


**TALENT MANAGEMENT AND EFFECTIVENESS OF RECRUITMENT PROCESS:
A STUDY OF HIGHER EDUCATION INSTITUTIONS IN CENTRAL INDIA**

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 04 October 2022</p> <p>Accepted 21 December 2022</p> | <p>Purpose: The present study aims to investigate the influence of talent management on effectiveness of recruitment process undertaken in higher education institutions in Central India. This paper has clarified the meaning of talent management and why is it crucial. It had explained factors which are important for its effective implementation.</p> |
| <p>Keywords:</p> <p>Talent Management; Talent Development; Talent Acquisition; Succession Planning; Recruitment Process.</p> | <p>Theoretical framework: For this, teachers working in higher education institutions in Central India were selected and data was collected from the selected teachers with the help of a structured questionnaire. The study is based upon various literature review which has been presented in paper.</p> |
|  | <p>Design: For the purpose of present study, a sample of 200 respondents working in different higher education institutions of the region was selected. Three dimensions of the talent management such as talent acquisition, talent development and succession planning were measured with the help of statements on five-point Likert scale. Similarly, effectiveness of recruitment process in higher education institutions was measured with the help of three statements. Findings highlighted that talent Management was found to be the strongest predictor of effectiveness of the recruitment process being followed in higher educational institutions; followed by talent acquisition and succession planning.</p> <p>Findings: Suggested that educational institutions need to follow a clear talent acquisition and management policy and focus on to acquire talented employees so that their recruitment process becomes effective. Moreover, educational institutions need to organize training programs for employees that would help employees to acquire job related competencies. The benefits of an effectively implemented talent management improves retention ratio.</p> <p>Practical implications: Higher education organizations if inclined towards talent management strategy must ensure that how they define it and it need to be aligned with goals of the organization. Top management need to define clear line accountability and take care of practices with relation to evidence based practices .</p> <p>Originality: This paper will be of value to all organizations seeking to understand Talent management with its impact on recruitment process.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i6.841</p> |

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GESTÃO DE TALENTOS E EFICÁCIA DO PROCESSO DE RECRUTAMENTO: UM ESTUDO DAS INSTITUIÇÕES DE ENSINO SUPERIOR NA ÍNDIA CENTRAL

RESUMO

Objetivo: O presente estudo visa investigar a influência da gestão de talentos na eficácia do processo de recrutamento realizado em instituições de ensino superior na Índia Central. Este documento esclareceu o significado da gestão de talentos e por que ela é crucial. Ele explicou fatores importantes para sua implementação efetiva.

Estrutura teórica: Para isso, foram selecionados professores que trabalham em instituições de ensino superior na Índia Central e foram coletados dados dos professores selecionados com a ajuda de um questionário estruturado. O estudo é baseado em várias revisões de literatura que foram apresentadas em papel.

Desenho: Para fins do presente estudo, foi selecionada uma amostra de 200 respondentes que trabalham em diferentes instituições de ensino superior da região. Três dimensões da gestão de talentos, tais como aquisição de talentos, desenvolvimento de talentos e planejamento de sucessão, foram medidas com a ajuda de declarações em escala Likert de cinco pontos. Da mesma forma, a eficácia do processo de recrutamento em instituições de ensino superior foi medida com a ajuda de três afirmações. As constatações destacaram que o Gerenciamento de Talentos foi considerado o preditor mais forte da eficácia do processo de recrutamento sendo seguido nas instituições de ensino superior; seguido pela aquisição de talentos e planejamento sucessório.

Constatações: Sugeriu que as instituições educacionais precisam seguir uma política clara de aquisição e gestão de talentos e concentrar-se na aquisição de funcionários talentosos para que seu processo de recrutamento se torne eficaz. Além disso, as instituições de ensino precisam organizar programas de treinamento para funcionários que ajudem os funcionários a adquirir competências relacionadas ao trabalho. Os benefícios de uma gestão de talentos efetivamente implementada melhoram a taxa de retenção.

Implicações práticas: Organizações de ensino superior, se inclinadas à estratégia de gestão de talentos, devem assegurar que a forma como a definem e precisa estar alinhada com os objetivos da organização. A alta administração precisa definir uma clara linha de responsabilidade e cuidar das práticas com relação às práticas baseadas em evidências.

Originalidade: Este documento será de valor para todas as organizações que procuram compreender a gestão de talentos com seu impacto no processo de recrutamento.

Palavras-chave: Gestão de talentos, Desenvolvimento de Talentos, Aquisição de talentos, Planejamento sucessório, Processo de recrutamento.

GESTIÓN DEL TALENTO Y EFICACIA DEL PROCESO DE CONTRATACIÓN: UN ESTUDIO DE LAS INSTITUCIONES DE ENSEÑANZA SUPERIOR DE LA INDIA CENTRAL

RESUMEN

Propósito: El presente estudio pretende investigar la influencia de la gestión del talento en la eficacia del proceso de contratación emprendido en las instituciones de enseñanza superior de la India central. Este documento ha aclarado el significado de la gestión del talento y por qué es crucial. También se han explicado los factores que son importantes para su aplicación efectiva.

Marco teórico: Para ello, se seleccionaron profesores que trabajan en instituciones de enseñanza superior de la India Central y se recogieron datos de los profesores seleccionados con la ayuda de un cuestionario estructurado. El estudio se basa en diversas reseñas bibliográficas presentadas en el documento.

Diseño: Para el presente estudio se seleccionó una muestra de 200 encuestados que trabajaban en diferentes instituciones de enseñanza superior de la región. Se midieron tres dimensiones de la gestión del talento, como la adquisición de talento, el desarrollo del talento y la planificación de la sucesión, con la ayuda de afirmaciones en una escala de Likert de cinco puntos. Del mismo modo, la eficacia del proceso de contratación en las instituciones de enseñanza superior se midió con la ayuda de tres afirmaciones. Los resultados pusieron de manifiesto que la gestión del talento es el factor que mejor predice la eficacia del proceso de contratación en los centros de enseñanza superior, seguido de la adquisición de talento y la planificación de la sucesión.

Conclusiones: Se sugiere que las instituciones educativas deben seguir una política clara de adquisición y gestión de talentos y centrarse en adquirir empleados con talento para que su proceso de contratación sea eficaz. Además, las instituciones educativas deben organizar programas de formación para los empleados que les ayuden a adquirir competencias relacionadas con su trabajo. Los beneficios de una gestión eficaz del talento mejoran la tasa de retención.

Implicaciones prácticas: Si las organizaciones de educación superior se inclinan por una estrategia de gestión del talento, deben asegurarse de que la definen y de que está en consonancia con los objetivos de la organización. La

alta dirección debe definir claramente la línea de responsabilidad y ocuparse de las prácticas en relación con las prácticas basadas en pruebas.

Originalidad: Este documento será de utilidad para todas las organizaciones que deseen comprender la gestión del talento y su impacto en el proceso de contratación.

Palabras clave: Gestión del talento, Desarrollo del talento, Adquisición del talento, Planificación de la sucesión, Proceso de contratación.

INTRODUCTION

Present living conditions are of digital and high-tech innovative advances and, therefore, mechanical, social & political changes are unavoidable. So for all organizations and firms it becomes mandatory to attract and retain talented employees by using tools like succession planning, providing chances for job enrichment. Drawing in capable workers to the business, keeping up with them by fulfilling their satisfaction & fidelity to the business, accessibility of further education and chances of professional advancement are considered as significant focuses for any firm to thrive and flourish. The staff is now permitted to come up with their thoughts which are upheld and nurtured. TM has turned into a principle issue in the public and private associations and various business organization fields. The work market has entered another period because of advancement, information improvement, globalization and amplified competition (Sheehan 2012). On the expenses of apprenticing representatives, and lower staff renewal rate of expert workers, are significant outlays faced by any business house. Success of any associations relies upon worker detention which helps the association in waning representative's attrition and improving organizational productivity (Mohsen, & Rashed 2007). Thus, associations lay more focus on captivating and preserving presently available talent rather than conscription of new harvest (Holland et. al. 2007) and talent management (TM) plays a dominating role in this interaction.

The idea of talent management (TM) was conceived in 1990. At that time, it was principally taken care of by the HR segment of any firm which was responsible for showering cartloads of fringe benefits, rewards, appreciations, and leaves and medical advantages. These benefits served as necessary elements that reproduced the wellbeing and bliss of representatives. TM manages the labor or worker force that constitutes managing abilities and expertise of the workers. In the recent studies, it has been noticed that TM has become worldwide area of conflict for the associations.

There is a dearth of talent as the entire world is trying to quench its thirst from the same small pool of available talent. All great association that are rich in people and technology are still not able to be fruitful and is considered as the way to adjusting and overseeing hierarchical

prerequisites. By deploying the assets and advances, it adjusts the ways on which firms are coordinated and extricate the ideal performance from the workers. Aside from that, progress of TM is vital in the creating and finding new skilled workers in the market of labor force. Advances in TM framework like digital HR, is valuable weapon for HR pioneers to carry out worldwide enlisting systems where they live. TM is the proactive way to deal with improved business freedom, inward versatility and employment quality. The TM is the proactive way to generate better business freedom, internal versatility and characteristic of employing. TM pay heed to finding & attaining of talent, coordination and acclimatization of talent, amelioration, reward, partaking and training. An organization bestowed talented representatives suggests that associations should know how to distinguish, oversee, foster, keep and get the best out of their ideal individuals, and advantageously ingrain TM and guarantee that there are sufficient talent channels to help the organization's strategic ideas. TM concentrates on developing and holding competent, experienced & suitable talent. It augments better chances of work for all workers at all levels in the associations.

But improvement only in firm performance wins only a part of a battle; it isn't accomplished until the minds and souls of the workers of the firm don't show the glow of success in them. TM systems help representatives to work whole-heartedly and become faithful to their work with complete energy, since the feelings drive individual conduct and more readily identified with human brain and heart. So TM empowers the associations to let their workers feel good and fit in their work requirements. As an outcome they have a positive influence in the output of association. Specialists guarantee that TM empowers associations to work effectively. This sort of human resources and ability can give upper hand to associations in the public sector dealings. Under this context TM procedures incredibly affect discovering, hiring, and keeping up with the talented workers and make potential strides to utilize them for the prosperity of the associations in the cut-throat environment. The alarming call here is to fine-tune all the divisions of the association to achieve viable benefits and competitive performance.

In view of the above discussion, it seems important to investigate the influence of talent management on effectiveness of recruitment process undertaken in higher education institutions in Central India. Findings of this study are expected to reveal how various dimensions of talent management are helpful in measuring effectiveness of the recruitment process. For this, higher education institutions in Central India were selected as recruitment process in such institutions are more likely to formal and structured in contrast to other organizations.

Review of literature

Nakato, Mazibuko, & James (2020) aimed to identify TM in governmental health institutions in Uganda. The examination discoveries uncovered that an empowering workplace, a steady work space and career advancement exceptionally impact TM more than the elements of organizational support and employee satisfaction. Despite the fact that job autonomy (JA) and personal value (PV) successfully impact TM the executives in health care industry need to comprehend the significance of sustaining and nursing JA and recognize PVs to viably upgrade TM.

Kaleem (2019) argued that TM is an association's capacity to select, organize, and hold on to most gifted representatives accessible in work market. In this study, stratified data collection method was deployed for a sample size of 200. Data obtained by collection of structured questionnaire was subjected to correlation analysis along with descriptive statistics. Results from the study highlighted that TM laid a direct effect on various working elements of workers like- motivation, creativeness, gratification & competency. Important suggestions given by the author include- healthy work environment, chances of job up gradation, timely training sessions accompanied by promotions etc.

Mensah (2019) tried to unearth the connection amid TM and perceived organizational support (PoS) it was a kind of cross-sectional study where sample size was close to 250 talented employees from banks of Ghana were selected to volunteer. Gathered information was run on SEM & analytical techniques. Results revealed that TM also exerts a kind of indirect effect, on approaches and mindsets of talented employees' stances of 'affective commitment and quit intention' influenced by PoS.

Khoreva, Vaiman, & Van Zalk (2017) aimed to improve the hypothetical and empirical comprehension of the cycle through which talent management practice effectiveness (TMPE) impacts high-possible representatives' obligation to leadership competence development (LCD). Sample size of 439 was selected from 11 Finnish firms and data was analyzed by SEM. Discoveries revealed positive relation between TMPE & LCD while gender and psychological contract fulfillment mediate this relation.

Mangusho, Murei, & Nelima (2015) undertook this study on 2,500 employees of Del Monte, Kenya to find out the impact of talent retention on employee's performance (EP), and find out how talent attraction impacts, ways of learning and improvement on EP in famous beverage industry of Kenya. Using stratified sampling method 83 workers were selected for the study; analytical tools applied on the data were 'standard deviation, percentages and frequency distribution'. Conclusions drawn from the study clearly stated that job retention engrained a

sense of motivation in the employees leading to overwhelming performance. Maintenance of alluring & pleasant work environment was suggested to ensure worker arousal for better performance.

Chitsaz-Isfahani, & Boustani (2014) unfurled the need of TM as masses of youth is flowing into human resource which have made modern businesses much competitive and strategy-based. This study explored that relation amid TM, ER & OT (employee retention and organizational trust). It was a descriptive study in which 280 respondents were selected using random sampling among the staff members of an Iranian university). Data collected in this study was analyzed using SPSS and AMOS. Findings from the study established positive & significant relationship amid TM, ER & OT taken interwoven with each other and other variables like coaching, previous job experience etc.

Onwuka, Ugwu, & Kekeocha (2015) undertook a study on relationships between TM and employee's performance in chosen public area firms in Delta State, Nigeria. Use of Taro Yamani's statistical tool sample size was considered. 364 surveys were conveyed to respondents, out of which 273 surveys found their way back home. ANOVA & SPSS- 20 was used to gain insightful results and it was found that strong connection occurs between TM and employee performance in chosen private firms.

Vural, Vardarlier, & Aykir (2012) argued that TM is a necessary evil needed by organizations to add value to their authoritative performances. The genuine issue here was not to hunt but to retain talent as when looked from the platform of strategic management (SM) it is mandatory to have long-lasting, high & sustainable performance which is totally dependent on employee commitment (EC). Taking sample size of 123 respondents (middle and top order managers) and subjecting the data to SPSS the results unearthed that TM and performance system have a positive impact on EC.

Collings, & Mellahi (2009) figured out that there were two actual problems faced while doing TM- definition of TM is talked about more and understood less and its conceptual boundaries are too blurred. Thus, they undertook this secondary, quantitative study. As a result, they came up with a theoretical model for strategic TM along with providing a crystal-clear definition to TM. It also provides suggestions to managers to better encounter challenges they have to live up while doing TM.

METHODOLOGY

Population and sample selection

The present study aimed to investigate how the dimensions of talent management help organizations to retain employees. For this, teachers working in higher education institutions in Central India were selected and data was collected from the selected teachers with the help of a structured questionnaire. Therefore, population of the study comprised of all teachers working in higher education institutions of the selected region. In this study, an effort was made to obtain information from respondents belonging to different demographics. For the purpose of present study, a sample of 200 respondents working in different higher education institutions of the region was selected.

Collection of data

To meet the objective of the study, primary information was collected from respondents. For this, a pre-designed, structured and non-disguised questionnaire was administered to the respondents. Various studies were viewed to have a thorough understanding about various parameter included in questionnaire and accordingly a self-administered and structured questionnaire was designed to collect information from the respondents. The collected data were then grouped into tables and analyzed using various statistical tools like frequency distribution, percentage, mean score, standard deviation and regression.

Measured used in the questionnaire

The first part of the questionnaire included questions relating to demographic profile of the respondents; whereas second part of the questionnaire contained statements on dimensions of talent management and effectiveness of recruitment process. For instance, three dimensions of the talent management such as talent acquisition, talent development and succession planning were measured with the help of statements on five point likert scale. Similarly, effectiveness of recruitment process in higher education institutions was measured with the help of three statements. The statements, under dimensions of talent management and effectiveness of recruitment process, are given as under:

Talent acquisition

- My institution follows a clear talent acquisition policy
- My institution shares information regarding talent acquisition with employees
- My institution focuses to acquire talented employees

- Most employees in my institution are talented in one or more fields

Talent development

- My institution often organizes training programs for employees
- My institution helps its employees to acquire job related competencies
- My institution allocates a separate budget for providing training to employees
- My institution often undertakes staff development activities for employees

Succession planning

- My institution has developed succession plans in advance
- My institution is pro-active in searching successor for talented employees
- My institution has well drafted promotion policy

Effectiveness of recruitment process

- The recruitment process of my institution is transparent
- I like the way in which recruitments are undertaken in my institution
- My institution has been able to recruit talented employees in the recent past

Results and discussion

This includes the analysis of primary data collected from the respondents. Respondents were enquired about their demographic profile and perceptions of dimensions of talent management and effectiveness of recruitment process. It is divided into three sections as below:

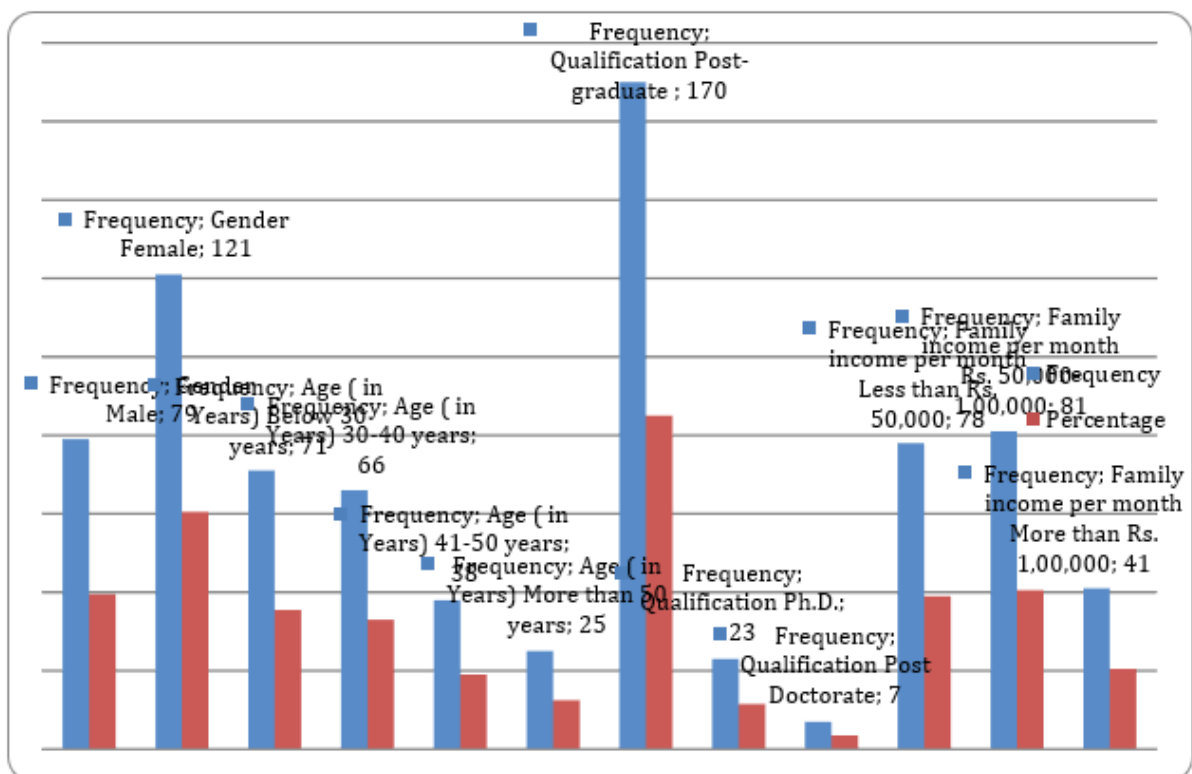
Demographic Profile

Table 1: Distribution of respondents on the basis of demographic parameters

| Demographic parameters | Category | Frequency | Percentage |
|-------------------------|------------------------|------------|------------|
| Gender | Male | 79 | 39.5 |
| | Female | 121 | 60.5 |
| Total | | 200 | 100 |
| Age (in Years) | Below 30 years | 71 | 35.5 |
| | 30-40 years | 66 | 33 |
| | 41-50 years | 38 | 19 |
| | More than 50 years | 25 | 12.5 |
| Total | | 200 | 100 |
| Qualification | Post-graduate | 170 | 85 |
| | Ph.D. | 23 | 11.5 |
| | Post Doctorate | 7 | 3.5 |
| Total | | 200 | 100 |
| Family income per month | Less than Rs. 50,000 | 78 | 39 |
| | Rs. 50,000- 1,00,000 | 81 | 40.5 |
| | More than Rs. 1,00,000 | 41 | 20.5 |
| Total | | 200 | 100 |

Source: Prepared by the authors (2022).

Figure 1: Distribution of respondents on the basis of demographic parameters



Source: Prepared by the authors (2022).

The above table shows that a majority of the respondents (60.5 percent) were female; whereas 39.5 percent respondents were males. It is important to mention here that maximum

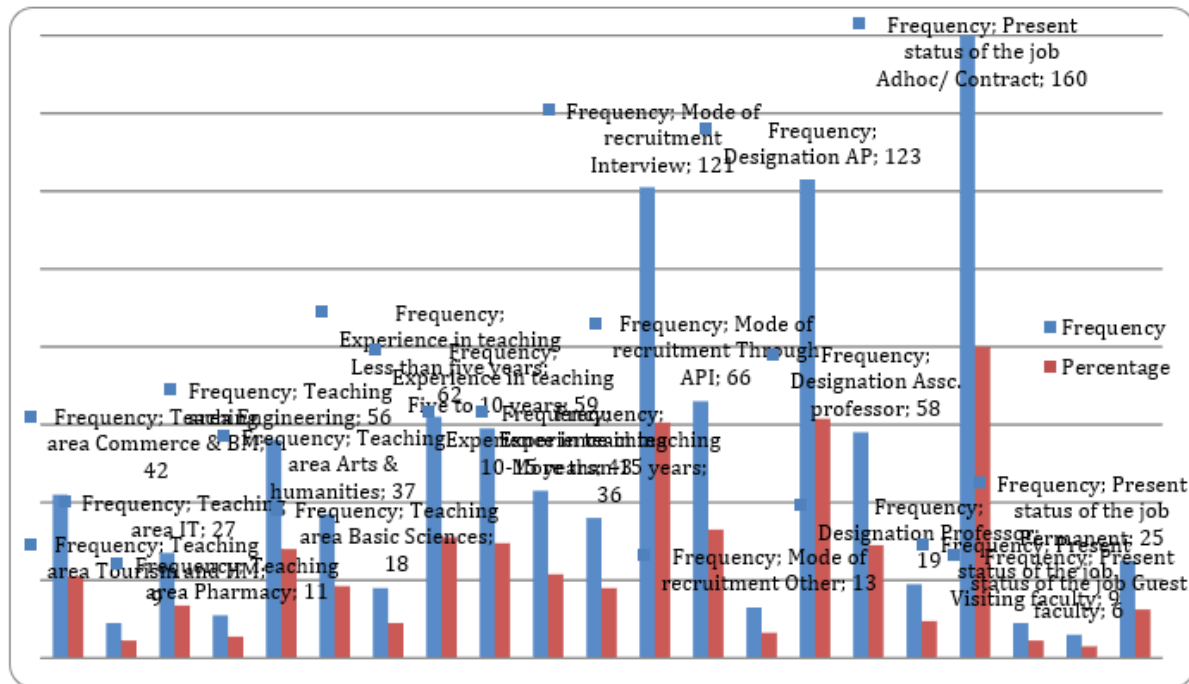
35.5 % respondents were with the age below 30 years however 33 percent respondents were from 30-40 years and only 12.5 percent respondents were found to be more than 50 years. About, 85 % respondents were having post-graduate degree and 11.5% respondents were having Ph.D. degree. It was important to mention that only 3.5% respondents were having post doctorate. This finding shows that most teachers working in higher education institutions still lack Ph.D. degree. Findings regarding income of the respondents revealed that 39 percent respondents were earning less than Rs. 50,000 per month and about 20 percent were earning more than one lakh per month.

Job related parameters

| Table 2: Job related parameters | | | |
|---------------------------------|----------------------------------|------------|------------|
| Job related parameters | Category | Frequency | Percentage |
| Teaching area | Commerce and business management | 42 | 21 |
| | Tourism and hotel management | 9 | 4.5 |
| | IT | 27 | 13.5 |
| | Pharmacy | 11 | 5.5 |
| | Engineering | 56 | 28 |
| | Arts and humanities | 37 | 18.5 |
| | Basic Sciences | 18 | 9 |
| Total | | 200 | 100 |
| Experience in teaching | Less than five years | 62 | 31 |
| | Five to 10 years | 59 | 29.5 |
| | 10-15 years | 43 | 21.5 |
| | More than 15 years | 36 | 18 |
| Total | | 200 | 100 |
| Mode of recruitment | Interview | 121 | 60.5 |
| | Through API score | 66 | 33 |
| | Other | 13 | 6.5 |
| Total | | 200 | 100 |
| Designation | Assistant professor | 123 | 61.5 |
| | Associate professor | 58 | 29 |
| | Professor | 19 | 9.5 |
| Total | | 200 | 100 |
| Present status of the job | Adhoc/ Contract | 160 | 80 |
| | Visiting faculty | 9 | 4.5 |
| | Guest faculty | 6 | 3 |
| | Permanent | 25 | 12.5 |
| Total | | 200 | 100 |

Source: Prepared by the authors (2022).

Figure 2: Job related parameters



Source: Prepared by the authors (2022).

The above table shows that a most respondents (28 percent) were from Engineering background, whereas 21 percent were from commerce and business management background; 13.5% respondents from IT and only nine percent respondents were from basic sciences field. As far as experience of the respondents is concerned, 31% respondents were having less than five years experience and 18% were having more than 15 years experience. About 60% respondents revealed that they were recruited through interview method and 33% respondents revealed that they were recruited through API score index. About 62% respondents were found to be Assistant Professor; 29% respondents were found to be Associate Professor and rest about nine percent were found to be Professors. A large majority of the respondents (80%) were working at Adhoc/contractual positions; however only 12.5% respondents were working at permanent positions.

Influence of talent management on effectiveness of recruitment process

In this section respondents were asked to rate different statements relating to three dimensions of talent management and a few statements relating to effectiveness of recruitment process undertaken in higher educational institutions. While undertaking analysis on SPSS, mean score of statements under each dimension of talent management was computed and that was used as independent variables; further, mean score of statements under effectiveness of

recruitment process was used as a dependent variable. On this basis, following regression equation and figure was drawn:

$$ERP_i = a + b_1 (TA_i) + b_2 (TD_{ii}) + b_3 (SP_{iii}) + e_i$$

where, ERP = Effectiveness of recruitment process (Dependent variable)

TA = Talent acquisition

TD = Talent development

SP = Succession planning

b = Regression coefficient

e_i = Error term

On the basis of the above equation, we can derive following hypotheses:

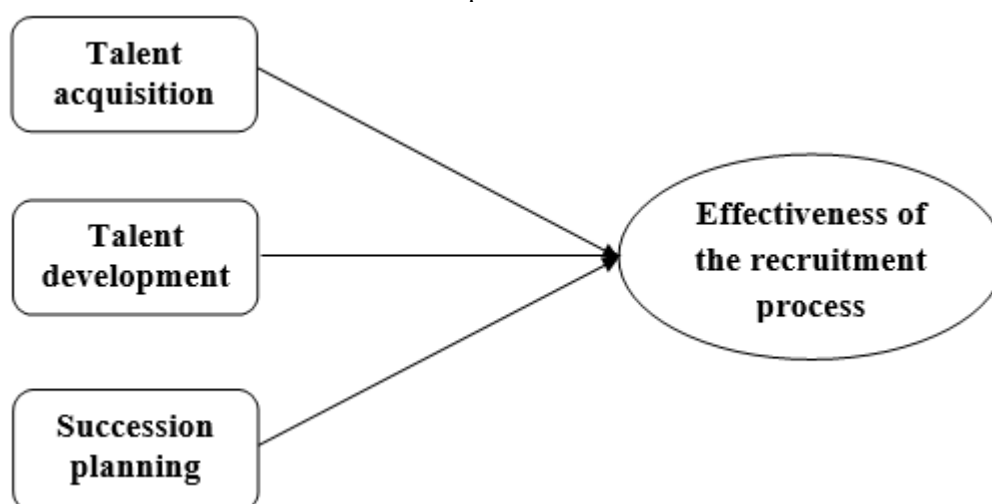
H1: Talent acquisition in higher education institutions significantly influences effectiveness of the recruitment process.

H2: Talent development in higher education institutions significantly influences effectiveness of the recruitment process.

H3: Succession planning in higher education institutions significantly influences effectiveness of the recruitment process.

The diagram or the theoretical model used in the study may be drawn as following:

Figure 3: Theoretical model for examining the influence of talent management on effectiveness of recruitment process



Source: Prepared by the authors (2022).

The present study used regression analysis to study the influence of talent management on effectiveness of recruitment process in educational institutions of Central India. Findings in this regard have been presented below:

| Independent Variables | Standardized Beta | t | p | Hypotheses (Accepted/Rejected) |
|-----------------------|-------------------|------|--------|--------------------------------|
| Talent acquisition | 0.365 | 6.98 | 0.000* | Accepted |
| Talent development | 0.492 | 8.12 | 0.000* | Accepted |
| Succession planning | 0.276 | 5.34 | 0.000* | Accepted |

Note: *significant at 5% level
Source: Prepared by the authors (2022).

The above table indicated that all three independent variables have significant influence on dependent variables. In other words, it can be said that selected dimensions of talent management significantly predicted effectiveness of the recruitment process being followed in higher educational institutions of Central India. Talent development was found to be the strongest predictor of effectiveness of the recruitment process being followed in higher educational institutions ($\beta = 0.492$; $p < 0.05$). This finding indicated that educational institutions that organize training programs for employees and help their employees to acquire job related competencies have effective recruitment process. Institutions that allocate a separate budget for providing training to employees and undertake staff development activities for employees reported that recruitment process in such institutions is effective. Further, talent acquisition was found to be the second most important predictor of effectiveness of the recruitment process in higher educational institutions ($\beta = 0.365$; $p < 0.05$). This finding indicated that institutions following a clear talent acquisition policy with a focus to acquire talented employees were found to be more effective in the recruitment process. Also, succession planning was found to be the weakest predictor of effectiveness of the recruitment process being followed in higher educational institutions ($\beta = 0.276$; $p < 0.05$). This finding highlighted that educational institutions need to develop succession plans in advance so that their recruitment process becomes effective. For this, institutions need to be much pro-active in searching successor for talented employees and they also need to have well drafted promotion policy so that employees have greater perceptions of recruitment process being followed in the educational institutions.

CONCLUSION

The researcher concludes that educational institutions need some drastic changes how they manage talent in their organization. Such institutions need to follow a clear talent acquisition policy and focus on to acquire talented employees so that their recruitment process becomes effective. Moreover, educational institutions need to organize training programs for employees that would help employees to acquire job related competencies. For having a better and effective recruitment process, educational institutions must allocate a separate budget for providing training to employees so that more staff development activities may be undertaken for employees.

Limitations and scope for further research

The researcher has limitation of sample size and location. Research may be conducted at different locations with high sample size and altering the factors that are taken as dependent variable under various industries.

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