



Talent Management Program and its Impact on the Employee's Retention and Performance in Health Care Centers

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Abstract

Managing talent in a worldwide organization is more multifaceted and challenging than it is in a national business and few major worldwide corporations have risen to the challenge. This paper focuses on highlighting the way in which the organizations should embrace talent management to obtain and retain the best talent available for the success of their organization. The objective of this paper is to analyze and retain the employees by managing their talent in health care centers. The sample size has been taken as 220 out of total population of 500. This paper also accounts for the impacts of talent management program on employees. From the analysis, it was found that almost all the respondents are satisfied with the result of the talent management program and employees agreed that the talent management program creating a good work culture as well as enhances the values of employees and decrease in turnover of employees.

Keywords : *Talent Management Program, Strategic Human Resources, Employee retention, health care centers.*

Introduction

Talent generally refers to the capabilities, skills or the art of a particular person possess in a particular field. In other words, it refers to those people who have high potential even though they might have scarce knowledge and skills or who can successfully bring out transformation and change in the organization with the motto of "keeping people who keep you in business". The word talent management in an organization was coined (Uba C. (2011)) by David Watkins of Soft cape in 1998. It is defined as the process of attracting and retaining profitable employees. It also refers to those special steps an organization adopts to recruit, develop and retain its pool of top talent. The steps adopted should normally be creative and should not project bureaucracy. Talent Management also denotes a deliberate approach taken up by an organization to attract, develop and retain people with the aptitude and abilities to meet not only the current requirements but also future organizational need. It should be noted that talent management in this context does not refer to the management of entertainers. The current

business and economic environment is exposing a host of weaknesses in the talent management practices of many organizations, as well as the lack of a comprehensive understanding of skills, capabilities, key workforces and top talent, etc. Talent management is the process of attracting, selecting, training, developing, and promoting employees throughout the institution. The primary focus of these practices is to obtaining and developing talent which ensures that staff has the necessary tools, support, and resources to perform the task in a well-organized manner. It also ensures that they are properly motivated and compensated; and ready to transition into leadership roles as appropriate. Staff becomes valuable assets because, over time, they develop the necessary core competencies and internalize institutional core values. Talent management is also known as HCM (human capital management), HRIS (human resources information systems) or HRMS (human resources management systems), and HR Modules. Organizations mainly focus on developing their talent by integrating the plans and

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processes to track and manage their employee's talent. The following points (Bryan, L., Joyce, C. and Weiss, L. (2006)) are generally considered during the integration process: (i) Sourcing, attracting and recruiting qualified candidates with competitive backgrounds (ii) Overlook of competitive salaries, (iii) Professional development opportunities, (iv) Performance management processes, (v) Retention programs, and (vi) Promotion and transitioning, etc. discussed that talent management helps supermarket chain live brand promise. It accounts for the impacts of talent management program on employees. The broad objective of the study is to analyze the talent management program of health care centers and its impact on the employees. Additional analysis has also been done to investigate the satisfaction of employees with TMP and their retaining strategies.

Importance of Talent Management Program in Organization

Talent management brings together a number of important human resources and management initiatives. Quite often, organizations adopting a talent management approach will focus on co-coordinating and integrating of the following strategies-

- ✎ **Recruitment** - ensuring the right people are attracted and employed in the organization.
- ✎ **Retention** - development and implementation practices that reward and support employees. ?Professional development- ensuring continuous informal and formal learning and development.
- ✎ **Advanced leadership and development** - specific development programs for existing and future leaders having strong potential toward the organization.
- ✎ **Performance management** - specific processes that nurture and support performance, including feedback / measurement.
- ✎ **Workforce planning** - planning for business and general changes, including the older workforce and current/future skills shortages.
- ✎ **Culture** - development of a positive, progressive and high performance "way of operating". An important step is to identify the staff or employees (people and positions) that are critical to the organization. They do not necessarily have to be senior staff members.

With the help of the above detailed integration process as a part of the talent management program, organizations provide individuals the opportunity and space for

physically manifesting their talent into performance for achieving individual and organizational vision. Thus, in addition to the overall development of individual's intrinsic capacities, the domain of talent management also focuses on better working environment and positive changes in the management to provide the other elements listed above for manifestation of talent into performance. In general, talent management programs (TMP) aims to accomplish the following (Lockwood N.R. (2006) & Pasmore, W. (2011): To provide a holistic view of the individual: current and future, to help in identifying and preparing future leadership talent, to provide key resources with recognition and growth opportunities, to facilitate retention of high performers, to help identify and groom potential development plans and to complement the rewards system.

A healthcare center, health center, or community health center is one of a network of clinics staffed by a group of general practitioners and nurses providing healthcare services to people in a certain area. Common health care center job titles are- Clinical director, Health and social services manager, Medical records manager, Office manager and Practice administrator.

Background Review

Over the years, considerable research efforts have been put into the development and implementations of talent management program. The available literature reveals that organizations have focused on talent management and understood that talent management is aligned to the employees with the mission and vision of the organization which ends up with better results to their organizations. A voluminous body of information has emerged in the literature (journal articles, text books, handbooks, websites, etc.). For instance, a survey on the global talent management practices conducted by the Industrial Relations Consellor's Inc. (2009) reported that the assessment processes with open and frank discussion are seen to one of the most effective process in identifying the suitable talent. It was also mentioned that many of the multinational companies explicitly seek and encourage diverse workforce in their talent pools. Lewis and Heckman (2006) in their critical review of talent management discussed the some of the basic questions like what is talent management and what does it have in scientific principles of human resources and management? They addressed such question by reviewing problems with the definition of talent management and the lack of



data supporting many practitioner claims. Based on responses of above questions, they proposed a way which supports a systems oriented definition of talent management that focuses on the strategic management of talent. They also outlined future avenues of research to further develop the field of talent management and tie it more closely to the large volume of work in strategic human resources management. The best practices in the talent management are documents in a recent book Goldsmith M. and Carter L. (2009). It includes the most up-to-date thinking tools, models, instruments and case studies necessary to identify, learn and manage the talent within the organization with the focus on the results. It also provides the way to put the thought leadership into the real-world practices. More recently, the most comprehensive book on talent management explains how organizations can identify and hold onto their most valuable employees. It also suggests how to get the most out of high potential people by developing and promoting them to the key positions in the organizations. Approachable human resources strategies tied with the business success measures are discussed (Berger L. and Berger D. (2010). It thoroughly integrates the key elements of human resources assessment (performance, potential, competencies, career planning, and succession planning) into a cogent system that can be utilized by both managers and human resources professionals in realizing organization success. Subsequently, Effron and Ort (2010) presented a revolutionary approach on talent management practice. They argued that the organizations unwittingly add layers of complexity to their talent building models-without evaluating whether those component provide any added values to the overall processes. Consequently, simple processes such as setting employee performance goals become multi-page, headache-inducing time-consuming which turn managers off to the whole process and fail to improve results. Overall, this book provides a good overview of the key areas of the talent management which may significantly enhance the credibility of human resources. McDonnell et al (2010), utilized data from 260 multinational enterprises to re-address the deficit "organizations are becoming relentless in managing and developing their key talent". They explored the extent to which multinational enterprises engage in global talent management and decipher some of the factors which may explain the appropriateness of usage of global talent management practices. They found that although a

significant number of multinational enterprises have systems and mechanisms in place to strategically identify and develop their talent many more seemingly adopt an ad-hoc or haphazard approach. For instance, less than 50% of all multinational enterprises have both global succession planning and formal management development programs for their high potentials. More recently, Gopal and Vij(2011), discussed talent management practices in the Indian informational technology industries. Piansoongenern et al.(2011), studied the strategies of the talent management in Thai cement companies. Their investigation focused on the factors influencing employees engagement. In summary, there have been great efforts on identification, implementations and planning of the talent management practices. As much as known to the author, none of the study has explored the talent management practices and its impact on the employees of the Indian supermarkets. Therefore, the present study is aimed to find out the existing Indian talent scenario in the health care to analyze its emerging challenges and trends. The sample size has been taken as 220 out of the total population of 500. The talent management program process is applicable to all employees health care centre who have been employed for at least six months tenure in the organization as on-roll employee.

Objectives:

- ☞ To know whether employees taking benefits from talent management programs.
- ☞ Employees are retained successfully for the benefit of the organization
- ☞ Enhancement in the employee's performance by the talent management
- ☞ Influence of the procedural implementation of this program on the turnover of the organizations.

Research Design And Methodology

The present study is descriptive in nature as it attempts to understand the employee's opinion regarding the talent management program of the health care centre in Mangaluru city. To fulfill this purpose, a closed-end questionnaire was prepared with questions on employee's demographic profile and on the specific talent management program. The questionnaire has been properly prepared in order to cover all the specific Information required for the study. Additional sources



being the magazines published electronic resources and general website for the suitable secondary data collection. All the electronic sources of data collection are chosen based on their reliability check and analysis from various references.

Sampling plan: The sample size of 220 (out of 500 total populations) was chosen for this study from the particular divisions of health care. Keeping in view of the objectives as well as limitations of this study, an objective type questionnaire was distributed to 220 persons for the sample and collected different opinions and ideas of the employees of the health care in Mangaluru city.

Sampling techniques: As mentioned in the sources of primary data, the sampling techniques used in this research were non-probability convenient sampling techniques. The survey was conducted through questionnaire and scheduled interview within the various health care centers located in Mangaluru city.

Findings

1. Identification of working period in the organization:

It was observed that the more than 60% employee's, who were part of the survey, has been working in the health care centers for more than one year. It can be observed that, 40% of employees were new appointed and have been working in the organization for less than one year, 30% employees have been working therein for 1 to 2 years, 22% employees have worked for more than 2 years but less than 5 years and the remaining 8% employees have been working for the period longer than 5 years.

2. Strength and weakness of the talent management program:

It can be observed the large number of participants (about 80%) agreed with the implementation of the talent management program and its positivity in the strength development of the employees. It also suggests that the talent management program, in general, helps us to determine the weakness or strength of the employees.

3. Influence of the talent management on the strategic changes in the organization:

An analysis suggests that largest number (44%) of participated employees experienced an improvement in the management and employees relationship due to the talent management program. Almost equal but little less number (36%) of participants were in agreement with

the change in the motivational strategic (both monetary and non-monetary) which helps for the development of the employees and as well as for the organization.

4. Usefulness of the talent management in the employee's performance:

In general, above 50% of the participated employees agreed with the role of talent management program and its usefulness in the enhancement of their performance. 15% of the participants were in strong agreement that the talent management program is most important to develop their performance. However, 39% of the participants responded that talent management plays a very important role in enhancing their performance.

5. Importance of the talent management in the improvement of particular areas:

It can be observed that most of the respondent felt that the talent management program can bring improvements in one or another area of employees or organizational interests. For instance, about 24% of the participants responded about the standard improvements, in general whereas large number of participants (52%) were in agreement with the employees overall development due to the talent management practices. Small number (10%) of participants also responded that talent management helps them in terms of the monetary incentives; however, 14% employees were looking forward about the appraisal gains due to the talent management.

6. Effectiveness of the talent management on the employee's potential advancement:

The response was obtained in four levels, i.e., highly effective, effective, neutral or ineffective. It is seen that the large population responded in the positive manner, i.e., about 28% of the employees felt that the talent management programs adopted by the health care centers are highly effective for their potential advancement. Along the same line, about 40% of employees are in agreement of effectiveness of such programs. Over all, about 68% of the respondents were positive about the effectiveness in the employee's potential development.

7. Identification of employee's motivating factor towards the work environment:

It can be seen that about 28% of the participants were highly motivated and about 52% of the employees were fairly motivated towards their work environment which



was due to the proper implementation of talent management practices. The survey suggests that small number of participants (about 16%) remained neutral.

8. Co-operation and team work due to the talent management program:

The response of the participants in this regards was fairly positive. For instance, 38% of the participants felt that the talent management program helps them very frequently, on the other hand, 32% responded that its helps them occasionally to easily cooperate and team work.

9. Responsibility for talent management program and its employee engagement in the organization:

In the survey, about 28% of the participants replied that human resources department is responsible for such type of the activities with the organization. Almost equal number of participants (i.e., 24%) thought that senior leadership of the organization has to take care of this responsibility. The large number of participants (about 40%) replied that the supervisors and managers are responsible in proper implementation of talent management program and its employee's engagement in the organization.

10. Suggestions to improve the talent management program in the big bazaar:

It can be seen that the largest number of employees (24%) suggested that the organization should create an environment where the employee's ideas are listed and valued in the proper way. It is also suggested by 20% of the employees that the organization should create an environment where employees are excited to come to work each day. About 18% of the participants said that the organization should align their employees with the mission and vision layouts.

Conclusion

As organizations continue to pursue high performance and improved results through talent management program, they are taking a holistic approach to talent management from attracting and selecting wisely, to retaining and developing personal skills of employees, to increase the confidence of employers, to placing employees in positions of greatest impact. Therefore, every organization want to grow and improve their systems and processes, so health care centers must focus on the employee's performance and potential or

employees practices to allow or foster that growth and improvement through known best practices of the talent management program. The key variables (leadership competencies, experience, personal skill, employee's interest, and rewards) that motivate employees to succeed have been identified and successfully put into practice. It is a viable path toward improving organizational performance.

Recommendations

Based on the analysis conducted in the organization, the following recommendations are made to the organization:

- ✎ As some of the employees are not agreed with results of the talent management program for developing the employee's skills, so the organization has to take some more steps to improve the job environment and working conditions.
- ✎ Some of employees get de-motivated with the result of talent management program, so organization should undertake those activities so that employees should get motivated.
- ✎ Divisional manager of the organization should create the full confidence in the agents/employees of the organization.
- ✎ Sometimes quite difficult to identify the talent of number of employees in the organization, so divisional manager/supervisor of that organization should divide the employees/agents into the groups so that they can easily identify exact talent of the employees.
- ✎ Manager should undertake interesting activities so that hidden talent of employees can be improved.
- ✎ The relationship between agents/employees and manager within the organization should be cordial, so that agents can easily transfer the employees problems to manager without hesitation.



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