



Talent Management Practices in Banks- A study of opinion and views of Bank Officers

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Abstract:

The present paper deals with opinion of the officers regarding various talent management practices adopted by the bank. In this paper the authors have analyzed the views of the officers regarding talent management practices and how they respond to such talent management practices. The paper throws light on present status of talent management practices and reforms needed in the prevailing talent management practices.

Key words:Talent, Talent management, talent management practices, perception of officers regarding talent management practices.

Introduction:

The term talent development has been used largely to indicate practices adopted by the organisation to enhance quality of available manpower by enhancing their abilities, skills and caliber. Every organisation need employee with high caliber and capacity for improving their performance, enhancing efficiency and productivity. Without developing talent, the organisation cannot utilize available manpower properly. Often there are many employees with hidden talent and potentials. Unless and until organisation makes efforts to develop and enrich its caliber, they can't enhance their performance.

Identifying talent and improving skills, capabilities became the principal task of every HR management department. The focus of HRM has now changed significantly. It is no longer limited to recruiting talented manpower but retaining and enriching available talent.

How the nationalized banks look at Talent Management and what are the practices adopted by banks to enrich talent and utilize it effectively to improve the organisation performance becomes subject matter of the study.

The authors identified select nationalized banks to study prevailing talent development practices in the banks. Hence study focuses at analyzing utility and appropriateness of the talent development practices in select nationalized banks.

Statement of the problem:

The most important responsibility for any organization's HR department is to aptly utilize its talent. No organisation can survive and grow without enhancing quality of HR. Developing HR is a continuous process. Organisation must make special efforts to enrich and enhance quality of manpower. For this organisation must adopt systematic and planned approach for talent development.

Whether the nationalized banks adopt such systematic approach and how they are enriching quality of manpower is the area of present research problem. Hence the title of the study is Talent Management in Banks.

Objectives of the study:

The principal objectives of the study are as follows:

1. To study various talent management practices adopts by bank under study.

2. To understand and analyses the responses of the officers to such talent management practices in the banks under study.
3. To examine utility and limitation of various talent management practices adopted by banks.

Premises of the study:

The principal premises of the study are:

1. Employees exhibit willingness and preparedness to various talent management practices presently adopted by nationalized banks.
2. Appropriate talent management practices are essential for bringing in desired change in the function of the banks.

Definition:

Talent Management: Talent management is a strategy adopted by business so that organizations will enable to retain their top talented employees and performers. It is the activity related with attracting top talent in competition with other employers.

Talent Management Practices: It indicates all the practices that are used by the banks to enhance quality, capacity and caliber of the employees.

Sample: For the present study 6 nationalized banks from area of Mumbai City has been selected. Similarly, a set of 225 officers were contacted to know their opinion regarding the prevailing talent management practices and their perception regarding utility and appropriateness of talent management practices.

Review of Literature:

Diwan V.L.¹, studied the performance parameters in the banks. The author points out that the existing employee performance review form is trait-based than performance-based. The author believes promotional possibilities of officers should not be mentioned in the report since there are other norms of promotion.

The National Institute of Bank Management², in their review, study of training system, found that the training activities in the Punjab National Bank are sufficiently well organized and well-established. Its coverage is high and is manned by a group of relatively more motivated and hard-working trainers. However, the study points out that there is lack of 'learning culture' in the organization.

E.S.J. Abraham³, in his article entitled "Human Resource Development Climate in Banks" surveyed 14 different banks and observed that there is a wide gap between the belief of top management and their practices about HRD. The belief and philosophy are of the ideal order, the practice of it falls way below expectations. The training practices are adopted in the bank for overall development of the employees. Besides, training the widely used mechanism in human resource

¹Diwan V.L.(1986), "A Study of HRD Functions with Special Reference to Performance Appraisal System in Bank of Maharashtra", National Institute of Bank Management, Pune,.

²National Institute of Bank Management,(1986) "Review of Training System in Punjab National Bank", Pune, .

³Abraham E.S.J.(1988), "HRD Climate in Banks, reprinted in A.K. Khandelwal (ed.)", Human Resources Development in Banks, Oxford and IBH Publishing Co., New Delhi, pp.49-65, 1988.

development in banks needs to be evaluated from time to time to verify its effectiveness, the author opines.

Ms. SrividyaPrathiba.C.S and Dr. Lalitha Balakrishnan⁴ in their research ‘A Study On Talent Management Strategies In Private Sector Banks’ aims at identifying the challenges faced by private sector banks with respect to talent management, and findings out the study also aims at identifying the means through which the banks face their challenge of filling the gaps and what are the strategies that need to be devised in order to reform their talent. This paper reviewed and discussed about existing employee engagement strategies adopted by private sector banks and the way in which they retain their core talent. It further aims to provide suggestions as to what should these banks focus on to ensure winning the war for talent.

Swapna and Raja⁵ have stated that high-performing companies place management of organizational talent as a top priority. Strategic and talented management is the corner stone for success in the new talent-based economy. There are numerous reasons as to why recognizing, developing and managing talent is becoming more popular within organizations:

- a. Managing and developing strong HR strategies for talent management and retention is becoming integral part of HR jobs.
- b. New generation private sector banks and foreign banks are competing with each other which has triggered the need for banks to look afresh not only at their recruitment strategies but also in retaining their talent.
- c. Investing in talent will encourage people to stay within the organisation and this will allow a more co-ordinated approach to developing leaders of the future.
- d. It is imperative to identify and groom successors and have proper leadership development strategies and succession planning for all strategic and key roles in the bank. It is not only important to attract talent but also to develop the quality of the attracted talent and retain them.
- e. In a business economy where knowledge is recognized as a prime asset, it is essential that organization’s improve leadership and personal development to ensure retention of valuable talent.
- f. Many researchers had confirmed the importance of talent management in current era of competitiveness.

Talent management is a long term approach figuring out organization required work force and improving organization performance

Prof. Sultan Singh and Pooja⁶ in their study on ‘Impact of Talent Management Practices on Employees’ Performance’ examined the impact of talent management practices on employees’ performance in selected private sector banks. The finding indicates that talent management practices

⁴Ms. SrividyaPrathiba.C.Sand Dr. Lalitha Balakrishnan (2014),“A Study On Talent Management Strategies In Private Sector Banks”,AMET International Journal of Management 71 ISSN 2231-6779 / Jan - June 2014

⁵Swapna and Raja (2012)Business Transformation Management- The Role of Talent Management with special reference to Service Sectors. Adv. Manage. 5(2).

⁶Singh Sultan et. al.(2016) “Impact of Talent Management Practices on Employees’ Performance”, International Journal of Science Technology and Management. Vol. No. 5, Issue no. 8, August 2016.

have direct impact on employee motivation, employee creativity and employee satisfaction and employee competency. The study recommends that there should be healthy and stress free working environment, career progression opportunity, regular training, welcome employees’ innovative idea and transparent proper promotion policy for the management of talent in the organization.

Hitu⁷ the research paper “Talent Management Scenario in the Private and Public Sector Banking Industry” explored the talent management scenario in the private and customer oriented, identification and management of talented personnel become the biggest challenge. The study explores the thrust and initiative on talent management in selected private and public sector banks. Key findings suggest that talent management initiatives are well developed in private sector banks compared to public sector banks in terms of rewards, remuneration and selection procedures. Public sector banks compensates in terms of job stability due to life time employment with post employment pension.

**Analysis and Interpretation of Data:
Talent Development Practices:**

The ultimate purpose of team building can be achieved through appropriate team building measures, talent cultivation. Team building is an essential task of every banking system. How the employees look at the process of talent building is a very important issue. Learning new techniques, encouraging caliber and talent, enhancing skills and talent, providing fair opportunity to exhibit the talent are certain essential activities. Developing a open, free and risk mitigating culture as well as effective integration of different system is also equally important. The employees views towards various aspects of technology deployment, talent utilization, work procedure and knowledge management is studied by the researcher. The responses of the representative employees are collected on 17 different statements. The data is presented here:

Table 1: The Organisation Encourages Employees to learn through New Technology.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	5	1.7	1.7	1.7
	4 Agree	149	49.7	49.7	51.3
	5 Strongly Agree	146	48.7	48.7	100.0
	Total	300	100.0	100.0	

⁷Hitu (2015), “Talent Management Scenario in the Private and Public Sector Banking Industry”, International Journal of Enhanced Research in Management & Computer Applications ISSN: 2319-7471, Vol. 4 Issue 10, October-2015.

Table 2: Assignments are given on the basis of Caliber and Talent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	40	13.3	13.3	13.3
	4 Agree	212	70.7	70.7	84.0
	5 Strongly Agree	48	16.0	16.0	100.0
	Total	300	100.0	100.0	

In the opinion of the officers regarding appropriateness towards talent management practices. The officers of the banks were asked to give their opinion as to how the employees are encouraged to acquire new knowledge and enhance their talent. The data presented in above table indicate the officer of the opinion that (98%) the organisation encourages to employees learn and acquire new techniques and technology. The organisation emphasizes on developing skills and caliber. For this purpose, organisation gives them appropriate assignments, consider their current position, caliber and talent.

Thus it is notice that banks are making efforts to acquire new knowledge.

Policy of Banks towards Talent Development:

Whether the banks have systematic approach towards talent management of existing employees, are the banks are ready with formal and defined approach for talent development. Definite policy toward talent management? in order to analyse these questions, the responses are collected from the officers and presented in table 3, 4 and 5.

Table 3: Organisation doesn't have Policy of using Hidden Potential.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	8	2.7	2.8	2.8
	2 Disagree	25	8.3	8.8	11.6
	4 Agree	173	57.7	60.7	72.3
	5 Strongly Agree	79	26.3	27.7	100.0
	Total	285	95.0	100.0	
Missing	Not Responded	15	5.0		
Total		300	100.0		

Table :4Data Bank should be developed to Enlist the Skill of Employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	24	8.0	8.0	8.0
	4 Agree	213	71.0	71.0	79.0
	5 Strongly Agree	63	21.0	21.0	100.0
	Total	300	100.0	100.0	

Table 5:There is no Policy for Right Assessment of Employee Calibre and Talent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	35	11.7	11.9	11.9
	3 Can't Say	31	10.3	10.5	22.4
	4 Agree	146	48.7	49.5	71.9
	5 Strongly Agree	83	27.7	28.1	100.0
	Total	295	98.3	100.0	
Missing	Not Responded	5	1.7		
Total		300	100.0		

From the data presented in the above tables most of the bank under study have designed a proper and formal system for talent development. The offices of the opinion that banks have definite and well directed towards identification of hidden potentials and development of caliber of the employees. In view of the officers there is a system for talent development. However it may not meet the requirement and expectations of all the employees.

Appropriateness of Talent Management Practices:

Whether the officer of the banks find the prevailing practices appropriate in the prevailing context, whether the officers feels that whether the employees can learn about new techniques and systems and how talent management practices can improve the caliber of the employees is a part of the study. Further in the view of the officer, incentives are given to the employee to learn about skildss and techniques and system. The responses are prenseted in the table 7, 8, 9 and 10.

Table 7: Learning Techniques can help the Employees to Grow with the Time.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	40	13.3	13.8	13.8
	4 Agree	173	57.7	59.7	73.4
	5 Strongly Agree	77	25.7	26.6	100.0
	Total	290	96.7	100.0	
Missing	Not Responded	10	3.3		
Total		300	100.0		

Table 8: Special Incentives should be given to Employee to acquire New Knowledge and Technology.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	44	14.7	15.2	15.2
	4 Agree	173	57.7	59.7	74.8
	5 Strongly Agree	73	24.3	25.2	100.0
	Total	290	96.7	100.0	
Missing	Not Responded	10	3.3		
Total		300	100.0		

Table 9: Employee should be rewarded for Outstanding Performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	29	9.7	10.2	10.2
	4 Agree	178	59.3	62.5	72.6
	5 Strongly Agree	78	26.0	27.4	100.0
	Total	285	95.0	100.0	
Missing	Not Responded	15	5.0		
Total		300	100.0		

Table 10: New Knowledge should be given Special Reward.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	20	6.7	6.9	6.9
	4 Agree	172	57.3	59.3	66.2
	5 Strongly Agree	98	32.7	33.8	100.0
	Total	290	96.7	100.0	
Missing	Not Responded	10	3.3		
Total		300	100.0		

From the data presented above it is clear that in view of the most of eh officers employees are willing to learn new techniques and system. They are having inclination to understand impact of new techniques and technology on their job performance. They are willing to enhance their performance and enrich their personality.

The officers feelthat the employee who exhibit willingness should be rewarded with incentives and rewards. For acquiring new knowledge and skills. This will also motivate other employees to learn new techniques and technology and develop a favorable in view towards talent development.

Opinion of changing environment and talent management:

The officers are also asked to give their opinion as how the techno-socio environment affect organisation and what is the role of talent management practices in this changing scenario. The data is presented in table 11 and 12.

Table 11: Organization should Develop System in Tune with Techno-economy and Political Changes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	17	5.7	5.9	5.9
	3 Can't Say	20	6.7	6.9	12.8
	4 Agree	194	64.7	66.9	79.7
	5 Strongly Agree	59	19.7	20.3	100.0
	Total	290	96.7	100.0	
Missing	Not Responded	10	3.3		
Total		300	100.0		

Table12: Competition is Inevitable in our System the only Solution to face Competition is to develop Employee.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Can't Say	16	5.3	5.4	5.4
	4 Agree	181	60.3	61.4	66.8
	5 Strongly Agree	98	32.7	33.2	100.0
	Total	295	98.3	100.0	
Missing	Not Responded	5	1.7		
Total		300	100.0		

From the data presented above it is notice that most of the officers feels that there is need to develop appropriate talent practices and training programmes which will befit in the socio-economic changing scenario.

It is also notice that the is needed to develop a more comprehensive and appropriate talent management system which can meet expectations of the employees as well as organisation.

The information presented and cited above helps to make certain important observations. They are:

1. The bank as an institution encourages employee to learn about the new technologies and system.
2. Most of the officers feels that employee have moderate chance to exhibit their talent and skills.
3. Bank do not have well structured data bank to know about the skill and talent possess by the employee.
4. In view of representative employees, employee learn new technique with changes in time, however they are not akin to learn system on their own.
5. Officers feels that they should be encouraged to learn new techniques and knowledge system through appropriate measures and incentives.
6. Employee should be rewarded when they perform better and take initiatives to learn.
7. Bank as an organization should develop appropriate system to match with socio-economic and political changes.
8. Officers feel that the existing system should be made more competitive which will enhance employee caliber and competence.

Conclusion:

- i. Officers feels that the existing talent development scheme of the bank need reform.
- ii. The caliber and competency of employees is underutilized.
- iii. Talent management schemes are not rightly positioned, as employees can't be exhibit their talent and organization are put to loss.
- iv. Bank should encourage skill development system.
- v. Merit based performance system should be encouraged by the bank.
- vi. The barrier in the open work flow should be discouraged in the bank.

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