



## A CONCEPTUAL STUDY ON DISCOVERY OF TALENT THROUGH RECRUITMENT CHANNELS

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### **Abstract**

*Everywhere new markets are opening up, new workforces are emerging and new ways of working are challenging our thinking. We are in a new stage of globalization where talent and brainpower are becoming the predominant currency. The first phases of globalization in this new era focused on the movement of production from the developing world to the developed world as a means to reduce costs-working cheaper. Now we are emerging into an era which is about working everywhere with a truly multi-polar world which is going in search of where the talent is, where the resources are, where the markets are, connecting up people and processes globally and breaking down traditional barriers.*

*It's time for a fundamentally new approach to talent management that takes into account the great uncertainty businesses face today. Talent management is not an end in itself. It is not about developing employees or creating succession plans, nor is it about achieving specific turnover rates or any other tactical outcome. It exists to support the organization's overall objectives, which in business essentially amount to making money. Making money requires an understanding of the costs as well as the benefits associated with talent management choices. This article focuses on Recruitment channels, Talent multiplication and driving forces of talent management.*

**Keywords: Recruitment, Talent Management, Talent Multiplication.**

### **INTRODUCTION**

The task of finding and managing talent has become more complex, turbulent and contradictory than ever before. This is creating great challenges for managers and leaders of large and small organizations. A serious concern of every HR manager in order to survive this 'war of talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically underscoring the difficulty to attract, motivate and retain the best employees in an organization. To analyze the reasons, we first need to understand what "TALENT" means. People have different views and definitions. According to Leigh Branham, vice president, consulting service at Right Management Consultants and author of the book, "Keeping People who keep you in Business", a talent is not rare and precious. Everyone has talent-too many to possibly name all. Talent is behavior; things we do more easily than the next person. Finding talent is not enough if it is not aligned and motivated. Attitudinal differences to work across the generations make it harder to understand how to deal with this. Although many organizations have begun to recognize the importance role talent plays in their success, few are managing talent strategically. Leaders need to identify and invest in the critical talent that provides a platform for success, growth and new opportunities, but they must do so in a world of constraints – on time, money and especially talent. The increasing fluidity of global labour markets, shifting workforce demographics, and changes in the nature of work itself make it more difficult to attract, engage and retain the critical talent that creates value for organizations. Talent has become a precious resource fought over by competitors in a global war for talent.

### **LITERATURE REVIEW**

Leslie Joyce (2011) suggests that the five main direct relationships needed for recruitment are compensation, on boarding, relocation, new hire training and global recruiting and there are eight indirect relationships: leadership development and succession, workforce planning, performance management, off boarding, retention, the innovation function, merger and acquisition teams and shared skills functions (temporary reassignments during

slack periods). He argued with the placement of leadership development, workforce planning and performance management.

**Dr. John Sullivan(2011)** emphasis more on critical talent management and recruiting leaders set aside time to conduct a SWOT assessment (Strengths, Weaknesses, Opportunities, Threats) to identify where they are and where they need to be. The talent management leader must be more strategic, more proactive, and more business-like, and that means getting entire staff to begin thinking about and planning for the game-changing events, trends, and opportunities that will occur during the upcoming years.

**Khan, Ayub & Baloch(2013)** concluded in his study that recent development in managing talent is not only opening new shades of talent management but also enlighten the need to investigate its true practice currently under operations and the need of research on its implication and effects on organizational developments. Also the need is felt to look into the impact of talent management on employee and employer's attitude if is truly practiced.

### **RECRUITMENT – A KEY TO DISCOVER TALENT**

Recruitment is a key strategic task for a company. It begins with assessing in detail what specific combinations of knowledge, skills and behaviors that need to find by bringing new people to the company. This enables the company to be much more specific and targeted in identifying recruitment needs, using that information to identify the talent markets and segments to go after. All the recruitment processes need to be aligned to that task to make the company appeal to the specific people they need. Those processes have to create a positive experience of the company for all applicants. All the recruitment channels, formal and informal must deliver the same message about the organization and the employee value propositions that are positioning.

### **RECRUITMENT CHANNELS FOR TALENT POWERED ORGANIZATION**

Internal recruitment channels such as intranet communications, newsletters and word of mouth should be used. It is cheaper to hire internally and the individual will be a known quantity, adapted to the company culture, processes and therefore also able to become productive quickly. Most important, internal recruiting allows developing people and giving them additional opportunities within the organization.

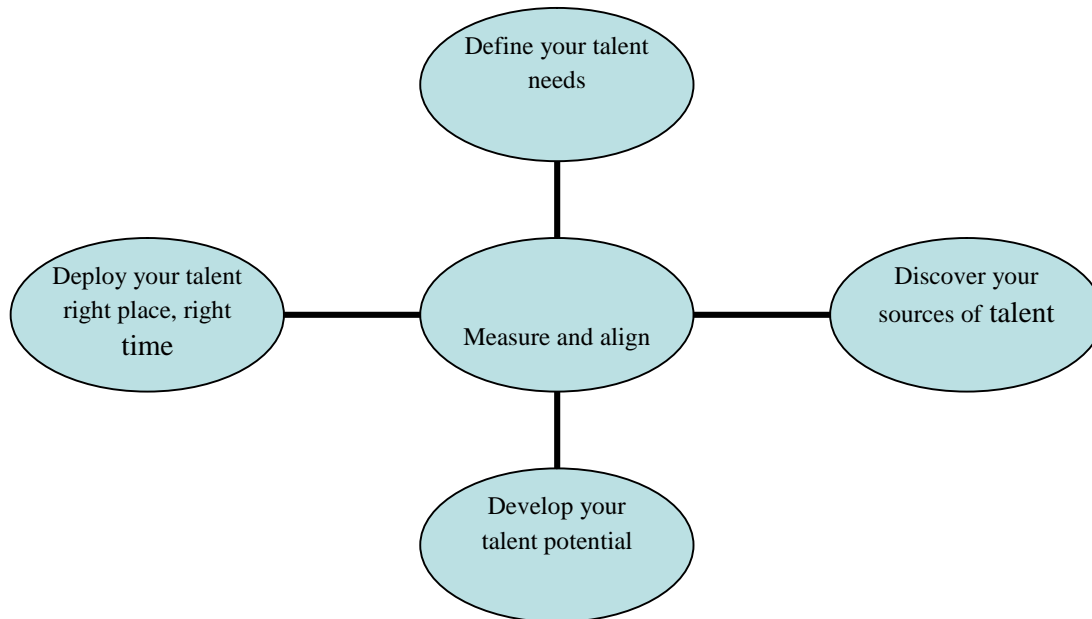
For external recruitment, the first channel on which the company must look is its website. The web has become a prime source of job applications for modern organizations. Almost every applicant will go the website to get more information about the organization. If a company wants to attract talent then a compelling website is needed by offering a clear and immediate appeal to potential applicants from all the segments on which the company seeks. It needs to be easy to use and responsive. Its content should be matched and reinforced in all the other recruiting channels the organization uses including agencies , public job websites , advertising ,direct recruitment , word of mouth and personal contacts. Websites today must be exciting and compelling.

There is a range of public recruitment websites and specialist sites that focus on particular types of jobs and industries. They are all channels to which the organization needs to connect in order to open up access from as many sources as possible. Public websites are evolving to provide more direct guidance to applicants on what skills the organization needs to be successful on the job. It is essential that all the recruitment process used by the organization must deliver the same message about the basic brand of the employer.

### **TALENT MULTIPLICATION**

The Organizations multiply talent by combining and recombining knowledge, skills and competencies throughout the organization to generate superior levels of effort, imagination, creativity, learning, adaptability and performance from the entire workforce. The essence of the truly talent powered organization is that it has a distinctive capability. In today's world given all the challenges having such an ability to unlock talent's full potential will give a long – term sustainable competitive advantage.

### TALENT MULTIPLICATION MODEL



Source: *A strategic approach to talent, 2008*

A virtuous cycle of talent multiplication is set in motion by strong leadership, clearly articulated strategies and a fervent belief in the strategic value of talent that permeates an organization's mindset and culture. When four key talent management capabilities – defining talent needs, discovering talent sources, developing talent potential and deploying talent strategically—are aligned with each other and with business strategy and are highly integrated into business operations, organizations can stimulate the virtuous cycle of talent multiplication and increase the knowledge, skills, competencies and engagement of the workforce to fuel outstanding performance measurement is central, as is the understanding of investment needs at all parts of the talent multiplication cycle and how these drive value and generate extraordinary business results.

#### DRIVING FORCES OF THE TALENT MANAGEMENT

Organizations have been talking about the connection between great employees and superior organizational performance for decades. There are several drivers fueling this emphasis:

##### 1. There is a Demonstrated Relationship between Better Talent and Better Business Performance

Increasingly organizations seek to quantify the return on their investment in talent. The result is a body of “proof” that paints a compelling picture of the impact talent has on business performance.

##### 2. Talent is a Rapidly Increasing Source of Value Creation

The financial values of the company are depending upon the quality of talent.

##### 3. The Context in which we do Businesses more Complex and Dynamic.

Hyper-Competition makes it more difficult than ever to sustain a competitive advantage long term. New Products and new business models have shorter life cycles, demanding constant innovation. Technology enables greater access to information and forces us to move “at the speed of business the recent economic downturn following years of rapid economic growth adds a whole new dimension to how we manage talent.

##### 4. Boards and Financial Markets are Expecting More.

Strategy Business Magazine once described CEO as “the world's most prominent temp workers”. In 2007, CEO turnover was 13.8 percent, and the median tenure for a CEO who left office was six years. Boards and investors



are putting senior leaders under a microscope, expecting them to create value. This pressure, most visible at the CEO level but generally felt up and down the organization chart, drives a growing emphasis on the quality of talent.

#### **5. Employee Expectations are also Changing.**

These forces organizations to place a greater emphasis on talent management strategies and practices. Employees today are:

- Increasingly interested in having challenge and meaningful work.
- More loyal to their profession than to the organization.
- Less accommodating of traditional structures and authority.
- More concerned about work-life balance.
- Prepared to take ownership of their careers and development.

Responding to these myriad challenges makes it difficult to capture both the “hearts” and “minds” of today’s workforce.

#### **CONCLUSION**

To achieve success in business, the most important thing is to recognize the talent that can accompany you in achieving our goal. Attracting and strategically fitting them at right in the organization is the next step. Placing a candidate at a wrong place can multiply the regardless of the qualifications, skills, abilities and competency of that person. The process of talent management is incomplete if the organization is unable to fit the best talent of the industry at the place where he or she should be. Every organization requires the best talent to survive and remain ahead in competition. Talent is the most important factor that drives an organization and takes it to a higher level, and therefore, cannot be compromised at all.

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