

Impact of Talent Management Practices in Higher Educational Institutions

K. M. Chethana ^{1*} & Sonia Delrose Noronha ²

¹ Research Scholar, Institute of Management and Commerce, Srinivas University, Mangaluru 575001, India. & Assistant Professor of Business Administration, St. Agnes College, Mangaluru, Karnataka, India,

ORCID ID: 0000-0002-1805-9217; E-mail: chethanakm8@gmail.com

² Professor, Institute of Management and Commerce, Srinivas University, Mangaluru, India, ORCID ID: 0000-0001-8350-528X; E-mail: soniadelrose@gmail.com

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K. M. Chethana ^{1*} & Sonia Delrose Noronha ²

¹ Research Scholar, Institute of Management and Commerce, Srinivas University, Mangaluru 575001, India. & Assistant Professor of Business Administration, St. Agnes College, Mangaluru, Karnataka, India,

ORCID ID: 0000-0002-1805-9217; E-mail: chethanakm8@gmail.com

² Professor, Institute of Management and Commerce, Srinivas University, Mangaluru, India, ORCID ID: 0000-0001-8350-528X; E-mail: soniadelrose@gmail.com

ABSTRACT

Purpose: *Talent management best practises, including as learning and development, employee engagement, and succession planning, are applicable to all industries, including education. Institutions of higher learning must develop their talent. Due to rising competition, these institutions must map the competencies of their current workforces and address issues with upcoming leadership talent. Finding and keeping skilled employees, as well as managing their weaknesses or maximising their strengths, is another difficulty. Employees believe that their skills and abilities are undervalued, hence organisations are giving up talented and skilled staff to rivals. Additionally, there are no procedures in place that address any deficiencies in knowledge and abilities so that they can perform their jobs successfully. Therefore, getting a staff that lacks the drive to perform at their best is the main issue for these institutions. The purpose of the paper is to examine the effects of talent management strategies in higher education institutions through a literature review.*

Design/Methodology/Approach: *Academic documents, reports, and websites are just a few of the secondary sources used to gather the information for the literature survey.*

Findings/Result: *Most higher education institutions' current talent management strategies are generally ineffective because they fail to engage, inspire, and ensure talent retention as well as enhanced achievement at their institutions. The fact that it takes too long for new hires to be inducted and learn about their institutions' culture and procedures, institutional leadership doesn't prioritise talent management activities, there is a high staff turnover rate in the institutions, and institutional managers in the institutions spend very little of their time on talent management is evidence of the ineffectiveness of talent management strategies in most higher education institutions.*

Originality/Value: *This article attempts to examine the talent management practises used in the higher education industry utilising the secondary data available.*

Paper Type: *Literature Review*

Keywords: Talent Management, talent acquisition, talent retention, talent, talent development and e learning.

1. INTRODUCTION :

A higher education institution is a special type of business whose key objective is to enable residents and students' accessibility to higher education. It does not aim to make money like business entities do. Since higher education institutions play a vital part in the growth of human capital, replacing its leadership skills is a crucial issue since bad succession planning can degrade the institutions' standing. The key value of talent management, when backed by the suitable technique, is that it enables organisations to observe and assess employee productivity, identify talent gap and identify top performers and potential leaders and fill them with targeted developmental opportunities [1]. All industries, including education, can learn from and apply talent management best practises including

learning and development, employee engagement, and succession planning. It's crucial for higher education institutions to nurture their talent. These institutions must map the skills of their current workforces and address difficulties with future leadership talent as a result of increased competition. A further challenge is discovering and engaging talented employees, as well as controlling their shortfalls or making the most of their abilities [2]. By assigning job duties to employees based on their educational qualifications, acquired abilities, and expertise, talent management guarantees that the correct individual is placed on the proper job and can function properly and perhaps contribute to the achievement of long-term corporate objectives [3-6]. Managing talent takes more than one person to equip and engage employees to maximise productivity and spur growth. To excel in talent management, employers must meet a number of obligations, including the following: workforce planning, hiring, learning and growth, quality management, pay benefits, and succession planning. Upskilling current employees is the most crucial aspect of people management. It entails giving serious consideration to the skills you ought to develop for the workforce and the types of workers who would be motivated to learn them. It also entails acquiring the soft talents future leaders will need [7-8].

Talent management also aims at developing and deploying the right people at the right job on time and giving them the right environment to demonstrate their abilities in the best possible way for the organisations. Organizations should have the ability and ability to comprehend the people and the skill that may create value and deliver the competitiveness.

Although talent dwells in the minds of individuals and firms merely integrate and provide systems and structural arrangements for coordination and cooperation between the talented workers, the goal of businesses is neither to create talent nor to acquire it. Instead, businesses are thought of as talent integration institutes [9-11].

Thus, Talent management is a continual, organised process that prioritises the locating the job vacancies, choosing an appropriate candidate, enhancing their abilities and sustaining the individual to accomplish long-term corporate goals [12-13].

The basic components are essential for a successful talent management programme as it will aid the organisation in upholding its core principles and aims, adapts plans to needs, secures the best talent and chooses and develops talents that are a perfect match

Talent management is the sole solution to organisations' problems in the twenty-first century because change is the only constant. Businesses are struggling with a severe talent shortage. Competitive strategies built with the aid of intellectual capital are necessary in this day. It will enable the businesses to outperform their competitors. Retention, engagement, and attractiveness of the qualified employee are critical in this situation. By deploying competent individuals according to their job capacity, talent management plays a significant role in this regard [14-15].

Achieving optimal human resource performance is highly desirable in the context of talent management because talent management takes into account the talent and merit of elites at all organisational levels, as well as processes and, in fact, it is infused with the concept of talent [16]. This study aims to examine the relationship between each of the main dimensions of talent management strategy and the primary variables of faculty member performance in universities because faculty members are one of the main pillars at universities and their performance is crucial to the overall effectiveness of the educational system.

2. OBJECTIVES OF REVIEW PAPER :

Comprehending the importance of talent management in higher education was the study's prime purpose. It looks at the historical components, significance, and contemporary function of talent management as well as its progress. The present investigation makes an effort to explore, identify, and analyse the talent management literature as well as to comprehend how talent management affects organisational performance. The papers covered a broad spectrum of topics, including talent management, talent management, talent development, and talent retention. Each article's conclusions are discussed in detail to give users a thorough understanding of talent management.

The key objectives of this literature study are as follows:

- (1) To comprehend the talent management practices in higher education.
- (2) To analyse the different components of talent management.
- (3) To examine and evaluate the strategies of talent management.
- (4) To identify the scope for further research in the area.

3. RESEARCH METHODOLOGY :

A number of computer-based databases and significant research depositaries, including Google Scholar, Research Gate, Academia, Social Science Research Networks (SSRN), ShodhGanga, Cross References, as well as books, book chapters, websites, and research papers, were used to compile the pertinent literature for the current study. A variety of article genres, including case studies, research papers, review papers, conceptual papers, and working papers, are included as study examples. The search phrases are talent, talent management, talent development, talent recruitment, talent engagement, talent retention, etc. The information has been tabulated and organised according to each term.

4. REVIEW OF LITERATURE/ RELATED WORKS :

4.1 Talent:

People with talent are people in companies who can influence organisational performance either immediately through their contribution or over time by exhibiting the highest level of potential [17-18]. The best and the brightest employees or those who rank in the top 10% to 20% of organisational members in terms of value (the "A" players) are also considered to be talented (Beechler and Woodward 2009; Brown 2014). These individuals are also described as being tech savvy, internationally astute, and functionally agile (Bradford 2005) [19].

The study attempts to shed light on the term —talent. The word "talent" first used in ancient societies as a unit of weight or value. Since then, it has been used to explain human abilities, including talent, wealth, riche, abundance, flair, mind-set, disposition, and powers and gifts. It has also been used to explain intellectual traits related to mathematics, general intelligence or intellectual power, or being skilled in an artistic medium [20-21]. As a result, talent refers to team members who takes an initiative, possess the necessary knowledge and abilities, and show a dedication to the organisation.

Many organisational viewpoints on talent exist; there is no lone, universal definition of "talent" in the modern era across all languages. Modern definitions of talent frequently depend heavily on the type of job being done and are organization-specific. It's critical to have a common organisational talent language. The term "managing people with specialised knowledge and skills" was devised with a great deal of help from management consultants [22].

The development of universally recognised talent management ideas and methods is hampered by the persistent ambiguity around the definition of "talent" in the workplace. We categorise various theories of talent into "artefact" and "subjectivity" approaches (i.e., talent as innate ability, skill as expertise, talent as engagement, and talent as appropriateness) and highlight interactions among and among them, as well as consequences for talent management theory and practise. Lastly, the authors discussed over various research initiatives that could be taken to further the talent construct and, by extension, talent management [23].

To find out how higher education institutions manage their talent, the authors performed a study. The study found that although human resources are unpredictably valuable and have a variety of responses and characteristics towards work, if these characteristics are accurately identified, developed, and used, they unquestionably bring value to institutional general high-quality services [24].

4.2 Talent recruitment:

Talent management and acquisition have become important strategic processes in organisations today. Even if there are more workers available than ever before, it is still difficult for any firm, anywhere in the world, to find the proper talent. To accomplish the strategic goals and guarantee an organization's long-term success, this is crucial. As a result, increased business competition and globalisation have changed the traditional process of hiring human resources into talent acquisition. However, today's organisations still have work to do after bringing in the proper talent.

Identifying the correct skillset focuses on dealing with the issues: the lack of talent with the necessary knowledge and abilities to accomplish well in a specific job, challenge from other industries and multinational corporations, an attitude shift towards recurring job changes, and managing unachievable expectations of employees. The organization's hiring procedure for future and prospective employees strongly influences whether or not workers engage in satisfying the demands of the organisation. The employer places a significant emphasis on the job analysis and job description based on needed criteria during the hiring process, with the hiring of individuals being one of the employer's top priorities. It focuses on developing a pool of qualified, skilled, and talented candidates from which the ideal

candidate for the position can be chosen, enabling that person to work towards reaching the desired outcome. Because it can have a favourable or bad impact on students' academic achievement, the recruitment process at universities is a significant conundrum. Studies have repeatedly shown that one of the most crucial criteria for increasing student accomplishment is instructor expertise [25].

The following is a list of some of the most common questions we get from our customers. The concrete and intangible qualities that each candidate offers to a position must be taken into account by those involved in the search process. Virginia Tech's talent acquisition and recruiting manager, JMahl Stewart, is one of those ensuring that the university hires the best candidates [26].

In order to have a pre-built key talent, "talent acquisition is about truly looking at things from a broad lens of folks and being able to keep those individuals interested."

4.3 Talent development:

The organisational procedure for preparing people for career growth in a way that is consistent with the institution's objective is known as talent development. This entails determining the aptitude and objectives of employees and assisting them in acquiring the knowledge and skills necessary to further their objectives and meet the demands of the business [27].

An intellect organization's most critical capacity is learning and skill development. A successful organisation will have a well-established procedure for the professional development of every employee that is seamlessly integrated with other procedures like evaluation. All procedures should be integrated; for instance, competent assessments and important performance monitoring should serve as the foundation for staff training and advancement [28].

Thus, employees who are given the skills and resources they need to perform their jobs effectively and with awareness of their tasks make fewer mistakes. The right kind of training also raises employee engagement, which improves workers' all-around performance.

4.4 Talent engagement:

One of the cornerstones to institutions' success in producing outstanding academic quality and services for the entire academic community is employee involvement. For universities and colleges to retain productivity and effectiveness, engagement must rise [29]. Several scholars agree that motivated workers have the ability to alter companies in transformative ways.

Faculty members must be actively involved in education. Higher education institutions are believed to be a collection of the most specialised and accomplished minds due to their distinctive character. They act as knowledge repositories, supporting the development of the nation's labour force and, in turn, gratifying the aspirations of the populace for a just and socially inclusive. Universities around the globe present various images of educational philosophies, the system of higher education, and instructor employment [30].

Educational institutions are more reliant than other organisations on the dedication and participation of their teaching faculty [31]. Furthermore, amongst informed workers, the affective commitment has changed from one of employment prospects and commitment to one of the other's profession and progress, which makes employees far more likely to leave businesses in quest of better career opportunities. Organizations whose financial sustainability and existence depend on in-demand people capabilities must do everything possible to retain their human capital [32].

No institution of higher learning can truly guarantee continuity and high-quality contributions over a long period of time without another well, motivated, and productive workforce [33]. The importance of employee participation in educational institutions, it may be argued, vibrates much beyond the confines of the employee, therefore educational organisations should ideally make such actions an integral component of their leadership and management positions. A strong educational institution with a highly devoted and committed workforce has good effects on society as a whole.

4.5 Talent retention:

Talent retention is the technique of encouraging employees to stick around the company for as long as possible or till the task is completed. Both the company and the employee gain from staff retention. Today's workers are unique. Not them, but other people lack access to wonderful possibilities. They move on to the next job as soon as they become unsatisfied with their current employer or position. Employers have a duty to keep their finest workers on staff. If they don't, they won't have any qualified

workers left. A competent employer should be able to draw in and keep personnel. Retention requires five key components: Salary, support, ties, circumstances, and growth, among others [34].

A proactive sourcing to identifying which human capital markets retention has the biggest impact on organisational success is crucial to successful retention management, as is the creation of a specialized and well-organized package of retention activities [35]. Thus, Employee retention refers to the process of encouraging staff members to stick around the company for as long as possible. Both the company and the employee gain from staff retention.

Today's workers are unique. They switch to other organisations when they become dissatisfied. Employers are responsible for keeping their finest workers because, if they don't, the firm will lose its top performers (good employees).

Understanding what the staff need from the company and giving it to them is the best strategy to increase employee retention. The needs of each person would vary, but businesses should be able to identify the boundaries and take appropriate action. It is impossible to accommodate all employee's needs. Nonetheless, the company should convey to its staff that they are its most important resource. Employers can encourage this attitude among their staff by implementing suitable HR practises and rules [36-38].

4.6 Role of talent management in Higher Education sector:

To satisfy the intense demands of industrialization, both the number of higher education institutions and students has been steadily rising year after year [39]. On the other side, these expanding universities and student body stress the nation's finances and dilute educational resources. Schools of higher learning should manage the available resources to respond to this as an academic institution with high expectations for professionalism and staff quality. Using the comprehensive talent management programme as a novel idea to develop human resources in higher educational institution is one option suggested in the development of human resource quality [40-41].

Platforms for talent management make it simpler to find personnel, evaluate skills and credentials, integrate younger workers, maintain employee capabilities, and recognize and appreciate high talent. Business executives can devote even more its time to focusing on growing into a top employer now that they are free of daily matters [42-43]. Educational management and personnel management must reconsider how they identify, develop, and use talent as the standards for measuring academic success rise. For the career management role to remain viable in this experience and understanding sector, several modifications are required [44]. Thus, Talent management is fundamentally a set of procedures used by the business to find, nurture, keep, and assign the right individuals to the right jobs. Talent management practises can affect employees' job satisfaction and enhance their performance [45-46].

5. RELATED WORKS :

As a focus and outcome, a summary of current and significant study-related topics is presented and is shown in the table below. To better understand the research's work in crucial areas, numerous significant academic research articles were assessed. After a thorough review of the relevant writings from the proposed investigation was conducted by using the Google Scholar database, Research Gate, Academia, Social Science Research Networks (SSRN), ShodhGanga, Cross References, books, book chapters, websites, and research papers using key words talent, talent management, talent identification, talent engagement, and talent retention. The key findings are presented in the following table.

Table 1: Scholarly literature on Talent Management Practices in Higher Educational Institutions

S. No.	Field of Research	Focus	Outcome/Observation	References
1	Talent Management	The study examines the impact of talent management practices on employee performance	The findings of the article showed that Employee Engagement mediates the association between Talent management and Employee Performance whereas Talent Management practices	Abdullahi, M. S., et al. (2022). [47]

			(succession planning practice, promotion practice, and performance appraisal practice) have a substantial impact on Employee Performance.	
2	Talent management	The goal of the study is to find a variety of useful solutions that may meet the particular difficulties of managing talent on campuses that are located distant from the home country.	The study looks into the procedures for managing the academic staff talent at foreign branch campuses. These tactics are meant to raise the calibre of the services provided and enhance the institution profiles. Five case studies are provided based on an online questionnaire, sporadic email correspondence, and openly available data. Emerging as a crucial strategic area, talent management is now directly managed at the dean/president level. Recommendations and online job boards are frequently used as means to attract talent, and it is acknowledged that sometimes local compensation packages need to be raised in order to attract and keep talent.	Neri, S., et al. (2019). [48]
3	Importance of talent management	The present research investigated the importance of expertise and Talent Management to education institutions.	Since HRM explains how an academic organisation works to retain its employees and improve workplace circumstances, its effect on TM is essential. This essay goes into great detail about the challenges that the TM department and vice versa must face. The authors also made an attempt to understand more about the requirements, viewpoints, and difficulties experienced by the college's academic personnel.	Saddozai, S. K., et al. (2017). [49]
4	Metrics for talent management	The measures created for finding, rewarding, and retaining talent can assist in creating policies that are in line with the vision of the B School and that	The authors propose a dual talent management model that can assist B School in attaining its ranking goals and compliance aims while also assisting it in aligning	Divekar, R., et al. (2020). [50]

		can assist the B School in achieving both its ranking goals and the legal requirements.	with the college's vision. In the long run, the B School might suffer if its goal and people systematic approach were not strategically aligned. In the absence of this synchronization, it will result in a discrepancy between the B School's declared objectives (vision) and the results it provides to society. The structure offered can help in the identification and growth of the key individuals, key roles, and human resource systems needed for the B School to accomplish its strategic goals.	
5	Human Resource Management practices	The research is needed in light of the significant expenditure on people management administration in academic system.	This study demonstrates that work engagement congruence and staffing management practices both contribute to organisational success and the development of competitive advantage for educational institutions. As a result, educational leaders can employ human resource management techniques to increase teachers' dedication. In order to create a long-lasting, competitive atmosphere within the institution, educational management actions must concentrate on creating and professionalising corporate strategies.	Patrick, H. A., et al. (2012). [51]
6	Talent and knowledge management	To comprehend the significance of talent management and establish a connection between it and the institution's outcomes.	Talent management strategies need careful execution, frequent checks, and ongoing improvement. They are not simply a list of requirements that must be met. There should be comprehensive job descriptions in place. organization-person fit Work collaboratively	Noronha, S. D. (2020). [52]

			Give people appropriate chances for ongoing improvement	
7	Talent Management Process	The article's goals are to study the talent management procedures (TMPs) that are developed from objective one's policies and to identify the best practices currently employed in managing personnel in Australian higher education (HE). Benefits for academic institutions that are practical and centred on developing talent.	The findings demonstrate that the qualitative study investigated the three major issues of talent acquisition, career planning, and maintenance. The quantitative analysis evaluates the level of significance for each of the three TMPs under investigation.	Mohammed, A. A., et al. (2020). [53]
8	Talent Management practices	Importance of talent management practices	Talent management is a purposeful, conscious process used to find, train, and keep employees who have the potential and skills to satisfy the organization's current and future demands. It is said that finding effective hires is the initial step to finding productive employees to keep.	Jothi, A. D. A., et al. (2022). [54]
9	Talent Management practice	The study seeks to examine the talent management practices	The findings imply that some habits are crucial while others are less crucial. While remuneration and succession planning appeared to be more strongly associated to absenteeism, recruiting and staffing, competence management, leadership development and evaluation, and performance management are found to correlate least with absence. While recruiting and staffing as well as competency management are found to have the least correlation with turnover, leadership development and assessment, performance management, compensation, and succession planning are all strongly related to turnover.	Muduli, A. (2008). [55]

			Productivity is strongly correlated with competency management, leadership development and evaluation, and performance management, while it is least correlated with remuneration and succession planning, as well as hiring and staffing.	
10.	Talent management and decision making	In the context of talent management decision making, the study seeks to explain the major challenges that arise.	The authors advocate for the need to create more thorough frameworks to represent the complex collection of environmental elements that influence talent management in the global setting in order to enhance decision-making in this area. The writers begin by reviewing discussions surrounding talent management decision-making. Second, they look at some of the most important variables presently affecting talent management choices.	Vaiman, V., et al. (2012). [56]

Table 2: Scholarly literature on Talent Recruitment in Higher Educational Institutions

S. No.	Field of Research	Focus	Outcome/Observation	References
1	Talent Recruitment	The major goal of this study was to ascertain the connection among admin staff members' talent acquisition, workplace participation, and quality of service perspective.	This study emphasised the significance of supporting staff in higher education institutions using Talent Management methods effectively and the results on positive job-related behaviours including work engagement and service quality. Furthermore, it is crucial for educational institutions to attract and keep top professors because a low faculty retention rate could have negative financial and academic effects. No academic institution can guarantee sustainability and quality over the long run without a well-trained and dedicated workforce. Although the respondents' levels of work engagement were on the average, they nevertheless	Barkhuizen, N., et al. (2014). [57]

			demonstrated a high level of service quality orientation. So, the likelihood that support staff will provide high-quality service increases with increasing levels of work engagement.	
2.	Talent Recruitment	The article aims to evaluate the hiring and screening procedures used by Ghana's public higher education institutions.	<p>The study used a design for descriptive surveys and a quantitative research methodology.</p> <p>The analyses' findings included the following, among others: (a) Public sector higher learning institutions in Ghana primarily rely on recommendations for hiring; (b) Finding open positions and waiting for feedback after interviews were the two most significant problems with the public sector higher education institutions' recruitment and selection practises. It is advised that public universities in Ghana use advertisements (either printed or digital or both) to publicise their open positions rather than relying heavily on employee referrals, even though this is a good concept.</p>	Otoo, I. C., et al. (2018). [58]
3	Major conflicts in Talent Recruitment	The article highlights the disconnect between these HRM tools and the reality of interpersonal relationships in academic recruitment practises, challenging the notion that the distribution of rewards and resources in the academic world is governed by normative standards of accountability and objective performance systems.	For universities, talent and performance management is quickly becoming a strategic HRM concern. The recruitment and selection procedures for junior and senior academic talent in the Netherlands are critically examined in this study to further our understanding of these procedures. We demonstrate how the methods used to manage appointments, find and identify candidates, and factor performance indicators into hiring differ among academic subfields. In talent and performance management for universities, we find three major conflicts: (a) transparency versus autonomy, (b) the power of HR versus the power of academics, and (c) equality versus homogeneity.	Van den Brink, et al. (2013). [59]

4	Talent war	This essay contends that there is no model for these jobs because they often have a wide range of tasks and strategic goals.	A specific promise was made by Universities Australia to each university to recruit at least one Indigenous person to a senior executive job as part of their Indigenous Strategy 2017-2020, which was launched in 2017. This promise has yet to be fulfilled by many universities. While some people have no intention of keeping their word, others struggle to do so despite having an underlying desire to. This study, which draws from a larger investigation into Indigenous leadership in higher education, focuses on the perspectives of three recruiters who were in charge of finding candidates for senior Indigenous appointments. It offers insight into the intricacies of different cultures, challenges in hiring, and important business tactics the sector may use to find the finest candidates for these positions.	Trudgett, M., et al. (2021). [60]
5	Fostering Equity & Diversity in Faculty Recruitment	The study's goal is to look at the difficulties in hiring since equity and diversity must be taken into account.	Academics have particular difficulties when taking part in the hunt for a new faculty member as a search team member, search committee chair, department chair, or dean. Few of us are professionals in academic recruiting, despite the fact that we may be skilled at performing rigorous research, prolific writers, or "sage on the stage" lecturers. All too often, we stumble through the hiring process, earnestly hoping that the individual we choose to work with—the person who will probably be one of our coworkers for decades—would prove to be an esteemed scholar, successful researcher, congenial colleague, and engaging educator.	Fleetwood, J., et al. (2010). [61]
6	Recruitment	The process of identifying and preparing human talent for important tasks and positions in	Since obstacles of a growing marketplace will be faced by organisations in the future, and managing these challenges would demand more capable leaders and executives	Nazari, K., et al. (2015). [62]

		the future through a range of educational programmes	tomorrow would be more efficient, talent management is becoming increasingly crucial in organisations. By definition, talent management is a method for finding, employing, developing, promoting, and keeping talented individuals with the goal of maximising their capacity to produce commercial results.	
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Table 3: Scholarly literature on Talent Development in Higher Educational Institutions

S. No.	Field of Research	Focus	Outcome/Observation	References
1	Talent development	This study tries to pinpoint the clusters that most closely match the institutions' leadership competency frameworks.	The results of the interviews and focus groups show that the leadership ability skills framework has five clusters: personnel performance, mental processes, ahead, influence and authority, and performance and action. Issues that must be taken into account while choosing the next administrators in institutions of higher learning were found within these clusters. Based on the research, a list of qualities that can be used in the future to help higher institutional education leaders improve their sustainability performance was created.	Mohamed Jais., et al. (2021). [63]
2	Faculty development	To compile the information that is currently available to answer the question: "What are the impacts of staff development strategies on the information, mindsets, and abilities of educators in the field of medicine and on the educational settings in which they work?"	Participants in faculty development events seem to regard them highly, and they also report improvements in behaviour and learning. Despite the methodological flaws in the literature, some aspects of programmes seem to be consistently linked to effectiveness.	Steinert, Y., et al. (2006). [64]

3	Effect of Performance Review and Faculty Development to Organizational Climate	Organisational atmosphere, faculty development, and faculty performance reviews are crucial components of the educational setting.	According to the study, the respondents noticed situations for instructor performance reviews. The respondents also concurred on the distinctive viewpoints of faculty development. The respondents also note that the faculty is significantly impacted by the organisational climate. The three variables showed a substantial difference. The three study factors had a clear, favourable association with one another. The performance review forecasts the faculty's organisational climate, which is confirmation.	Asio, J. M. R. (2020). [65]
4	Professional development in Teaching and Teacher Education	Learning, cooperation, professional development efficacy, professional development variables, and difficulties related to the themes.	The amount to which we have diverged from the conventional in-service teacher training (INSET) model during the past 10 years, at least in these publications, possibly stands out more visibly. There is an understanding that teacher instruction and growth is a complicated process that brings together a variety of diverse elements and is defined by an equally important set of factors that drives the topic focus of the studies evaluated, their assumptions, and their inquiry techniques. Moreover, instructors continue to serve as both the subject matter experts and the objects of learning and development at the heart of the process.	Avalos, B. (2011). [66]
5	Leadership development	The goal of this study was to assess how a leadership development programme affected physicians in India's ability to lead.	Medical professionals' leadership skills must be evaluated in order to create effective leadership development programmes. The authors' earlier research has found large deficits in the leadership skills of Indian doctors. In order to strengthen the leadership skills of peak- and mid-career level professionals, writers created a course encompassing several aspects of health-care leadership and analysed its effectiveness.	Gulati, K., Singh, et al. (2020). [67]

6	E learning	The paper focused on E-Learning and Higher Education	As far as Indian higher education is concerned, e-learning is a significant issue. Through this article, a sincere effort has been made to concentrate on the role of e-Learning in Higher Education in India, as well as its concepts, aspects, trends, issues, types, challenges, industry, and market, as well as its advantages and future.	Bhongade, D., et al. (2018). [68]
7	Faculty development	The faculty must, in essence, either accept obsolescence or constantly engage in developmental activities as higher education institutions reinvent themselves.	Higher education institutions must create a sustained, long-term academic development strategy to help their priceless human resources function efficiently and achieve the organisational objectives required to survive in the continuously changing higher education environment. Organisations must give their employees the tools to advance in order to gain a competitive edge and produce the best results. The best way to do this is to organise training and development programmes, which not only help employees develop their skills but also boost their performance, motivation, and sense of job satisfaction.	Chaudhary, N. S., et al. (2016). [69]
8	Teacher development	The paper focuses on developing the personalities and uphold the teaching profession and society.	The emergence of digital tools and a variety of other reasons have caused a dramatic sea change in the teaching profession in the twenty-first century. Along with other things, the complexity of the 21st century necessitates that teacher educators maintain ongoing professional development in order to avoid being irrelevant and alienated.	Srinivasacharlu, A. (2019). [70]
9	MOOCs	In this essay, an effort is made to consider how well MOOCs might support teachers' professional growth in India.	According to the study's findings, MOOCs can be a very cost-effective professional development tool for providing ongoing education to teachers in India. However, before adopting this strategy as a standard procedure for the growth of the teaching profession throughout India, its drawbacks must be taken into account.	Ambadkar, R. (2014). [71]

10.	Faculty development	This particular article looked at the cost associated with hiring new faculty members as well as a willingness improvement of higher education faculty.	For a deeper understanding of the problems, worries, and state of capacity building as well as the role of HRDCs in professors training in Indian Universities and Colleges, refresher programmes for experienced higher education faculty members and short-term courses on professional growth are also examined.	Pritam, B. P. (2022).[72]
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Table 4: Scholarly literature on Talent retention in Higher Educational Institutions

S. No.	Field of Research	Focus	Outcome/Observation	References
1	Talent Retention	Examining the talent retention practises used in private higher education institutions	Many faculty members leave institutions for a variety of reasons, such as a lack of research facilities, poor student quality, institutional welfare measures, and administrative responsibilities placed on faculty members, as was observed during the exit interviews conducted for faculty and non-teaching staff. In this context, it is strongly believed that there is a huge gap between hiring and staying put and that this gap can be filled through effective talent management systems with a special emphasis on talent retention. Many faculty members do not disclose the actual reasons for their departure due to inhibitions.	Krishnan, A. R., et al. (2023). [73]
2	Talent retention	In order to examine the improvement areas based on both "importance" and "satisfaction" criteria, the study adopts and implements the importance-satisfaction model (Yang, 2003).	The findings show that the best qualities for professors include fair and equitable treatment, transparency in the organization's policies and procedures, pension and security benefits, employment stability, fair and prompt promotion mechanisms, and opportunities for progress.	Jora, R. B., et al. (2022). [74]
3	Factors responsible for faculty retention	The goal of the current study was to determine what elements higher education institutions need to retain talent and the	In this study, it was discovered that remuneration, facilities, institute image, relationships, work environment, and work recognition are the main elements that influence talent retention. High job happiness	Trivedi, M. H., et al. (2018). [75]

		connection between talent retention and work happiness.	increases the likelihood that employees will stay with the company, as evidenced by the positive and significant association that has been observed between talent retention and job satisfaction.	
4	Employee retention	The intrinsic incentives one receives play a crucial role in job success, employee satisfaction, and retention.	The paper analysed four factors that contribute to intrinsic motivation: manager support, organisational pride, manager social responsibility, and performance evaluation (PM). We discovered evidence to support the significance of intrinsic benefits as an intermediary factor and the moderating function of some hygiene parameters.	Tymon Jr, W. G., et al. (2010). [76]
5	Faculty retention	Understanding faculty retention as a significant HR issue in educational institutions is the paper's main topic.	Employers do not choose to retain talent; rather, it is a necessity of the hour given the talent shortage facing educational institutions. With the aid of a schematic diagram for the theoretical framework, this paper analyses the impacts of faculty turnover in Indian educational institutions and suggests some ways to reduce it. The present study treats age, gender, marital status, experience, employment tenure, income level, academic designation, and department as independent variables that affect intention to leave. It also treats uncontrollable factors (such as perceived alternative employment opportunities and job-hopping) as well as personal factors and demographic variables (such as age, gender, and marital status) as independent variables that affect turnover intention.	Goyal, J. S., et al. (2015). [77]
6	Talent retention	The study aims to investigate the variation in model estimations across two groups of instructors with different deliberate career paths.	An analysis showed that workplace spirituality improved employee satisfaction and loyalty. On the influences of various workplace spirituality aspects on professional outcomes, differences have been noted. Additionally, it was discovered that teachers'	Aboobaker, N., et al. (2019). [78]

			deliberate career decision moderated these correlations.	
7	Talent retention and job satisfaction	The study aims to determine whether employee retention is influenced by job satisfaction and working conditions and To investigate how the following factors affect employee retention.	The study found that across the teachers who participated, job satisfaction, remuneration, and advancement are significant factors. Both internal and external influences might have an impact on academic retention.	Jayaraman, M., et al. (2017). [79]
8	Talent retention and job satisfaction	Establishing staff retention programmes used in a public higher education institution is the study's main goal.	The study comes to the conclusion that there were significant problems with staff members' satisfaction with their jobs in the place of work under investigation. The study's poor findings may have a negative impact on staff retention in the higher education institution under study. Staff employees worked in a frustrating and unfulfilling atmosphere when basic conditions of service issues were not addressed.	Bhebhe, S., et al. (2016). [80]
9	Non-monetary factors on retention	Investigating the effects of non-financial elements, comprising three sub-domains, such as opportunities for career progression, recognition, and growth, on retaining staff members through the mediating function of motivation is the goal of the current study.	The outcome showed that non-financial factors significantly and favourably affect employee retention. Additionally, motivation plays a considerable mediating role in the link between non-financial elements and employee retention.	Mata, M. N., et al. (2021). [81]
10	Factors Affecting Faculty Retention	In the current study, institutional, workplace, and individual factors that affect faculty retention in several Pakistani business schools were examined.	Faculty members have been demotivated to continue working for a long time due to a lack of high rates of pay, faculty-friendly management practises and administrative structures, promotion of a research atmosphere, and favourable institutional characteristics. The study recommended business schools to meet the financial needs of faculty and offer them chances for career advancement.	Lodhi, A. S., et al. (2013). [82]

Table 5: Scholarly literature on Role of Talent Management Practices in Higher Educational Institutions

S No.	Field of Research	Focus	Outcome/Observation	References
1	Talent Management	It looks at how these two constructs relate to employee performance and, if necessary, suggests ways to alter present procedures in order to improve work performance.	The study's findings highlight the significance of controlling employee recognition in influencing work performance. Independent of time and circumstance, it appears that people's demand for acceptance, respect, and social standing remains a higher order need.	El Masri, N., et al. (2019). [83]
2	Importance of Talent Management	In this study, talent pools and talent management in general are discussed in relation to human resource management practises in the university sector.	It is believed that by fusing a university's strategy with its performance measurements and day-to-day management processes, talent management can offer a conceptual framework to improve performance over the long run.	Bradley, A. P. (2016). [84]
3	Employee engagement	The linkages and effects of communication satisfaction, employee engagement, work satisfaction, and job performance in higher education institutions are examined in this quantitative study.	According to the findings of both simple and multiple regression analyses, communication satisfaction positively affects job satisfaction, employee engagement, and job performance. Job satisfaction positively affects employee engagement and job performance. There isn't any proof, nevertheless, that effective communication and job performance are significantly correlated.	Pongton, P., et al. (2019). [85]
4	Employee Performance	This study aims to investigate the interactions between firm/environmental factors, work-related variables, and worker-related factors, and how these factors affect Employee Performance.	The findings show that flexibility and intrinsic motivation have a direct impact on job performance, whereas working conditions and leadership support have the biggest (direct and indirect) effects.	Diamantidis, A. D., et al. (2019). [86]
5	Faculty practices and student engagement	In this study, the link between faculty practises and student engagement is investigated using	The findings imply that students indicate higher levels of participation and retention at institutions where instructors employ active and interactive learning strategies, involve students in experiences, prioritise	Umbach, P. D., et al. (2005). [87]

		two national data sets.	higher-order cognitive tasks in the classroom, engage students in conversation, present academic challenges, and place a high value on enriching educational opportunities.	
6	Teacher attrition and retention	The goal of the study is to comprehend the causes of teaching attrition or the variables that influence attrition results.	The evidence shows that loss from teaching is (a) not always a "healthy" turnover, (b) influenced by different professional and private factors that change throughout teachers' career paths, (c) more significantly moderated by aspects of teachers' workplace environments than previously suggested in the research, and (d) an issue that can be solved via policies and initiatives. The authors contend that better longitudinal information on teacher career pathways and more complex theories are required, even though academics have made use of several national and state data and have used economic labour theory to issues related to teacher attrition.	Borman, G. D., et al. (2008). [88]
7	Importance of talent management	The goal is to look into issues surrounding managing employees in companies and technical schools that can aid in the expansion and improvement of these schools.	The results of this study may be useful in determining the conditions that result in these institutions having a successful talent management system.	Agrawal, S. (2010). [89]
8	Talent management with its impact on recruitment process.	The goal of the current study is to determine how talent management affects the efficiency of the recruitment process used in universities in Central India. The purpose of managing talent and its importance have been made clear in this paper. It has outlined	It was suggested that colleges and universities need to adhere to a defined recruitment and leadership policy and concentrate on hiring skilled workers in order for their hiring process to be successful. Additionally, educational institutions must set up training courses for staff members that will aid in their development of job-related skills. Benefits of a well-executed people management programme include improved retention rates.	Shrivastava, R. (2022). [90]

		elements that are crucial for its successful application.		
9	Talent Building	There are three goals for this study. In relation to performance, the first one aims to distinguish between intrinsic and acquired talent. The second goal identifies top talent management techniques that the human resources department (HRD) of an organisation can apply. The third goal identifies present employees' behaviours that can be utilised to gauge their potential as talent-developing employees.	Face-to-face semi-structured interviews were performed to collect data using a qualitative methodology. Results indicate that organisations can use talent management as part of a strategic plan to boost performance.	Alruwaili, N. F. (2018). [91]
10	Higher education	The main issues that India has to deal with in higher education are discussed in this paper, along with some government efforts to address those issues.	We need to develop teaching methodology, research-teaching synergy, and alliances between higher education institutions, research centres, and businesses in order to strengthen the higher education system. This is crucial for social cohesion, young empowerment, and economic growth of the nation, in addition to taking care of economic growth.	Sharma, S., et al. (2015). [92]

6. CURRENT STATUS AND NEW RELATED ISSUES :

The review of literature shows that identification of the best talent, development of that talent, and retention of that talent in the institution are all facilitated by effective talent management. Therefore, we can conclude that managing the organization's talent will result in development and growth. Additionally, it is concluded that implementing talent management strategies in educational institutions will aid in the faculty's identification of the core competencies necessary for the job description. This will aid in management by assisting in the recruitment and selection of the most effective employees based on the appropriate competencies, which will result in matching the right job to the right candidate. It is crucial to hire, train, and retain the best candidate for the position because the youth generation is India's future and they are all dependent on the educators who educate and force them to learn in the institutions.

7. IDEAL SOLUTION, DESIRED STATUS & IMPROVEMENTS REQUIRED :

The examination of the literature reveals that not much research has been done in this field. By offering insights from pertinent literature, the talks in this paper seek to suggest potential justifications for the paucity of study in this field.

According to the research, the optimal approach for implementing and enacting talent management in educational institutions can be achieved by creating a flexible strategy plan for institutional talent management, which is used to establish strategies, programmes, and budgets.

Every member of the educational system are exposed to the talent management strategy and institutional talent management culture. A few steps will be taken to accomplish this:

- Establishing a top committee to create an institutional talent management plan.
- Establishing sub-plans.
- Involving some consultative and research agencies in the planning and study process.
- Hosting forums, training sessions, and seminars to propagate the talent management culture, educate individuals on its definition, significance, goals, dimensions, and challenges, and encourage all institutions to adopt talent management practises.
- To organise all necessary policies, regulations, and processes in an institutional talent administration manual for educational institutions.
- To be concerned about administrative body members in educational institutions being qualified in order to boost their efficacy and give them the ability to manage institutional talent.
- To assist the human resource development initiatives at educational institutions by supplying and promoting new skills or knowledge that is mandated by the nature of the work in the context of set strategies.
- To implement competency-based assessment, particularly for newly acquired talents, to assure the quality of performance and outcomes, to hone their knowledge, skills, and behaviour in alignment with organisational goals, and to provide care through ongoing training and development programmes.
- The implementation of effective planning based on functional requirements, the creation of succession and alternative rows development plans, and the selection of staff members based on their credentials, skills, and capabilities.
- Involving the entire staff at all levels in decision-making to guarantee shared accountability and the spirit of cooperation.
- To implement a specific, unambiguous system for confirming skills and talents, and to promote individuals based on performance and talent rather than seniority and age.
- To ensure that educational institutions are competitive, it is essential for them to be creative institutions, which may be achieved by integrating talent management into organisational strategy and human resource management plans.
- Additionally, building a collaborative learning environment in which abilities and talents are developed for achieving objectives.

8. RESEARCH GAP :

Higher education administrations can really profit from the successes that TM has brought to other industries' organisations. Despite the idea that they want to be distinct from the corporate world, institutions must understand that developing talent internally can be extremely beneficial, particularly in light of the current state of the economy, the fierce competition for personnel, and the ongoing requirement to be accountable to their constituents. In this competitive environment, colleges and universities that take on the challenge of developing talent internally to satisfy looming leadership requirements will undoubtedly have an advantage over rival institutions. Learners are taught the TM principles in an academic setting, and they put those concepts into practise when they start or join new jobs. But despite knowing the outcomes of its implementation, it is ironic that universities have not fully adopted it. It is clear from the literature study that little research on TM in higher education is being done, and it was recommended that few institutions adopt formal developmental programmes, leaving the opportunity for growth to serendipity rather than depending on a methodical and deliberate procedure. The academics of Mangalore city, which is the centre of education, will be the subject of the current study.

9. RESEARCH AGENDA :

The researcher suggests the following in light of the review process that was carried out.

1. Whether talent management strategies have an impact in higher education?
2. What are the forces that influence talent the hiring and keeping them in higher education.

3. Explore the effectiveness of talent management in higher education.
4. Gauge the degree of satisfaction with the TM procedures used at institutions.

10. ANALYSIS OF RESEARCH AGENDA :

Educators are one of the key talent communities at universities, thus the framework that has been built and the data from the study offer considerable insight into fostering teacher talent. The management of teacher talent (TM) is necessary in universities because, in the absence of a systems approach, all stakeholders—from students to businesses—will suffer. The study provides insight into a variety of topics related to fostering teacher skill, which will in turn inspire student talent and provide advice to businesses.

11. FINAL RESEARCH PROPOSAL/PROBLEM IN CHOSEN TOPIC :

- (a) **Proposed Title:** Effectiveness of Talent Management practices in higher education sector in Dakshina Kannada.
- (b) **Area:** Dakshina Kannada
- (c) **Target Respondents:** Professors, Assistants Professors, Associate professors, lecturers in Higher education sector.
- (d) **Objectives:**
 - (1) To assess the relative importance of various components of talent management for the employees.
 - (2) To evaluate the effectiveness of talent management practices used by organizations to manage talent.
 - (3) To gauge the level of satisfaction with the TM methods used in colleges.

12. ABCD ANALYSIS OF CHOSEN RESEARCH PROPOSAL :

The ABCD analysis framework was established by Aithal, P. S. et al. in 2015 [93] with the goals of identifying the business pattern and framework and assessing the effectiveness of fostering goodwill among stakeholders [94]. The combined results, which are used to drive value, highlight the best results of each list's advantages, downsides, benefits, and problems. The reader can easily comprehend the straightforward statements used because ABCD stands for Advantages, Benefits, Constraints, and Disadvantages [95]. The goal of ABCD analysis is to evaluate an idea's and hypothetical statement's viability [96]. Aithal, P. S., published the ABCD structure in the context of firm analysis in addition to other publications, where even multiple articles—New Research Indices [97], Six Thinking Hats Based Analysis [98], Organising the Unorganised Lifestyle Retailers [99] and others—have contributed to the collection of various benefits, difficulties, drawbacks, and restrictions. In order to maximise and list the different advantages, disadvantages, problems, and benefits of the research project on women's entrepreneurship and its positive and negative aspects, the researcher has applied the ABCD model as an indicator of analysis [100].

12.1 Advantages:

1. Aids in finding the right personnel, developing that talent depending on their skill gaps, and keeping that talent for the growth and success of the organisation.
2. Assists the organisation grow and flourish by managing the talent that is already there.
3. An improved succession strategy
4. With a talent management system, onboarding can be done in an organised and effective manner.
5. Greater supervisor and staff engagement.

12.2 Benefits:

1. The focus of talent management is to identify and creatively acknowledge staff members for their exceptional performance.
2. Enhanced heterogeneity, fairness, and involvement.
3. Decrease in the labour turnover.
4. Progress in employee's career.
5. The creation of top-notch research and educational outputs is one benefit of knowledge management deployment in higher education.

12.3 Constraints:

1. More possibilities as well as obstacles for talent management include creating a culture of appreciation and reward, raising transparency standards, and reducing complexity.
2. A significant talent management difficulty is figuring out who in the organisation needs to be developed.

12.4 Disadvantages:

1. Managing talent, coaching, and developing employees who operate on a contract or project basis presents a unique challenge. The problem of raising these people's commitment to their employment is much greater.
2. Another barrier to effective personnel management is the lack of awareness of important roles among employees and succession planning.

13. FINDINGS :

The present talent management tactics used by the majority of higher education institutions are typically ineffective since they don't engage, motivate, and ensure talent retention as well as increased achievement at their educational institutions. The fact that it takes too long for new employees to be onboarded and educated about the culture and procedures of their institutions, that institutional leadership does not prioritise talent management activities, that there is a high staff turnover rate in the institutions, and that institutional managers in the institutions spend very little of their time on talent management are all indicators of the ineffectiveness of talent management strategies in the majority of higher education institutions.

14. SUGGESTIONS TO IMPLEMENT RESEARCH ACTIVITIES ACCORDING TO THE PROPOSAL :



The suggested work on the efficiency of talent management techniques in the educational sector is being implemented with the following recommendations in mind.

- Integrating talent management to organisational advancement.
- The second tactic involves integrating talent management into fresh institutional or departmental initiatives.
- The third tactic is to connect institutional effectiveness and talent management.
- The fourth tactic involves fusing institutional innovation with talent management.

15. CONCLUSION :

The conclusion drawn from the aforementioned literature review is that most higher education institutions' current talent management strategies are generally ineffective because they fail to engage, inspire, and ensure talent retention as well as enhanced achievement at their institutions. The fact that it takes too long for new hires to be inducted and learn about their institutions' culture and procedures, institutional leadership doesn't prioritise talent management activities, there is a high staff turnover rate in the institutions, and institutional managers in the institutions spend very little of their time on talent management is evidence of the ineffectiveness of talent management strategies in most higher education institutions.

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