

# “Talent Retention & Management for Teaching & Non - Teaching Staff” - focus on Higher Educational Institutes in Bangalore

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## Abstract

There are more than 300 plus educational Institutions in Bengaluru, Karnataka which popularly known as the Silicon Valley of India. It is also the place for many entrepreneurial ventures which have made a great impact on the economy. This place attracts students not only from the Upper Urban strata but also from the semi urban to rural places across the State, Country & Abroad.

Talent retention refers to an organization's ability to keep valuable and skilled employees for an extended period, fostering a positive work environment that encourages engagement, motivation, and loyalty. It's a strategic approach that goes beyond simply hiring skilled people, aiming to cultivate an environment where employees want to stay, develop, and contribute to the company's success.

Talent retention & Management has found new traction in the 21<sup>st</sup> century where in the needs & aspiration of students which now often referred to as Gen Z and Gen Alpha, are digitally native, highly adaptable, and driven by a desire for real-world relevance. In the current scenarios, there is plethora of opportunities for the Teaching & Non-teaching staff with the required talent & temperament to fill the gaps or aspirations for the Gen Z & Gen Alpha students.

Keywords: Work Environment, traction, Talent Retention, Strategic approach, Gen Z and Gen Alpha

## Introduction

Talent retention in the Indian education sector requires a multifaceted approach, focusing on both teaching and non-teaching staff. Key strategies include creating a positive work environment, offering competitive compensation and benefits, providing opportunities for professional development, and implementing robust talent management practices. The challenges are even greater in countries such as our since we have vibrant cultures, believes & ethos.

Talent retention, in its simplest form, is about keeping valued employees from leaving for other jobs. It encompasses a range of strategies and practices designed to make employees feel valued, engaged, and motivated to stay long-term. This proactive approach focuses on creating an environment where employees want to stay and thrive, rather than just preventing exits.

The "three C's" of talent management, often used as a framework for effective talent management, include Competency, Commitment, and Contribution. These elements, when balanced, help organizations build high-performing teams and foster a culture of continuous growth and innovation

According to CIPD (Chartered Institute of Personnel and Development): “Defines talent as those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term, by demonstrating the highest levels of potential”.

Talent retention & Management is a strategic and tactical tool for the success of any institution/organization. Having the best and the most talented employees is not the only the need of the hour but it is equally important to retain them for long term to both the organization and employees to become productive leverage in attaining of the institution goals. Encouraging employees to remain in the organization for a long period is known as employee retention. It is a process in which the employees are encouraged to remain with the organization for life time or maximum period of time. The top talent involves a constant balance between the human desires and the strategic and financial needs of the business. Employee retention is a technique adopted by organizations to maintain an effective workforce and at the same time meet operational requirements. Employees are the greatest asset for an organization. Therefore, every organization must treat their employees as an investment because they add value to the organization. Long-term health and success of any organization depends upon the retention of key employees. To a great extent student satisfaction, academic performance in terms of increased demands in education sector, satisfied colleagues and non-teaching staff, effective succession planning of institution etc., is dependent upon the ability to retain the best employees in any organization. This paper is an attempt to find out Impact of Human Resource Practices on Talent Retention in the Education Sector with special focus on Higher Education institutes in Bengaluru.

## Review of Literature

There are numerous definitions of talent found in the academic Human Resource Management (HRM) literature. Similarly, human resource practitioners' literature also contributes various organization-specific definitions of talent which are highly influenced by the industry type and nature of the work.

Such definitions are dynamic and can vary between organizations, or within the same organization over time (Tansley, 2011). When speaking of talent, we also use the term “talent pool.” A significant amount of the efforts in talent management goes toward managing the talent pool and developing career trajectories of top talent in the firm. This may involve career path planning, setting up pipelines for succession, development programs, and a whole host of other implementable strategies for the high potential and/or high performing employees, as the organization sees fit (Cappelli, 2009). Ensuring that the employees who require adequate attention at any given time are given their dues fosters an emotional bond between the organization and the talent. When push comes to shove, these emotional bonds guarantee that employees do not jump ship (Hewitt, 2011). How organizational talent is defined for talent management purposes is a complex issue, with no consensus in practice as to what such talent is (Tansley et al., 2007). Some argue that “companies do not even know how to define ‘talent’, let alone how to manage it” (The Economist, 2006, p. 4).

Lewis and Heckman (2006) through an extensive review of the literature identified three distinct strains of thought around the concept of talent management which includes- rebranding the human resource management in the label of talent management, concentrating on the development of talent pools, focusing on talent generically irrespective of its organizational boundaries or specific positions.

### Research Methodology

This paper is prepared upon secondary data. The data required is collected from the published information and from the internet sources wherever necessary. The aim of the study is to understand the Talent Management practices at Higher Educational Institutions, Bengaluru.

### Conceptual Understanding

Talent Retention & Management is considered the joint responsibility of national authorities and public higher education institutions. However, in almost as many cases, Talent Retention & Management is considered mainly a task of the institutions. In some cases, the fact that institutions are solely responsible is an outcome of a lack of national strategies in Talent Retention & Management, whereas in others, Talent Retention & Management is considered an important area of institutional autonomy and as such, not interfered with by national authorities.

However, as human resources management is often understood in a rather restricted sense, the fact that in most countries, national authorities set the framework for contracts, salaries and recruitments may have led countries to opt for “shared responsibility”, even in cases where human resource development is not part of the task of one or both levels. While the importance of Talent Retention & Management is recognized in many countries and regions included in this

study, only five countries reported on specific human resource-related strategies at national level. At the same time, national strategies are considered very important by institutional actors and they are needed to support and give direction to institutional initiatives.

### *Talent Management in Education sector*

Educational institutions in India especially those in higher education operating in the public sector have always been in a protected environment. Though privatization has started, these institutions are even today cocooned in their existence because of a number of reasons.

To begin with higher education in the private sphere is exorbitantly expensive given the limited paying power of the masses. Further a number of private universities and institutions are yet to make a name for them as they have not been in existence long enough. In sharp contrast to our government funded, established universities and even some colleges affiliated to them that have been around for over hundred years. These established institutions have strong alumni and are recognized as brands. Further government regulatory bodies and their rules also often deter the growth of private players in the higher education segment. However, these conditions are temporary. State funded universities are already feeling the pressure of reduced government funding. In times to come other changes will further threaten them. The paying power of the middle classes will increase, already the liberal study loans given to students for higher education has made education more affordable. Simultaneously private universities will have been around long enough to make a name and establish themselves as a brand. The question is without managing their human resources effectively can the government funded institutes survive and thrive in the face of competition from private institutions. The answer is a definite no. In the context of higher educational institutions like universities, human resources are also referred to as intellectual capital, so it follows that their effective management is crucial to not only the competitive advantage of the educational institution but also the progress of the nation.

### *Talent Retention:*

- Understanding Employee Needs: Identifying factors that contribute to employee retention and addressing them proactively.
- Creating a Positive Work Environment: Fostering a culture of trust, respect, and recognition.
- Offering Competitive Compensation and Benefits: Ensuring that employees are paid fairly and offered a comprehensive benefits package.
- Providing Career Development Opportunities: Creating a path for employees to grow and advance within the organization.
- Engaging Employees: Actively soliciting feedback and engaging employees in the decision-making process.

- Recognizing and Rewarding Performance: Acknowledging and rewarding employees for their contributions and achievements.

#### ***Talent Management:***

- Attracting Talent: This involves creating a positive employer brand and attracting qualified candidates through effective recruitment practices.
- Developing Talent: Providing employees with opportunities for learning and growth, including training, mentorship, and career development programs.
- Engaging Talent: Fostering a positive work environment where employees feel valued, motivated, and engaged in their work.
- Retaining Talent: Implementing strategies to keep valuable employees from leaving, such as competitive compensation and benefits, career advancement opportunities, and a positive work culture.

#### ***Benefits of Effective Talent Retention and Management***

- Reduced Turnover
- Lowering the cost and disruption associated with employee turnover
- Increased Productivity and Efficiency
- Employees who are engaged and motivated are more likely to be productive and efficient
- Improved Morale and Employee Satisfaction
- A positive work environment can lead to higher morale and employee satisfaction
- Stronger Organizational Culture:
- Fostering a culture of talent retention can strengthen the overall organizational culture.
- Competitive Advantage:
- Retaining top talent can give a company a competitive edge in the marketplace

#### ***Application of Human Resource Management Practices in Retaining Talents***

##### **(a) Recruitment and Placement: -**

These are two important human resource functions that ensure that the organization has an adequate supply of human resources at all levels and in all positions at the right time and in the right place. However, recruitment and placement must be done on the basis of personnel forecasting. Strategies must be devised for recruitment of good and adequate number of Teaching and Non-Teaching staff keeping in minds the current needs as well as expansion plans if any. We should also choose people with an intent to strengthen our Organization vision. Forecasting internal demand for teaching, the student enrollment in all different courses has to be considered. Timelines for recruitment should be established.

Currently we don't find this happening at all. Often posts lie vacant for months especially in highly bureaucratic state funded universities or they are simply filled up from year to year on an adhoc basis. This happens because a single recruitment involves a lot of clearances from various government departments and the whole process is both long drawn and rigid. Lee (2005) mentioned that to gain a competitive edge in the teacher recruitment process it is important to: reduce the bureaucracy of the selection process. In a fast changing environment this approach will have to change or else we may find that the best talent may be quickly absorbed by the private players and the state funded institutions are left with the rejects, thus seriously affecting quality.

##### **(b) Training and Development:**

These human resource functions are crucial because employees once recruited and placed think of how they can grow on the job and within the organization. This is beneficial to organizations also because employees can be best partners in any enterprise if they are maximally developed and when they reach their optimum potential. This also makes them ready to take on additional responsibilities in their current and future positions. This function is all the more important for educational institutions, as training to faculty will have a dual impact, because not only they will get trained but they will also be able to deliver better in terms of teaching, thus benefitting students as well. Currently the only training that takes place after appointment as teaching faculty is the mandatory orientation and refresher courses that staff is supposed to complete. These need to be updated and made more practical and relevant so that faculty is able to gain from such programs. Soft skills training is a must because educational institutions are people places and in a competitive scenario people skills are prime.

**(c) Performance Appraisal** - The performance appraisal function is an assessment of employees "job performance levels" (Kleiman, 2000).

- A good and effective performance appraisal will help to direct employee behavior towards the goals of the organization and it will also help to monitor how well the goals are being achieved.
- Educational institutions need to move beyond the mandatory appraisal systems laid down by regulatory bodies and work out their own systems which help them to decide who the good performers are. This is necessary because the objectives of each institution and the students they cater to are different so the standardized parameters laid down by regulatory bodies do not often yield the results organizations are looking for Compensation and Benefits-Determining the compensation plans keeping in mind the compensation philosophy of the management is a crucial human resource function.
- Two factors must be considered with reference to the compensation package namely the management

philosophy underlying the package and the conditions prevalent in the market. Any compensation package must ensure internal equity as well as market competitiveness hence it needs review from time to time especially in the present dynamic scenario.

#### (d) Employee Relations

This constitutes the core of the human resource function in any organization, Employee voice mechanisms must be encouraged to improve employee management relations. This is all the more important while dealing with the intellectual work force we find in educational institutions. Unfortunately, today there is a void in this area. One factor that has created this void is the massive expansion of institutions and the high level of centralization resulting in a sense of alienation. Employees in large universities today do not often identify with their institutions. Efforts must be made to change this and improve employee relations to foster competitive advantage.

#### Findings and suggestions

- ❖ The human resource practices in education sector of India are Recruitment and Placement, Training and Development, Performance Appraisal, Performance Appraisal, Compensation and Benefits, Employee Relations.
- ❖ The retain strategies of employees are family benefits, incentives for conferences and seminars, increase in pay and perks.
- ❖ Human resource managers are regulating the retention strategies in education sector.
- ❖ In education sector the employees are loyal towards the institution if institution maintains reputation and academic excellence.

#### Conclusion: -

Considering the importance of Talent Retention & Management and the success of educational institutions, it must get its due place in Indian state funded universities and affiliated colleges.

There was no separate department dedicated to performing this function until privatization started & to make any difference because, there were uniform policies across all institutions. Privatization has changed this uniformity and today there are vast variations both in terms of policies and their implementation.

Most of the private universities have realized the importance of the Talent Retention & Management and are having departments dedicated to performing this function instead of leaving this crucial role in the hands of academicians and administrators who may not be trained and equipped to perform this role effectively. Functions of managing human resources can become strategic to an educational institution and become a source of competitive advantage. It is important that employees have one department to contact and deal with for all issues surrounding placement, training, promotion and compensation etc. The human resource function to change from an administrative function to a strategic one so that educational institutions continue to attract quality human capital and gain competitive advantage.

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