruptions.
3. Raise production: by providing continuous strengths-based coaching, businesses help their employees develop their skills to their fullest potential, which leads to higher output.
4. Retaining and engaging present workers is often less expensive than recruiting, employing, and training new ones. This means you may save money in the long run.
5. Be creative: Talented teams are more likely to use new technologies and find new ways to solve old challenges.



## NEED FOR THE STUDY

A complete comprehension of the specific needs and challenges in this area is essential for firms' strategic planning and decision-making. Talent conflicts and skill shortages have become much worse in recent years. • The disparity between organizations' needs and the talent pool has grown greater as a result of fast technological advancements and rising skill standards. Recruitment of employees possessed of the specialised skills and expertise need to propel innovation and maintain market relevance is a highly competitive industry. Because of shifting demographics and increasing demands in the workplace, a more nuanced approach to managing workers is necessary. With a workforce that spans generations, cultures, and work preferences, organizations need to adapt their people strategy to recruit, engage, and retain a diverse staff. In the event that this does not transpire, valuable talent may be lost and morale among teammates may suffer.

## SCOPE OF THE STUDY

Projects aimed at developing the skills, knowledge, and potential of staff members are the focus of this area. Programs for leadership development, career pathing, mentoring, and other forms of individual empowerment and professional growth are all a component of this. Despite the breadth of this study, several limitations must be considered. Instead of concentrating on talent management and identification in business settings, the study ignores broader social and economic factors that affect talent dynamics.

## OBJECTIVES OF THE STUDY

- To Gain Knowledge about Talent Management and Identification.
- To get knowledgeable with the steps involved in talent identification and management.
- To assess how talent management and identification have affected staff members.
- To assess the method used to find and manage the company's talent.

## RESEARCH METHODOLOGY

According to the study, a mixed-methods technique that incorporates both quantitative and qualitative approaches is the best way to understand the processes involved in talent discovery and management.

The qualitative method offers a lot of information on the human experiences, attitudes, and practices associated in talent management and identification. Tools like theme analysis, focus groups, and semi-structured interviews help with this process. Conducting in-depth interviews with HR professionals, managers, and employees might enhance research on talent management methods by providing light on intricate difficulties, organizational dynamics, and contextual factors.

**Research Design:** Exploratory Design **Sampling Design:** Convenience Sampling

**Sampling Procedure:** Simple Random Sampling **Sample Size:** 134

**Analytical Tool:** Structured Questionnaire

Research in talent management often makes use of quantitative methods like as surveys, statistical analysis, and correlation studies in order to identify patterns, trends, and connections. A statistically valid method for gathering information on talent perceptions, satisfaction levels, and the efficacy of talent management initiatives is to administer surveys to a statistically valid cross-section of the workforce. Statistical methods, including regression analysis, may reveal important factors that influence talent performance and organizational outcomes.

## LIMITATIONS OF THE STUDY

- The time factor is a major limitation of the study.
- The data collected from the respondents might not have been collected at the right time.
- The results of the analysis might not be accurate enough to make decisions based on.
- The data analyzed might not have been the same for another division of the company.

## LITERATURE REVIEW

**Talent Identification and Development tools: Twototango? By Mariel Golikand Maria, Rita Blanco, (June 2014):** According to the findings, development investment decisions are substantially improved by using high-quality data collected at the identification stage. Improved diagnostic data is essential for companies to reach their objectives. Their selection of development tools will be



improved as a result of this. Having a Development Department on staff allows for the possibility of implementing more instruments for identification and development. Innovative and practical, this study fills a need in the literature by providing empirical evidence for a connection between talent discovery strategies and development resources. Companies that invest more time and energy into talent discovery—including performance management and potential identification—tend to employ more development tools overall. There were large gaps in the use of every development strategy except for formal education and job rotation. The results demonstrate that development and identification tools are more easily used when a Development Department is present.

**Talent Management and its effects on the competitive advantage in organisations by Dr. Abbas Umar Ibrahim and Dr. Cross Ogohi Daniel, (Nov 2018):** This research set out to fill a gap in our understanding of talent management by investigating its historical context and current relevance to HRM. Beyond that, we need to take a look at the best practices in talent management, as well as the factors that have contributed to its widespread acceptance in businesses and organizations.

Strategic investments in talent management may help save costs by keeping important employees and inspiring them to adopt the company's overall plans, and talent management is considered a competitive advantage because of its direct effect on performance levels. By solving challenges in unique ways and making good decisions, skilled people help their firms gain a competitive advantage.

**Strategies and Practices of talent Management and their impact on Employee Reinjection and effectiveness by Dr. Usha Tiwari & Devanshi Shivastava, (Oct 2013):** Examining the HR professional's talent management program, measuring employee satisfaction, and determining its effectiveness are the main goals of this study. We used analysis of variance (ANOVA), chi-square test, and simple percentage analysis to examine the data. The findings show that although age does not affect employee satisfaction with talent management practices, experience does. Each element has a distinct effect on the performance of talent management techniques, but all of them have a substantial impact on workers' satisfaction, according to the analysis of variance.

**Research Paper on Exploring Talent Management Practices: Antecedents and Consequences by Meenakshi Sharma & Dr.B.S.Rathore, (2020):** Talent management (TM) has lately attracted a lot of attention from researchers, practitioners, academics, and competitive organizations; yet, there are many theoretical and practical gaps that still need to be solved. No one seems to agree on the definition of technology management (TM) or if it's really a repackaging of HRM practices with a new name.

The study draws the conclusion that TM practices are different from traditional HRM procedures within this paradigm. The researcher has collected all of the recent TM literature in order to build a comprehensive model of TM, including its causes and effects. In subsequent investigations, researchers should examine the derived theories empirically.

**The Relationship between talent Management Practices and Percieved Organizational Support: Evidence from Government Linked companies by Aerni Isa, Hazril Izwar Ibrahim, (2021):** The researchers set out to determine if there was a correlation between GLC talent management strategies (such as talent development, talent culture, and talent identification) and how such strategies affected GLC talent's sense of organizational support. When survey questionnaires were distributed at 47 GLCs, 164 workers had the opportunity to voice their thoughts. As a means of testing the research hypotheses, PLS-SEM analysis was used. There was shown to be no correlation between talent culture and perceived organizational support, although there is a strong correlation between talent identification and talent development.

**Defining Talent Management Components by Golchin Shafieian, (2014):** Competent human resources, especially at the managerial level, are vital for companies to thrive and survive in today's competitive global market. Acquiring, evaluating, exploring, developing, and retaining people are all areas where corporations struggle. Finding out what works about talent management at the University of Chaloos will help us understand the challenges we encounter and how to solve them, ultimately leading to more productivity from our employees. This study's data originated from two August 2013 questionnaires sent to every member of the University of Chaloos's personnel and faculty. For the statistical population, we used 407 students from these schools; using the Morgan Table, we randomly selected 198 students from the research society.

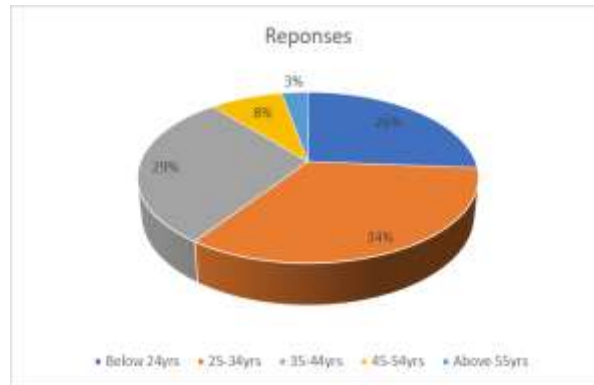


**DATA ANALYSIS**

1. Age:

- a. Below 24yrs
- b. 25 -34yrs
- c. 35-44yrs
- d. 45-54yrs
- e. above 55yrs

Age	Reponses	Percentage
Below 24yrs	35	26
25-34yrs	45	34
35-44yrs	39	29
45-54yrs	11	8
Above 55yrs	4	3
Total	134	100



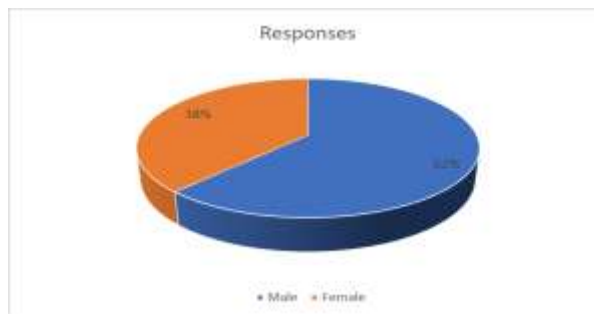
Interporetation

From the above data we can state that, 26% of the responses age is below 24yrs, 34% of the responses age is 25-34yrs, 29% of the responses age is 35-44yrs, 8% of the responses age is 45-54yrs, 3% of the responses are above 55yrs.

2. Gender

- a. Male
- b. Female

Gender	Responses	Percentage
Male	83	62
Female	51	38
Total	134	100



Interpretation

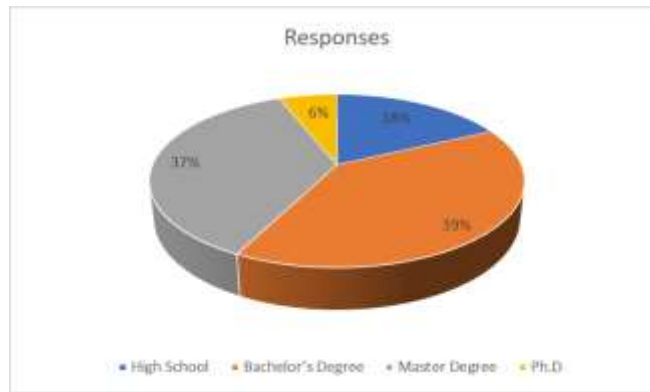
From the above data we can state that, 62% of the responses are Male, 38% of the responses are Female



3. Educational Qualification

a. High School    b. Bachelor’s Degree    c. Master Degree    d. Ph.D.

Educational Qualification	Responses	Percentage
High School	24	18
Bachelor’s Degree	53	40
Master Degree	49	37
Ph.D	8	6
Total	134	100



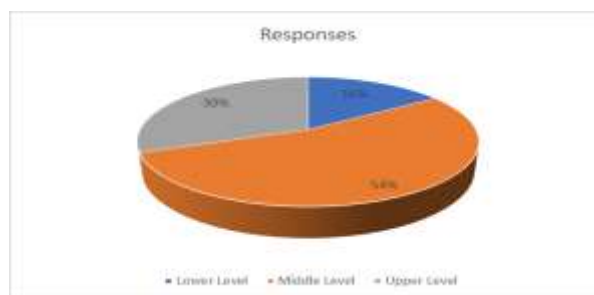
Interpretation

From the above data we can state that, 18% of the responses educational qualification is high School, 40% of the responses is Bachelor’s Degree, 37% of the responses are Master Dgree, 6% of the responses are Ph.D

4. Job Position

a. Lower-Level    b. Middle Level    c. Upper Level

Job Position	Responses	Percentage
Lower Level	21	16
Middle Level	72	54
Upper Level	41	31
Total	134	100



Interpretation

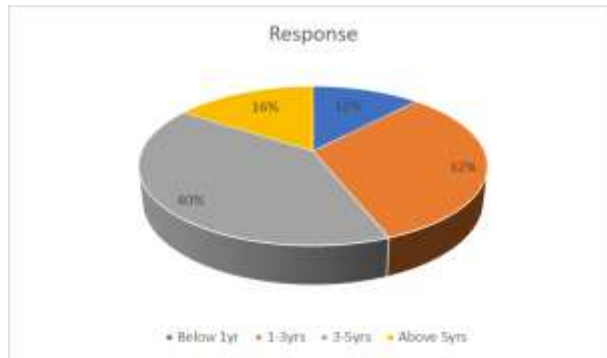
From the above data we can state that, 16% of the responses Job Position is in Lower Level, 54% of the responses Job Position is in Middle Level, 31% of the responses job Position is in Upper Level.



5. Year of Experience in current Organization

a. Below 1yr    b. 1-3yrs    c. 3-5yrs    d. above 5yrs

Years of Experience	Response	Percentage
Below 1yr	16	12
1-3yrs	43	32
3-5yrs	54	40
Above 5yrs	21	16
Total	134	100



Interpretation

From the above data we can state that, 12% of the responses have below 1yr experience in the current organisation, 32% of the responses as 1-3yrs, 40% of the responses have 3-5yrs experience in the current organisation, 16% have above 5yrs.

6. In terms of Talent Management, what programs does the company offered? (Tick all the relevant factors)

a. Programs for Professional growth    b. Guidance and Instruction    c. Strategies for overseeing a company's future leadership    d. Programs that fosters leadership

Particulars	Responses	Percentage
Programs for Professional growth	54	28
Guidance and Instruction	39	20
Strategies for Overseeing a Company's Future Leadership	46	24
Programs that fosters Leadership	52	27
Total	191	100



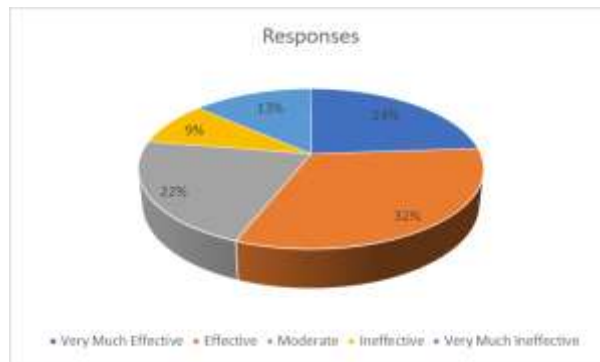
**Interpretation**

From the above data we can state that, 54 responses states that Company offers Programs for professional growth, 39 responses says company offeres Guidance and Instruction, 46 responses says that company offers Strategies for Overseeing a Company’s Future Leadership, 52 responses says that company offeres Programs that Fosters leadership.

7. In your opinion, how successful have been the talent management programs at the company

- a. Very Much Effective    b. Effective    c. Moderate    d. Ineffective    e. Very Much Ineffective

Particulars	Responses	Percentage
Very Much Effective	32	24
Effective	43	32
Moderate	29	22
Ineffective	12	9
Very Much Ineffective	18	13
Total	134	100



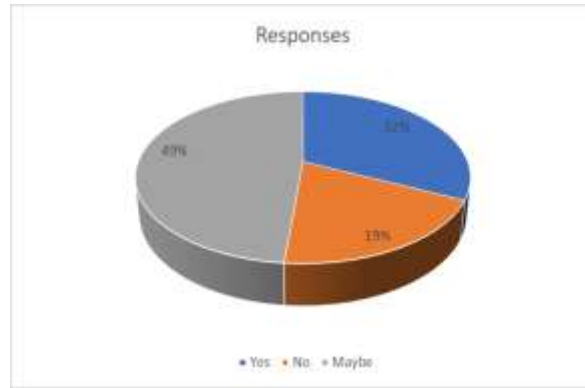
**Interpretation**

From the above data we can state that, 24% of the responses says Company has very much effectively implemented the talent identification and management programs in successful manner, 32% of the responses says Effectively, 22% of the responses are moderate, 9% of the responses says ineffective, 13% of the responses says very much Ineffective.

8. Do you think that company successfully coordinated its talent management strategies with its overall business objectives?

- a. Yes    b. No    c. Maybe

Particulars	Responses	Percentage
Yes	43	32
No	26	19
Maybe	65	49
Total	134	100



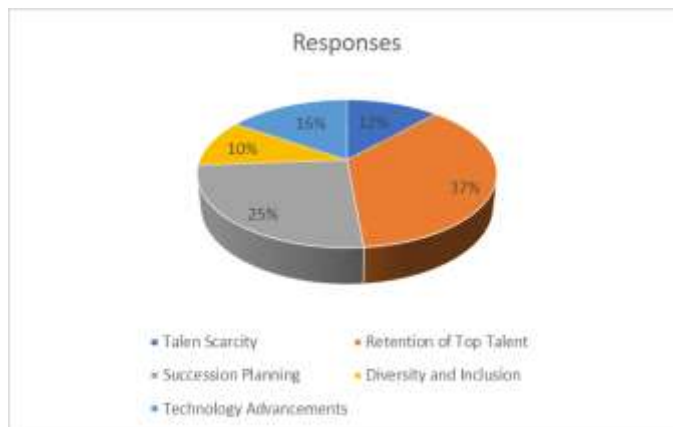
**Interpretation**

From the above data we can state that, 32% of the responses says yes company has successfully coordinated its talent management strategies with its overall business objectives, 19% of the responses says No, 49% says Maybe.

**9. What challenges does the organization face in talent identification and management**

- a. Talent scarcity
- b. Retention of Top Talent
- c. Succession Planning
- d. Diversity and Inclusion
- e. Technology Advancements

Particulars	Responses	Percentage
Talent Scarcity	16	12
Retention of Top Talent	49	37
Succession Planning	34	25
Diversity and Inclusion	14	10
Technology Advancements	21	16
Total	134	100



**Interpretation**

From the above data we can state that, 12% of the responses says talent scarcity is the high challenge for talent identification and management, 37% says Retention of Top Talent is the big Challenge, 25% of the resposes says Successplanning is the big challenge, 10% says Diversity and Inclusion, 16% says Technology Advancement is the big challenge





## FINDINGS

- According to the analysis, 26% of the responses age is below 24yrs, 34% of the responses age is 25-34yrs, 29% of the responses age is 35-44yrs, 8% of the responses age is 45-54yrs, 3% of the responses are above 55yrs.
- According to the analysis, 62% of the responses are Male, 38% of the responses are Female
- According to the analysis, 18% of the responses educational qualification is high School, 40% of the responses is Bachelor's Degree, 37% of the responses are Master Degree, 6% of the responses are Ph.D
- According to the analysis, 16% of the responses Job Position is in Lower Level, 54% of the responses Job Position is in Middle Level, 31% of the responses job Position is in Upper Level.
- According to the analysis, 12% of the responses have below 1yr experience in the current organisation, 32% of the responses as 1-3yrs, 40% of the responses have 3-5yrs experience in the current organisation, 16% have above 5yrs.
- According to the analysis, 54 responses states that Company offers Programs for professional growth, 39 responses says company offers Guidance and Instruction, 46 responses says that company offers Strategies for Overseeing a Company's Future Leadership, 52 responses says that company offers Programs that Fosters leadership.
- According to the analysis, 24% of the responses says Company has very much effectively implemented the talent identification and management programs in successful manner, 32% of the responses says Effectively, 22% of the responses are moderate, 9% of the responses says ineffective, 13% of the responses says very much Ineffective.
- According to the analysis, 32% of the responses says yes company has successfully coordinated its talent management strategies with its overall business objectives, 19% of the responses says No, 49% says Maybe.
- According to the analysis, 12% of the responses says talent scarcity is the high challenge for talent identification and management, 37% says Retention of Top Talent is the big Challenge, 25% of the responses says Successplanning is the big challenge, 10% says Diversity and Inclusion, 16% says Technology Advancement is the big challenge

## SUGGESTIONS

- The use of AI-powered screening technologies, candidate sourcing platforms, and application tracking systems (ATS) has the potential to streamline talent identification. These technical developments allow for the automation of mundane tasks, improved candidate matching, and higher efficiency.
- Make sure that recruiters have all the resources they need to be successful. As a result, they may get a better sense of what their clients want, connect with experts in the subject, and create unique solutions.  
Measures should be put in place to improve applicant engagement throughout the talent discovery process. Offering applicants tailored feedback, maintaining open lines of contact, and providing regular updates are all ways to keep them informed and engaged.
- Learn about the client's operations, address their specific service requirements, and give them competent candidates to build trustworthy relationships. Customer loyalty is derived by happy patronage and referrals from delighted customers.
- Recruiters should participate in ongoing professional development programs to stay current on industry trends, best practices, and emerging talent identification technologies. Recruiters' ability to execute their duties effectively might be greatly enhanced by this.
- Implement methods to get feedback from clients and candidates about the talent discovery process. Such comments could be quite helpful as they highlight problem areas and provide potential remedies.
- Being agile and responsive is essential in the modern business environment. Adapt your talent discovery strategies to the ever-changing market, client needs, and technological landscape.
- Seek for individuals from diverse backgrounds and provide each candidate an equal opportunity; this will help prioritize diversity and inclusion. If you want to boost your talent scouting efforts and come up with more innovative ideas for your clients, try embracing diversity. Indicators such as client contentment, retention rates, time-to-fill, and candidate quality should be monitored in order to assess success and identify issues.
- Get the recruiters at the company to collaborate and share what they know. The best way to locate and hire outstanding talent is to form cross-functional teams that can tackle complex problems by drawing on the knowledge and expertise of all members.

## CONCLUSION

Employee identification is a crucial component for recruitment consulting businesses to effectively match top people with the right opportunity. This is a great way for businesses to meet the evolving needs of their consumers, while also providing applicants with opportunities to grow professionally and personally. Utilize state-of-the-art technologies, develop specialist expertise, and prioritize candidate engagement with the aid of recruitment consultant services to enhance your talent identification operations. Keeping up



with the competition in the field requires establishing feedback mechanisms, funding recruiters' continuous professional growth, and bolstering client relationships. The ability to quickly adjust to new situations, promote diversity and inclusion, and monitor key performance indicators are all components of an effective talent identification strategy. By incorporating these concepts and best practices into their talent discovery procedures, recruitment consulting firms may enhance their services for both clients and candidates. Finding the right people for the right jobs is just half the battle; the other half is building lasting connections, driving business success, and helping individuals realize their full potential. Recruitment consulting firms that take a strategic approach and aim for greatness may establish themselves as trustworthy advisors in the dynamic field of talent acquisition and management.

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