



COMPREHENSIVE STUDY OF TALENT MANAGEMENT PRACTICES AND ITS EFFECT ON TEACHERS JOB SATISFACTION IN HIGHER EDUCATIONAL INSTITUTIONS

Yashashwi.A. Ail¹, Dr. PK Suresh Kumar²

¹Research Scholar, Institute of Management & Commerce, Srinivas University, Mangalore - 575001, India Orchid ID:0000-0002-9408-7439

²Research Professor, Institute of Management & Commerce, Srinivas University, Mangalore-575001, India Orchid ID:0000-0002-0452-677

ABSTRACT

Objective: One of the key industries for an individual's total growth is education. Without significant investments in human capital, no nation can have sustainable economic growth. The term "talent management" refers to the practise of attracting, fostering, and retaining employees in the educational sector through the provision of a reliable knowledge pipeline and the qualification of individuals who are crucial to the institution's success. The goal of talent management is to strategically recruit, retain, and develop a staff. Talent management, a crucial component of human resources management, is crucial in ensuring that the Teachers are happy with their jobs and they stay with the Institution . Establishing the Effect of talent management practices on Teachers Job satisfaction in Higher Educational Institutions/Universities is the primary goal of this research.

Methodology: This study made use of secondary sources in order to have comprehensive evidence-based study on TM Practices and its Effect on Teachers Job satisfaction in Higher Educational Institutions/Universities. The semi-systematic review is carried out using various Journal publications and articles from newspapers, Google Scholar, Srinivas publications, Research Gate, SSRN, and other sources.

Findings: The outcomes of the study publicized that TM practices specifically,

- Recruitment and selection for Talent Attraction,
- Coaching and Mentoring for learning and Development of Talent,
- Compensation for Retention of the Talent .

These have significant positive effect on Employee Job satisfaction among the Teachers/Faculty/ Professors working in Higher Educational Institutions/Universities.

Practical Implications: This research will inform the HEI's to understand the increasing importance of identifying, sourcing, utilising and retaining the talented employees by providing utmost Job satisfaction. In recent times, Higher Educational Institutions/Universities are losing some of its faculties/ Professors to other Institutions. This challenge is studied in-depth and will create awareness about the Influence and need of Talent Management Strategies to be adopted in such Institutions/Universities.

Originality Value: As a secondary data-driven study, it may provide an overall perception on the TM Practices and its Effect on Teachers Job satisfaction in Higher Educational Institutions/Universities. This study is Original and has its value which will help in finding the TM Practices that Effect Teachers Job Satisfaction in Higher Educational Institutions/Universities.

Paper Type: Research Case Study

KEYWORDS: Talent, Talent Management , Talent Management Strategy , Job Satisfaction, Education Sector, Talent Retention, ABCD Analysis.

1. INTRODUCTION

Today's higher education industry is experiencing a number of new developments that revolve around TM , which is the practice of attracting, fostering, and keeping employees by providing a pipeline of qualified candidates. The goal of talent management is to strategically recruit, retain, and develop a staff. To make sure that employees are happy with their work and stay with the company, talent management, a crucial component of human resources management, is essential. The educational industry is dealing with a number of problems. One of the main problems is the lack of skilled and competent professors and instructors. Higher educational institutions are now



concentrating on what to do to keep the skill and how to grow it. Over the past two decades, TM has attracted a lot of interest from academics and industry professionals. Studies demonstrate that TM has the ability to anticipate a range of individual and organizational outcomes. One of the most important management tools for 21st century human capital management is talent management because the most important resource for businesses competing in this century is not land, capital, or other tangible assets, but rather the human capital required to transform organizations for the global marketplace and maximize the advantages brought about by the current technological boom. Over the past 20 years, talent management has drawn more and more attention. Companies and organizations are starting to show interest in the idea. (Al Ariss et al., 2014).

Due to the arrival of prospective talent into the business or educational sectors, Talent Management (TM) systems and practices are unavoidable. To ensure that teachers are satisfied with their jobs, the human resources department must measure and put into action all strategies that might be suitable for their needs and goals. People with talent are those in organizations who can make a difference in how well the organization performs, either immediately through their contributions or over time through exhibiting their highest level of potential. Despite being repeatedly shown to be important and a competitive advantage for institutions, talent management is still a relatively undeveloped and new topic in the realm of human resource management for many organizations. Institutions lack information about the plans employed in talent management that are supported by the higher education system, as well as the efficiency of those plans. Businesses and industries are worried about having the right talent to compete in today's market.

Goffee and Jones has defined "Talent" as a small group of individuals who have the ideas, knowledge, and abilities to produce uneven value from the resources at their removal. (Tansley et al., 2006) noted that talent can be viewed as a complex mixture of an employee's abilities, potential, knowledge, and cognitive capabilities. Values and job preferences of employees are also very important. When a worker feels valued, they will be more at ease, content, and productive. In addition to increasing efficiency, it also enhances performance quality, aiding in the company's successful market share acquisition. Keeping a happy employee means they will not look for other employment possibilities, which helps the employer.

Job happiness is a difficult concept to describe and categorise. The 1920s saw the most widespread adoption of the idea. The value of job satisfaction was more understood in the 1930s and 1940s, and it was believed that how people felt about their jobs had an impact on the quality of their work. Employee happiness and loyalty must be understood by managers, retention specialists, and HR staff. HR is concerned with how loyal the staff is to the company. Measurement of employee satisfaction is one of the most important aspects of HRM. Lewis and Heckmen states that there are three basic ideas of talent management:

- 1) A set of human resource department techniques
- 2) The movement of people through an organisation, and
- 3) The recognition, sourcing, and development of employee talent

The expansion of the education sector is wholly dependent on the variety of workers that are retained as faculty. The faculty/Teacher is responsible for establishing the institution's future image and quality. As a result, finding the suitable staff to hire presents a challenge for educational institutions, and high employee turnover poses a serious threat to businesses.

2. LITERATURE REVIEW

With the aid of search terms like Talent, Talent Management Strategy, Job Satisfaction, Education Sector, and Talent Retention, a systematic review of the literature that has been published between 2015 and 2022 is carried out. Various studies have been conducted on the subject of TM all around the world, however more research is still needed in some regions like Education sector. TM has been researched from different angles, and each industry perceives and understand it in accordance with its unique needs. Research has shown a connection between TM and job happiness in the public sector. In a sample of local government employees, Magolego et al. (2013) discovered that talent is a positive predictor of job happiness/satisfaction. The goals may change depending on the perspectives of the researchers, just as the definition differs from researcher to researcher. Several papers have been gathered from Google Scholar using the terms "Talent," "Talent management," "Talent management Strategy," "Job Satisfaction," "Education Sector," and "Talent Retention." This method made it simple for the researcher to look up relevant articles for the study and review them to identify the gaps.



Table No.1: shows the various studies conducted with regard to Talent Management Practices and its influence on Teachers Job Satisfaction in HEI's.

S. No.	Field of Study	Focus	Findings/Observations	References
1	Talent Retention	Discover the variables leading to retention of valued Employees	South African talent placed great significance on essential variables, even if market opportunities were also considered highly significant in employees decisions to leave.	Birt.M et al., (2004).[1]
2	TM for the Twenty-First Century	Build a new model of TM better suitable to today's realities	The language of the talent-on-demand structure is driven by operations-based tools better suitable to the challenge of uncertainty	Cappelli, P. (2008).[2]
3	TM in Education Sector	Strategies to adopt for Talent Retention	Factors that contribute to faculty retention and recruitment are benefits, supportive environments, spouse employment opportunities, start-up and resources and salaries.	Tyagi et al., (2017). [3]
4	Talent Management Implications in Banking Industry	Define the relationship between TM and organizational performance	Implementing the TM Practices will result in increasing employee satisfaction, improving the cooperation between team members and department, enhance business leadership skills, and the overall financial result of the organization.	Elia et al.,(2017).[5]
5	Effect of talent management (TM) practices on employee performance (EP).	Talent Management practices(SPP,PP & PAP)	Talent Management practices (succession planning practice, promotion practice and performance appraisal practice) have a significant effect on Employee Performance , while Employee Engagement mediates the relationship between TM practices and EP in Malaysian Private Universities.	Abdullahi et al.,(2022).[8]
6	Identify the relationship between talent management and teacher leadership development.	Talent management and teacher leadership levels.	Talent management and teacher leadership practices were at high levels. There is a significant positive relationship between talent management and teacher leadership development.	Harun et al.,(2020) .[17]
7	Developing talent management crisis model for quality life	Testify to the presence of a comprehensive talent strategy in talent management crisis model	TMP is a vital creativity of human skill that can facilitate EVP for employees of the banks. TMP will predispose bank employees to have an effective EVP	Tajuddin et al.,(2015) [26]
8	TM in the global context.	link between strategy, capability and talent	Talent is not common, and that a contingency approach to TM is essential.	Vaiman et al.,(2017).[27]
9	Role of talent management on the Talent Pool	Talented human resource supplying and maintenance	The talent management has a meaningful relationship with talented human resource supplying and maintenance.	Nosh Abadi et al.,(2015).[28]
10	Talent Management process	Identify the best practice in terms of the TM process	TCS has a vigorous process in place not only to acquire the best talent but also to cultivate the existing talent within the company	Crasta et al.,(2021).[29]

3. OBJECTIVE OF THE STUDY

- 1) To study the Talent management practices that exist in Education Sector .
- 2) To examine the Talent management practices provided for Teachers/Professors/Faculties in Higher Educational Institutions .
- 3) To Identify the Talent Management Practices which are profoundly influencing the job satisfaction and productivity of the Teachers in HEI's



4) To Analyse the study using ABCD Analysis Model.

4. RESEARCH METHODOLOGY

In order to conduct thorough, evidence-based research on the strategies and practices of talent management and how they affect satisfaction among Teachers/ Professors working in HEI’s and universities, this study used secondary sources. Various Journal publications, media stories, Google Scholar, Srinivas publications, Research Gate, SSRN, and other sources are used in the semi-systematic review.

5. TALENT

Talented people in organizations are those who can influence the performance of the organization either straight away through their contribution or over time by showing their highest potential. The term "talent" also refers to employees who are technically literate, globally aware and adaptable to their ways of working. These are the brightest and best employees who are in the top 10-20 percent of the organization's membership and are considered the organization's "A" players , as per some of the research studies. Talented are therefore defined as individuals who acquire the necessary knowledge, skills, right character and attitude, and those who want to learn and show commitment to the organization.

5.1. TALENT MANAGEMENT

Institutions always recognize workforce talent management as a central strategic issue. This is because companies often fail to re-examine the value proposition of their employees, making it difficult to find, retain and grow the best employees . Different people have different ideas about what is meant by the term "talent management". The systematic recruitment, retention and development of highly valuable employees is known as talent management . Identifying, evaluating and developing talent for future key roles in a dynamic and continuous process is another, more enlightening definition of talent management that ensures continuity and superior organizational performance .The process of talent management focuses on the development of managers and employees for the better future of the organization . Every business, regardless of industry, needs to have the right HR experience if they want to scale and innovate. Organizational capability can be strengthened through human resource management to ensure organizational success . People in an organization who are considered "talent" gain access to other management processes and opportunities through TM. Effective talent management requires that talented employees begin to consider themselves part of the organization, bring value to it and remain loyal to it. Having the right people, consisting of qualified professionals who have succeeded in their field and acquire the necessary ethics, skills and experience, ensures that employees maintain professionalism in all aspects of their business .

5.2. TALENT MANAGEMENT THEORIES

Many theories and references have been developed to improve employee performance. Based on the special resources, assets and talents of the individual members of the organization, the distinctive competence of the company is confirmed. Wise use of these resources can give a company a competitive advantage . Resource-based theory and talent-based theory are the two main theories that explain how to do this. According to the talent-based theory, employees are the only the source that helps companies achieve and maintain a competitive advantage. Therefore, firms should focus on finding and retaining the most experienced employees . In other words, the resource-based view states that an organization's ability to compete effectively depends on its access to valuable, unique, and hard-to-replicate resources, and skilled human resources is one such limited resource that supports long-term success. According to these views, a company can fight back to achieve organizational success if it lacks processes and structures to manage such skills, because employees may not give their full strength and ensure the success of the company . The present study argues that TM techniques increase Teachers job satisfaction in light of the above beliefs.

5.3. TALENT MANAGEMENT PROCESS

ORGANIZATIONAL ACHIEVEMENTS	EMPLOYEE
Recruitment	Right Employees
Performance Management	Performing the Right Job
Succession Planning	Right Time
Training & Development	Right Place
Retention	Right Skills & Ability

Source: . From “A Framework for Talent Management,” 2007, *Workforce Management*, 86(12), pp. 7-8.



Without a doubt, a company's best resource is its workforce. Today, finding the best talent in the field has become one of the priorities of companies. In such a dreadful environment, hiring valuable professionals in the field has become the best talent management technique to identify and chase organizational skills. Targeting people is the beginning of a never-ending process. The procedure controls how talented people enter and leave the company. Talent management is essential for the survival and success of companies.

5.4. STAGES INCLUDED IN TALENT MANAGEMENT PROCESS

- 1) **Understanding the Requirement:** This is the first step and is essential to the overall success of the proceedings. The main goal is to identify the need for talent. At this stage, the main task is to create job descriptions and job descriptions.
- 2) **Talent acquisition:** The second stage of the talent management process involves identifying the top talent in the industry. The main duty is to search for people who meet the criteria.
- 3) **Attracting talent:** since the whole process depends on it, it is significant to find skilled people to work. Hiring top industry experts is indeed the primary goal of the talent management process.
- 4) **Recruiting Talent:** This is where the hiring starts. People are now invited to join the group.
- 5) **Talent Selection:** This involves meeting a variety of people who may or may not have the same qualifications and skills as the job description. The organization invites the candidates who made it to the next round.
- 6) **Training and Development:** The best candidates are hired and then trained and developed to achieve the required results.
- 7) **Retention:** This is probably the only goal of the talent management process. Hiring them doesn't quite serve the purpose. Many variables affect retention, such as pay scale, job description, job difficulty, classification, individual personal growth, recognition, culture and fit for the job.
- 8) **Promotion:** No one should be in the same position with the same duties in the organization. Employment enhancement is crucial.
- 9) **Competence survey:** The skills, knowledge, abilities and development of the workforce are assessed and then Management can quickly determine if a person is suitable for further promotion.
- 10) **Performance Evaluation:** To determine the true talent of an employee, it is important to evaluate his current performance. To see if the person can handle the extra tasks or not.
- 11) **Career planning:** If the employee can handle the increased workload and tasks properly, the management should arrange his career in such a way that he feels rewarded. Recognizing their work helps keep them on board longer.
- 12) **Succession planning:** Succession planning mainly focuses on who will succeed whom in the near future. An employee who has given his best to the company and has worked there for a very long time definitely deserves the position of manager. Management should develop plans for the timing and methods of follow-up.
- 13) **Exit:** If the person retires or leaves the organization, the procedure is finished.

6. TALENT MANAGEMENT IN HIGHER EDUCATION SECTOR

India's HEI's have been affected by constant changes in recent years. The Ministry of Human Resource Development (MHRD), University Grants Commission (UGC) and All India Council for Technical Education was the driving force behind this movement (AICTE). Some of the initiatives of MHRD and UGC include changes in policies, procedures and rules to determine mandatory conformity, introduction of National Institutional Rating Framework (NIRF) to rank business schools and colleges in India; the status of award categories and the restructuring of the accreditation process. Higher education in India has changed in recent times. The main goal of all these reforms was to raise the level of education and make it more result-oriented in accordance with modern requirements. Another goal was to implement those improvements that could significantly standardize education and facilitate student mobility, credit transfer, and credit equivalence. The Indian government aims to bring the quality of higher education on par with the United States and other industrialized nations by ensuring transparency, accountability and objectivity.

6.1. RATIONALE FOR TALENT MANAGEMENT IN HIGHER EDUCATION

A HEI is a specialized enterprise whose main purpose is to ensure access to higher education for community members and students. Its purpose is not to make money as commercial establishments do. Since HEI's play a key role in human capital development, replacing their management skills is a key issue, as poor succession planning can weaken the status of educational institutions. The following are the reasons why higher education needs talent management :



1. Increased competition between higher education institutions (both public and private)
 2. The need to identify the skills of the current workforce
 3. Future management issues
 4. The difficulties faced by institutions in recruiting and retaining employees
 5. Demographic and external labour market changes
 6. Skills shortage (7 out of 10 organizations now report an increase in unsuitable candidates)
 7. Knowledge under-utilization in the current workforce.
- Therefore, it is necessary to make more efficient and flexible practices in the management of Talented Employees.

6.2: TALENT MANAGEMENT IS SIGNIFICANT AT HEI’S

It is important for universities to manage their talent. Those institutions must map the capacity of their current workforce and address TM challenges arising from increased competition. Another difficulty is finding and keeping talented employees and managing their shortcoming or exploiting their talents. In addition, it is important to note changes in the external labour market and demographic structure. The trends listed below support the need for a paradigm shift in TM in higher education:

- Literature and research have shown how ineffective performance and reward programs support strong and effective talent management.
- A lack of attention is given to management development and monitoring, although it now receives more attention than in the past.
- Educational institutions often do not collect, evaluate and use data on talent and task fit, so strategic talent is not a very devoted and important topic for them.

6.3: HEI’S MUST AID GOOD TALENT MANAGEMENT PRACTICES

Without the necessary support, it is difficult to better manage talent. Strong links between strategic plans and HR requirements are essential, as are senior officers who act as advocates, mentors and program managers. All levels of the organization must develop talent holistically, and mentoring and other career growth opportunities are critical to these efforts. Policies must take into account the fact that HR managers at large institutions deal with multiple constituencies, administrators, faculty, and operations staff, each with their own procedures for hiring, rewarding, and evaluating employees.

6.4: TOP TALENT MANAGEMENT STRATEGIES FOR HEI’S

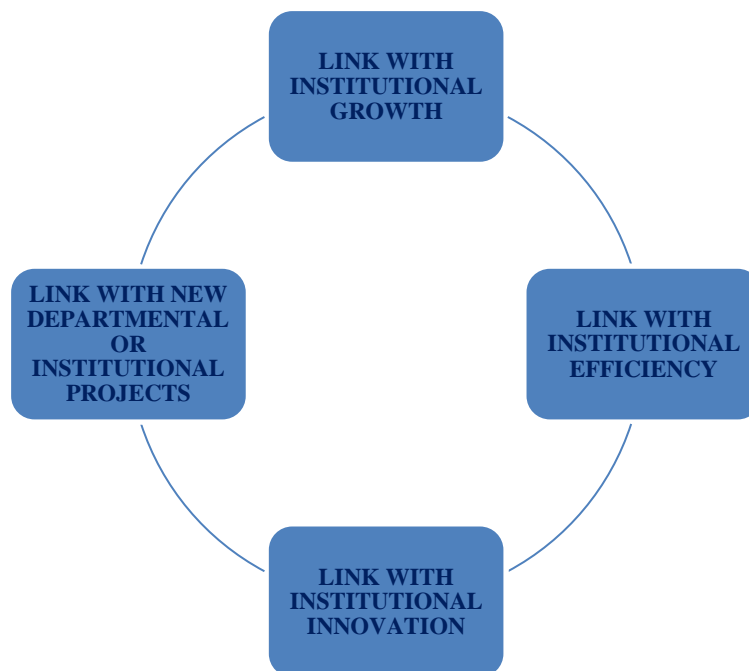


Fig 1. Developed by the Researcher based on above concepts



- **Link with Institutional growth:** The institution grows as a result of increased efficiency, improved alignment, rewards for excellent performance, successful recruitment, enough funding, and bench strength.
- **Link with new departmental or institutional projects:** To achieve success, these call for a plan for the workers. The likelihood of success is increased by having a good hiring strategy and keeping everyone on the team focused on the objectives.
- **Link with institutional efficiency:** An organisation can accomplish more with less by making quality hires and ensuring that information is available when needed.
- **Link with institutional innovation:** Innovation modifies institutional procedures, and its effectiveness depends on how well-equipped staff are to adapt. Key measures include ERP systems, targeted hiring, internal talent development, and incentives for innovation.

7. FEATURES OF GOOD TALENT MANAGEMENT

The word talent management has the following features, as per the definitions given by various authors. The list goes as follows:

1. Select the best candidates
2. Make room for new faculty
3. Consult with Teachers/ professors about their career goals.
4. Offer the Teachers/Professors training Opportunities.
5. Give faculty members opportunity for professional growth
6. Present suitable honour and prizes
7. Encourage faculty advancement.
8. Establish a work environment with meaning and purpose.

7.1: BEST PRACTICES FOR TALENT MANAGEMENT

1. The organization's entire business plan and talent management must work together seamlessly.
2. Members of the talent management team must take highly proactive action.
3. The talent management staff must be very clear about the candidates it is seeking.
4. The organization needs to put in the effort necessary for effective talent management.
5. Making sacrifices is a crucial component of talent management; in order to secure the talent, the business must let go of its redundant and under performing employees.
6. Talent management must be more of an Art than a science.
7. Talent management rewards and places the right individuals in the proper positions.
8. In order for a talent management programme to be successful, top management support is required.

8. TALENT MANAGEMENT PRACTICES WHICH INTENSELY EFFECT THE JOB SATISFACTION AND PRODUCTIVITY OF TEACHERS IN HEI'S

According to various studies, TM does not depend on any factor. It is a set of consistent tasks that depend on recruitment, training development, remuneration, working environment, exit and retention.

Recruitment

TM focus on acquiring qualified candidates who have the necessary skills, are a good fit for the work and the company, and have the prospective to advance to other positions. Finding qualified people to fill vacant positions as quickly as possible is a recruiting process. Before recruiting and contacting potential people, the company must think about its future employee needs, tasks and possible vacancies. He should also choose the best and most effective recruitment strategy. Institutions must improve their recruitment procedures. It is necessary to standardize the procedure for hiring teachers in professional educational institutions. Qualified people for teaching positions can be hard to find. Schools /colleges must find people who are well prepared, resourceful, and who will stay in the field for a longer time.

Induction

Recruitment is supported by a strong on boarding program. Research shows that successful orientation improves morale, increases productivity, reduces staff turnover and minimizes absenteeism, and fosters productive working relationships with your employees. A well-organized and planned on boarding program for new employees has several benefits for you and your new employees. The strongest positive correlation between education, training, and compensation occurs when education, development, and training depend on salary. ITD stands for Induction Training and Development. Orientation training for new faculty should last at least one week, so that they get to know the new work environment and become familiar with the standards and regulations. A Teacher should be



provided with learning opportunities and the institute should motivate them to attend some of the refresher courses, seminars, workshops and Faculty Development Programme. Professional institutions should sponsor PhD to fight the shortage of professors with doctorates. Faculty applying for PhD must get extra days off and their workload must also be reduced.

Working Conditions

There is maximum positive relationship between compensation and working conditions and vice versa. Vocational training institutions must offer group insurance and pension funds to their members. Honest and open advertising is needed. According to the policy of the institute, the promotion of a Teacher/Faculty cannot be based only on the wish of the employer. State universities and institutes have many contract and guest lecturers (nearly 75% of the total teaching staff), particularly in professional courses. Those temporary faculty members only work for 10-11 months. They will be interviewed again next academic year, after which their contracts will be extended. This practice must be stopped.

Compensation

Maximum compensation is inversely proportional to working conditions. Working conditions affect compensation. Institutions must pay their academic members fairly and impartially. The salary of the institute must be the same for all employees. This means that teachers from the same institution with the same qualifications, similar workload and similar job experience must receive the same compensation and benefits. HEI's must put forward annual compensation increment to their academic members. Salary should be based on academic performance. There should be a performance appraisal system that can differentiate between great faculty, decent faculty and ordinary faculties/Teachers.

Retention

Retention practice depend on working conditions and is more strongly positively connected with working conditions. In professional institutions, the Teacher retention rate will be high if working conditions are good. Professional institutions should develop a sound retention strategy, put it into practise, and work to keep their faculty members on staff for as long as feasible. The members of the faculty must have job security. A professional institute faculty member must have a least two-year contract. In order to promote professor retention in professional institutions, succession planning should be followed.

Attrition

When attrition is dependent on recruiting, the relation between the two factors is most positive. In order to determine the true reason for faculty attrition, all professional institutions should conduct exit interviews with departing employees.

9. ABCD ANALYSIS OF TALENT MANAGEMENT IN HIGHER EDUCATION SECTOR

The ABCD (Advantages, Benefits, Constraints, and Disadvantages) analysis framework can be used to analyze a business, how to consider different business factors, choose different influencing factors for the problems and recognize the components and crucial elements of every business structure using its elemental analysis technique and reasons for recommending the ABCD Analysis Framework for any type of business analysis.

Aithal, P. S. (2017).[18]. The ABCD analytical framework enables researchers to examine all issues related to both internal and external business challenges. With this clear and understandable analytical framework, one can look at various business problems and issues and find a suitable solution by considering complex factors through factor analysis and important components through elemental analysis. The efficiency of HEI's is closely related to both quality and results, as well as how they manage their competent academic staff. The ABCD analysis of the higher education system allows to get insight into the talent management strategies of higher education institutions and the job satisfaction of staff, which could be achieved by implementing TM strategies and practices.



9.1: ABCD ANALYSIS

ADVANTAGES	BENEFITS
Building stronger employment brands	Provides better quality of performance
Attracting and retaining skilled professional workers	Improves available sources control
Retaining high performers	Enable human resources to face current and future challenges
Addressing shortages of management or leadership talent	Increased diversity, equity and inclusion.
Developing manager capability	Deeper employee engagement
Improves job satisfaction	Minimize attrition.
Desire to move to another company in the short-term is diminished.	Better succession planning.
CONSTRAINTS	DISADVANTAGES
Implementation of Talent Management Practices is quite challenging.	HR and Management conflicts
Finding, recruiting and training the best employees symbolize main investment challenges.	Extreme increase in the workload of academic staff.
Increased Financial cost to Implement TM Practices	Misinformation or lack of information
Existence of worker conflicts	Leadership limitations to certain extent

10. FINDINGS

The outcome of the study revealed that TM practices specifically Recruitment, ITD, Compensation, Working Conditions, Attrition and Retention has major positive effect on Job satisfaction among Teachers/Faculties/Professors of HEI's. The result of the study will help :

1. The higher education institutions in general and professional institutions in particular.
2. It will investigate the new information about the professional institutions and professional education.
3. HEI's will be able know its shortcoming and weakness in Managing Talent.
4. The findings of this study will be helpful for the faculty members of the higher education institutions to know the Talent Management Practices that are to be generally followed by Educational Institutions.

11. SUGGESTIONS

1. Higher education institution leadership needs to become more aware with talent management methods, particularly with regard to how they can be used to successfully attract and retain talent.
2. To guarantee that all members understand and appreciate the significance of the plans, talent management concerns must be at the top of the agenda at every institutional meetings.
3. Institutional managers in higher education must also be held accountable for any issues with talent management so that they may start to take action by devoting more of their time to these issues.

12. CONCLUSION

The highly trained and educated workforce that our nation needs for political, economic and social development and progress is produced by educational institutions. The teacher is considered the foundation of the educational system and the shaper of society. With the support of the education they provide and the instructors who provide it, the nation develops. Teachers are of crucial importance in shaping society and bringing about pivotal changes in the development of a nation. In order for resources to be used effectively and to provide the greatest possible service to society, this community must remain part of the education system. Therefore, the Higher Educational Institutions must be able to train and hire staff who can communicate the passion, vision and student happiness of the school. Colleges and universities that understand the importance of inspiring their employees to perform better will undoubtedly stand out from the competition. The phenomenon of talent management is central to the education sector, especially vocational schools. Quality faculty are essential to the operation of any professional institution, and once hired, it is critical that these institutions manage their talent, grow and retain faculty for longer. Every educational institution, big or small, is made up of the talents of its teaching staff.



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