TALENT MANAGEMENT PRACTICES: A NEW FACET OF HEALTHCARE SECTOR

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*"The key to developing people and creating a great organization, is to catch people doing things right."- **Ken Blanchard**.*

Abstract: Today, the dynamic growth of the competitive world has made organizations more competitive. To survive globalization's cutthroat competition, It should proactively face the changes in the scenario. In this scenario, the organization's growth drivers are its human resources. Organizational success depends not only on the organizational policy, but also on the quality of work which can be achieved by the workforce in each sector, including healthcare. Today, the Indian healthcare sector increasingly relies on the brain - not the brawn. Despite ample Human Resource talent, employers are experiencing talent shortages and have difficulty finding and recruiting talented employees, especially for the Nurses positions. India currently has over 3 million registered nurses and midwives, who are responsible for the India's 1.3 billion population, significantly less than the WHO norm of 3 nurses per 1000. India must add more than 4.3 million nurses by 2024 to meet the prescribed WHO norms. The present study is an endeavor to discover the talent management practices in the Kurnool healthcare sector and determine ongoing talent management practices and their impact on employee satisfaction in select Private Hospitals in Kurnool. Moreover, it portrays the diversity in the employees' potential and perceptions in the higher education sector. However, in this study, the 4 most significant areas, Acquisition, Development, Utilization, and Retention, are chosen for analysis.

Index Terms - **Talent, Talent Management, Strategy, Objectives, Acquire, Deploy, Retain.**

I. INTRODUCTION

Today's organizations are expected to identify potential talent and comprehend, conceptualize and implement relevant strategies to achieve organizational objectives effectively. Hence, a serious concern of every Management to survive this *'War for Talent',* is to fight against a limited and diminishing pool of available qualified candidates to replace valuable employees when they leave, dramatically underscoring the difficulty of attracting, motivating, and retaining the best employees in an organization. We must first understand what "TALENT" means to analyze the reasons. People have different views and definitions. According to Leigh Branham, vice president of consulting service at Right Management Consultants and author of the book, *"Keeping People Who Keep You in Business",* 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. We speak of "natural born talent," but those with a gift, knack, ability, or flair for something can refine and develop that talent through experience. Talent, however, cannot be taught. As someone once said, "you can teach a turkey to climb a tree, but it is easier to hire a squirrel".

The present scenario with abundant opportunities has triggered a wave of employees, perpetually *"on the move",* forever seeking better opportunities whenever, wherever and however they can. What is behind the restlessness of these hard-to-keep employees? By focusing on productivity, organizations realize that hiring employees who can do the job and succeed is imperative. The organization no longer wants to hire; they strive to find the right people, bring them into the organization, and retain their services. One of the critical functions of HR is sound Human Resource Planning through which they can project the demand for human resources and formulate strategies for acquiring them. As the leading HR heads of the country point out, the solution is not just about finding the correct retention mechanisms, but it starts from the very beginning by devising ways to acquire the right people for the right jobs.

Talent management is a term that emerged in the 1990s to incorporate developments in Human Resources Management which emphasized the Management of human resources or talent. The term was coined by David Watkins of Softscape published in an article in 1998; however, the connection between human resource development and organizational effectiveness has been established since the 1970s. Talent management is part of the Evolution of Talent Measurement Technologies.

II. TALENT MANAGEMENT:

The success of any sector depends on the employee's contribution and commitment. The growth and success of a company cannot be measured alone on the profits it earns. From HR perspective, effective employees reflect behavior in an organization like-

- Belief in the organization and its objectives,
- Desire to work to make things better,
- Proper understanding of the business context,
- Being respectful and helpful o colleagues,
- A willingness to go the extra mile and Keep updated with recent developments.

Today's Top 10 Talent-Management Challenges:

1. Attracting and retaining enough employees at all levels to meet the needs of organic and inorganic growth.
2. Creating a value proposition that appeals to multiple generations.
3. Developing a robust leadership pipeline.
4. Tap the capabilities of hires lacking the breadth necessary for global leadership.
5. Transferring key knowledge and relationships.
6. Stemming the exodus of Gen X'ers from corporate life.
7. Redesigning talent management practices to attract and retain Gen Y's.
8. Creating a workplace open to Boomers in their "second careers."
9. Overcoming a "norm" of short tenure and frequent movement.
10. Enlisting executives who don't appreciate the challenge.

BENEFITS OF TALENT MANAGEMENT:

- Right Person in the right Job
- Retaining the top talent
- Better Hiring
- Understanding Employees Better
- Better professional development decisions

The process of Talent Management
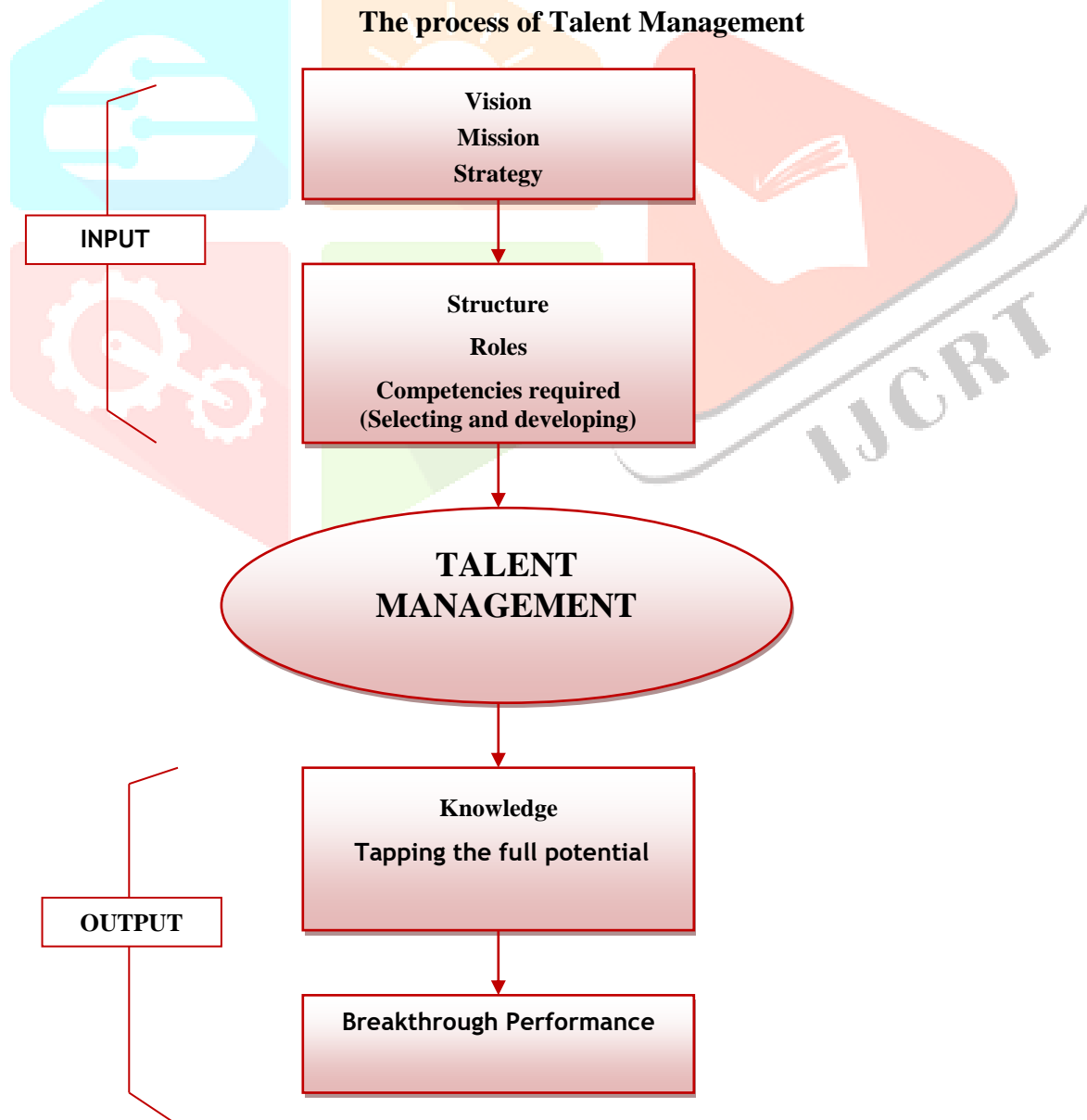
III. REVIEW OF LITERATURE\

Mpho Lerotholi (2021), in his study entitled "Talent Management, Work Engagement and Retention of Professional Nurses in Gauteng Academic Hospitals," has found the relationships between talent management, work engagement, and employee retention to enhance the retention of professional nurses at Gauteng academic hospitals. **Nabeel Al Amiri, Ahlam Abu Shawali (2021),** in their exploratory study "Talent management strategies of a public UAE hospital in the Industry 4.0 era: A qualitative analysis. Problems and Perspectives in Management" found a positive relationship between talent management and hospital's unclear strategies, policies, and practices. **Grace K. Karemu, et al., (2020)** discovered a positive relationship between career development opportunities, the nature of the workplace climate and learning, levels of training and development opportunities available, and the attractiveness of compensation. **Dinçer Atli (2020)** tried to investigate the opportunities and challenges involved in combining the two fields of neuroscience and talent management, starting from the assumption that the need to merge them is justified by their complementarities, rather than by the level of analysis they focus on.

In their study, Giverny De Boeck (2017) found that TM generally leads to 'positive' outcomes for employees and to 'negative' outcomes for employees not identified as talents. In their evolution research, **Tomasz Ingrama, Wojciech Gloda (2016)** established talent management practices suitable for healthcare organizations and future research directions. **Naif Fawzi Al Ruwaili et al., (2013)** have found that Saudi banks are applying talent management to meet the increased competition in global banking. **S. Malathi, M .Ayesha Millath (2008)** in their study discovered that talent management practices and strategies are effective in; Aligning the workforce with the mission and vision of the organization, creating suitable policies that encourage individual career growth and development opportunities, and Identifying and locating the qualified professionals needed. In their study**, Konstantinos D. Mitosis et al., (2000)** conclude that Talent Management strategies in healthcare organizations are essential for the organization's sustainable development and the talented staff and healthcare services patients. The results of Talent Management Factors were grouped into nine categories: Programming, Attraction, Development, Preservation, Performance Assessment, Work Climate, Culture, Succession Planning, and Leadership. Based on these factors, they provide a holistic picture of the referred domain's leading developments.

STATEMENT OF THE PROBLEM

Today, the Indian healthcare sector increasingly relies on the brain - not the brawn. Doctors and nurses are the backbone of our healthcare system. Of course, many other medical professionals, such as orderliness, radiology technicians, and dieticians, are employed in the healthcare industry. Still, doctors and nurses perform the majority of diagnosis and patient care. Physicians deviously have more education than nurses and can prescribe medication. Still, depending on the healthcare setting, there can be significant overlap in the responsibilities of nursing staff compared to doctors. In fact, nurses will provide more time and care to patients than doctors. Nurses assess and observe patients, help doctors create a care plan, and carry out that care plan with medication and treatment administration. Nurses use a variety of medical equipment for both monitoring and performing treatments. They may also do diagnostic tests, take vitals and interpret the results. Individuals caring for patients better than doctors will not get the same credit and recognition.

Despite the masses of unemployed, employers are experiencing talent shortages and have difficulty finding and recruiting talented employees, especially for Nurses positions. India currently has over 3 million registered nurses and midwives, who are responsible for the nation's 1.3 billion population; significantly less than the WHO norm of three nurses per 1000. India must add more than 4.3 million nurses by 2024 to meet the prescribed WHO norms.

In addition to this mismatch between the demand for talents and their supply, a problem in workforce planning arises – the inability to correctly anticipate future talent needs, consequently inducing an inability to find applicants with the required and needed skills. So, do we have the right talent to attract and retain the best available talent? Hence, an effort will be made to conduct a study on the talent management of Nurses in the healthcare sector.

NEED AND SIGNIFICANCE OF THE STUDY

The healthcare sector has become one of India's largest in revenue (372 US$ billion) and employment (employing 4.7 million people). Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance, and medical equipment. The Indian healthcare sector is growing briskly due to its strengthening coverage, services and increasing expenditure by public and private players.

Organizations' local and global success is largely determined by the ability to employ talented people and implement talent management processes encompassing the talent identification, selection, recruitment, retention, development, deployment, and others. Employers are increasingly aware of the need for talent and are interested in their Management, as evidenced by the volume of recent research. The need for talent management increased in service-oriented institutions, especially healthcare services. Talent management significantly impacts patient safety, timely access to care, and cost control, which are considered the most critical operational issues in healthcare organizations.

Gowri Gopal Hospital, Medicover Hospital, OMNI Hospital KIMS Hospital and **OMEGA Hospital** are few of the famous multispecialty hospitals in and around the Kurnool region. Hence, the study has been undertaken to measure the talent management of Nurses in KIMS Hospital, Kurnool, to explore the reality of talent management in the healthcare sector.

Scope of the Study

The present study is confined to exploring Talent Management practices in select Private Hospitals of Kurnool. Furthermore, the study has been undertaken to assess the talent management of Nurses in select Private Hospitals, Kurnool, to explore the reality of talent management in the healthcare sector. Particularly, the study is limited to the various components;

1. Acquisition,
2. Development,
3. Utilization,
4. Retention. Hence, it is highly interesting and valuable to make a study.

OBJECTIVES OF THE STUDY

1. To study the concept of talent management practices in the healthcare sector,
2. To identify key components of talent management practices,
3. To analyze the impact of talent management practices on employee performance & job satisfaction in select Private Hospitals, Kurnool,

Hypothesis:

H_1: There is a significant relationship between talent management and the performance of the employees.

H_2: There is a significant relationship between talent management and employees' job satisfaction.

IV. RESEARCH METHODOLOGY

The present research is empirical. The descriptive research method describes the present scenario of talent management practices in the healthcare sector, especially in select Private Hospital, Kurnool.

4.1 Sources of Data

For the present study, the data has been gathered from both primary and secondary sources. The primary data was collected by distributing a well structured questionnaire and personal interview from the Nurses of select Private Hotels in Kurnool City. The secondary data is gathered from Internet, books, research articles, survey reports, newsletters, various journals and magazines.

Table-4.1: Sample Size

S.No	Name of the Hospital	No of Respondents
1	Gowri Gopal Hospital	50
2	Medicover Hospital	30
3	OMNI Hospital	30
4	KIMS Hospital	40
5	Omega Hospital	30
Total		**180**

Source: *Primary Data*

Table-4.2: Talent Management Parameters And Measurement Techniques Selected

S.No.	Parameter	No. of statements included	Techniques adopted for measurement
A	**Dependent Variable**		
	Performance & Job Satisfaction		
B	**Independent Variable**		*Scale developed*
1	Acquisition	04	''
2	Development	04	''
3	Utilization	04	''
4	Retention	04	''
		16	

Source: *Designed by Researcher*

4.2 Sampling Technique

The sampling method adopted for this study is non-probability convenience sampling method to collect the data from the Nurses of select Private Hospitals, Kurnool.

4.3 Data Collection Instruments

The questionnaire method was adopted to collect the primary data from the respondents. A well-designed structured questionnaire was shared among the Nurses of select Private Hospitals, Kurnool.

4.4 Statistical tolls and techniques

The present study is a qualitative analysis of the response and results based on observations. The gathered data is analyzed and interpreted using Frequencies and Correlation Coefficient Analysis with the help of SPSS-20 Version. Reliability tests are also used to ensure the validity of the primary data.

4.5 Field Work

The fieldwork on the study will start by February 2023 and continued up to April 2023. The data will collect from the customers of 5 main Hospitals of the Kurnool City; viz., Gowri Gopal Hospital, Medicover Hospital, OMNI Hospital KIMS Hospital and OMEGA Hospital in Kurnool.

4.6 Limitations of the Study

1. The present study is limited to Nurses of select Private Hospitals, Kurnool only.
2. The study's results cannot be generalized to other employees like; Doctors, Lab Assistants, and other Supporting Staff.
3. The accuracy of given information may change from time, place, and individual factors.

V. RESULTS AND DISCUSSION

5.1 Results of Descriptive Statics of Study Variables

Table-5.1: Reliability Statistics

Cronbach's Alpha	No of Items
.816	19

Source: Primary Data

The above reliability statistics have shown internal consistency of the set of items forming the scale. Here, the r=0.816, which means that only 81.6% of the test score is reliable and an error may cause the other 18.40%.

Table-5.2: Demographic Profile

Demographic Data		Frequency	Percent
Age	18-25	90	50.0
	25-30	48	26.7
	30-35	30	16.7
	35 & above	12	6.7
	Total	**180**	**100.0**
Educational Qualifications	ANM	24	13.3
	GNM	78	43.3
	B.Sc Nursing	72	40.0
	M.Sc Nursing	06	3.3
	Total	**180**	**100.0**
Job Experience	0-2	30	16.7
	2-5	102	56.7
	5-8	30	16.7
	8 & above	18	10.0
	Total	**180**	**100.0**

Source: Primary Data

Table-5.1 exhibits the response rate for the Age, Educational Qualifications, and Job Experience of the Nurses of select Private Hospitals, Kurnool.

The table shows that majority (50 per cent) of the respondents are belongs to the age group of 18-25 years, followed by 25-30 years 26.7 per cent, and 35 and above are least with 6.7 percent. Concern to educational qualifications majority of the respondents are GNM with 43.3 per cent, followed by B.Sc Nursing 40 percent, and least (3.3 percent) Nurses educational qualification is M.Sc Nursing. In the case of Job Experience, majority (56.7 per cent) of them having an experience of 2-5 years, followed by 5-8 years and 0-2 years with 16.7 percent, private and Government employees are 20 and 10 percent.

Table- 5.3: Role of the Respondents?

Role	Frequency	Percent
Staff Nurse	108	60.0
Trainer	12	6.7
In charge Nurse	48	26.7
Nursing Supervisor	12	6.7
Total	**180**	**100.0**

Source: Primary Data

Table- 5.4: How you had been recruited here

Recruitment	Frequency	Percent
Walk-In/Causal Applicants	162	90.0
Employee Referrals	18	10.0
Advertisements	00	0
Direct call from Hospital	00	0
Total	**180**	**100.0**

Source: Primary Data

Table- 5.5: What makes you stay with this institution?

Opinion	Frequency	Percent
Home Town / Family	60	33.3
Salary Package	78	43.3
Work Environment	42	23.3
No other Opportunities	00	0
Total	**180**	**100.0**

Source: Primary Data

Table- 5.6: Name of the department in which you are enacting as active member

Department	Frequency	Percent
ICU Department	54	30.0
OPD Department	30	16.7
General wards	42	23.3
Nursing Department	54	30.0
Total	**180**	**100.0**

Source: Primary Data

Table- 5.7: Talent development activities carried out at institutional level in the form

Talent Development Activities	Frequency	Percent
Seminars	42	23.3
Coaching/ Mentoring	42	23.3
Certification courses	84	46.7
None	12	6.7
Total	**180**	**100.0**

Source: Primary Data

Table- 5.8: How does your institution utilizing your talent

Utilizing talent	Frequency	Percent
Job Rotation	36	20.0
Job Enlargement	60	33.3
Job Enrichment	42	23.3
Other	42	23.3
Total	**180**	**100.0**

Source: Primary Data

Table- 5.9: Hypothesis: Correlation Coefficient B/W Talent Management –Employee Performance

	Variables	Talent Management	Employee Performance
Talent Management	Pearson Correlation	1	0.077**
	Sig. (2-Tailed)		0.000
	N	180	180
Employee Performance	Pearson Correlation	0.077**	1
	Sig. (2-Tailed)	0.000	
	N	180	180

**. *Correlation is significant at the 0.01 Level (2-Tailed).*
Source: Primary Data

Table- 5.10: Correlation Coefficient B/W Talent Management –Job Satisfaction

	Variables	Talent Management	Job Satisfaction
Talent Management	Pearson Correlation	1	0.067**
	Sig. (2-Tailed)		0.000
	N	180	180
Job Satisfaction	Pearson Correlation	0.067**	1
	Sig. (2-Tailed)	0.000	
	N	180	180

**. *Correlation is significant at the 0.01 Level (2-Tailed).*
Source: Primary Data

Conclusion:

Due to dynamic working conditions and the increased significance of human resource talent, today, talent management practices play a vital role in all service organizations, especially in the healthcare sector. Talent management significantly impacts patient safety, timely access to care, and cost control, which are considered the most critical operational issues in healthcare organizations.

The select Hospitals in the region are ahead in talent acquisition, development, utilization, and retention practices in the region. But, still, they have to emphasize the acquisition of more trainers, the exercise of employee referrals, and the job rotation technique to offer various skills to handle various works in different wards so that nursing staff can acquire the required knowledge and skills to deal with critical conditions.

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