"Talent Acquisition & Retention in Social Enterprises: Case Study on Management Institutes, Pune"

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Abstract:

A Social enterprise can be a 'For Profit' or 'for non Profit' venture engaged in income generating activities with an agenda of bringing about positive change in the society. Social enterprises are engaged in the development of people/society. Educational Institutes are also a Social Enterprise engaged in providing knowledge, skills, and development of everyone who have urge to seek that. Over the years there has been a phenomenal growth in the number of Educational Institutes / Social Enterprises in Pune & India. This is partly a consequence of a new policy of the government to gradually withdraw from social development activities.

"Education is the most powerful weapon which you can use to change the world"- Nelson Mandela Talent has a connotation of distinction. It is something that sets one apart. The point to be underscored here is that talent is commodity in short supply and comes at a price, since it is a scare resource, needs to be optimally managed. Each resource in the organization plays vital role in its success. Amongst all the available resources in organization, human resource is the most crucial one. Managing human resources in an effective manner can lead to be better chances of organizational success. Pune better known as "Oxford of the East" One of the worlds' well known University of Pune. Pune has Maximum B Schools offering professional courses Burgeoning problem is the acquisition, retention & development of talent. This paper seeks to understand & analyze the causes of acquisition & retention rate of employees in management institutions of pune. Paper tries to diagnose the malady & remedial solutions. The essential theme of this paper acquisition, management & development of proper talent pool.

Keywords: Social Enterprises, Talent acquisition, Retention, Potential & skills, Talent Management.

Introduction: Importance of Educational Institutes & Education in Pune:

"Vidyevina Mati Geli, Mativina Neeti Geli, Nitivina Gati Geli, Gativina Vitta Gele, Vittavina Shudra Khachale, Itake Anarth Eka Avidhene Kele". As rightly said by Mahatma Jyotiba Phule. A nation is built to a large extent in its educational institutions – in its classrooms, laboratories, libraries and playing fields. Educational Institutions are regarded as knowledge industry & these are related to creation of knowledge. All other activities are meaningless if knowledge is not created by some institutions or people. The persons engaged in creation & imparting knowledge are very important ones for all societies & countries in the world. Educational institutes not only produce highly skilled and enlightened manpower needed for the political, economic and social transformation and development of our country but also shoulder the responsibility of lending dynamism, resourcefulness and intellectuality to it. The teacher is the backbone of the educational system, the maker of mankind and the architect of society. A nation grows with the teachers and with the education imparted to the people. It is in this respect that the role of the teachers acquires significance in shaping society and in bringing revolutionary changes in the development of the country. The retention of this community in educational system especially individual institutes is necessary

for the effective and proper use of the resources for rendering maximum service to society through building up the future human-resource pool of the nation.

Pune better known as **"Oxford of the East"** has the best talents and resources. It is the **most active educational hub in the country** and is home to more than a hundred fairly large and high quality educational institutes and home of one of the **world's well known University of Pune** and **over 10 deemed universities**. Pune has **more than 50 B Schools** offering professional courses. It is home to more than 50,000 students studying varied subjects. Pune is known for its educational facilities and relative prosperity. People engaged in imparting higher education have to play a vital role in every society. Pune, which is an Educational Hub of India are not exceptions in this regard.

A number of findings and observations especially regarding management institutes are pointers to the fact that the education cosmos is sitting on a veritable landmine – that of talent crisis. Institutes at large are facing an acute dearth of academic talent development task high on their list of priorities. In this paper an endeavor has been made to discuss about how the "Talent is to be Acquired, Retained, Talent Developed."

From the earlier oft-repeated phrase of 'no one is indispensable', today the key words for any HR department are 'key personnel', 'talent war' and 'attrition'. In such a situation, employee-retention programs have gained importance not only in sectors like IT/ITES, retail, banking and financial services but also educational institutes, which witness high rates of faculty turnover. After talent acquisition and talent management, talent retention is the next most important issue on any HR agenda. Says Zubeen Mody, senior vice-president, HR, IndusInd Bank, "Employee retention is of utmost importance. At the senior level, each individual brings a unique set of skills. Where talent is already rare and people with requisite skills and experience are difficult to find, retention becomes a critical component of organization-building."

Review of Literature relating to Talent & Talent Management:

Talent may be defined as the inherent ability of an individual to do a particular task in a particular way. Talent management incorporates attracting, retaining and developing the talent pool available to an organization in association with the other functions of management, so that the organization is never rendered bereft of expertise. Talent management is a professional term that gained popularity in the late 1990s. McKinsey & Company, following a study in 1997, coined the term and then it was the title of a book by Ed Michaels, Helen Handfield-Jones and Beth Axelrod. Talent management is a systematic process of identifying, assessing, developing and retaining people with critical knowledge, skills and competencies. At the workplace, capability could mean member's readiness to seek, undertake and carry out challenging work assignments. Talent management systems provide an organization with the vehicle of attracting and retaining the right skills at the right time in the right jobs.

The term 'talent management' means different things to different people. To some it is about the management of high-worth individuals or "the talented" while to others it is about how talent is managed generally, i.e., on the assumption that all people have talent, which should be identified and liberated. This term is usually associated with competency-based human resource management practices. Talent-management decisions are often driven by a set of organizational core competencies as well as position-specific competencies. The competency set may include knowledge, skills, experience and personal traits (demonstrated through defined behaviors). Management gurus have defined talent management as the deployment of special strategies by the organization to recruit, retain and develop their pool of top talent.

Talent Management Process:

Talent defIned According to Mc Kinsey, talent is the sum of a person's abilitIes,

- His or her Intrinsic gifts,
- Skills, knowledge, experIence,
- Intelligence,
- judgment, attitude, character, drIve,

■ hIs or her ability to learn and grow.

Talent management, in simple terms, is a scientific mechanism for acquiring, developing and motivating people with the right skill set and approach to meet business objectives. . A high turnover of employees hampers the growth of the organization. So, in order to ensure that the organization does not lose its valuable human resources it is necessary that a proper talent management system is in place. A typical talent-management process involves the following stages:
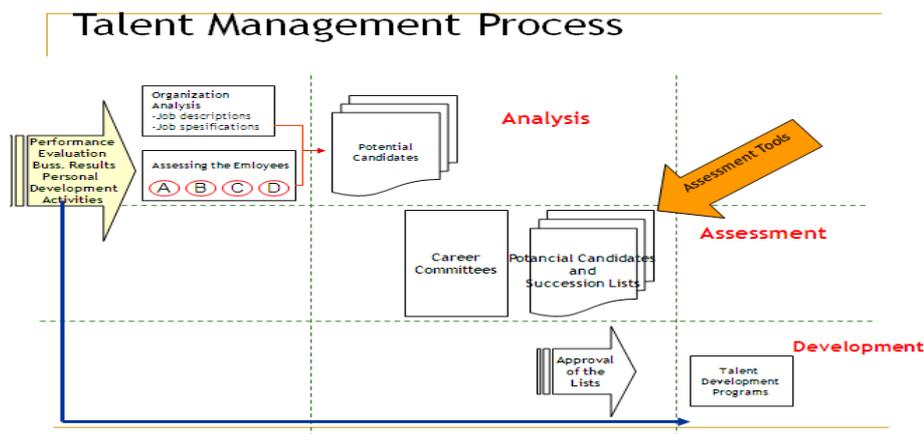
1. **Attracting Talent:** Attracting talent would involve assessment and selection of human resources. It would basically require the evaluation of the present workforce. This evaluation unravels the existing discrepancy between the needed talent and existing talent.

2. **Retaining Talent:** In the fast-growing competitive world the organization can survive only with its talented employees. The organization may face several challenges, such as ageing workforce, high attrition rate, increasing skill shortage, etc. Among these high rate of attrition of employees is the major challenge. This can be seen in the following figures of attrition of employees at Infosys - 10.7 % Wipro - 17 % Satyam - 18 % HCL Technologies - 13.1 % i-Flex Solutions - 19 %

The growth rate of these IT companies is tremendous, but so is their attrition rate. Similar phenomena are observed in educational institutes as well. An organization facing a high attrition rate is often hard presses with other ongoing HR activities like recruitment, training, compensation revision and survey etc., so that eventually no time is spent on the development of employees (Kumar, 2003). A good retention strategy will ensure the presence of following elements in its organization, so as to prevent any further exodus of the employees:

1. Exciting work 2. Good organizational culture 3. Robust leadership 4. Wealth and rewards 5. Prospects of career growth and development

3. **Developing Talent:** Development represents efforts to improve employees' ability to handle a variety of assignments and to cultivate capabilities beyond those required by the current job. Development benefits both the organization and the individual employee.

4. **New-job Integration/Assimilation** : Development of talent should be done in such a manner that the employees are at ease when faced with the situation like that of job rotation.

5. **Training:** Training is a process whereby people acquire capabilities or develop their existing competencies to aid the achievement of organizational goals. Talent training specifically aims at bridging any gap between the existing and required competencies of the employees for better succession planning.

6. **Succession Planning:** It is the process of identifying a long-term plan for the orderly replacement of key employees. A good succession plan always ensures the ready availability of the right person at the right time and at the right place doing the right work in the event of the current incumbent not being there for the any

of the aforementioned reasons.

7.   Transitioning Talent: Transitioning talent implies that employees are deputed on some new position for a short period of time, so that they are able to provide a new insight into this job as well as learn some new skills for their existing job. This will include following :

a.   Outplacement: Outplacement is one of the strategies through which the employees can be placed at some important job in another organization for a short duration, maybe on an exchange basis.

b.   Senior-executive Programs: Organizations require trained executives to face the challenges. When a manager leaves the organization, it creates a major crisis in the organization. . At that time we need a leader who can fill this gap and pull the organization up with the help of his personal charisma and competencies.

c.   Partner/Spouse Relocation: In the present world of cut-throat competition it has almost become a necessity for husband and wife both to work. They have their own sets of commitments related to their organizations.

Traditional Talent Management:

Acquire   Develop   Deploy   Retain

Futuristic Talent Management:

Acquire   Develop   CONNECT   Deploy   Retain

"Organizations need to get the right people on the bus and in the right seats to succeed." "Good coaching, training, mentoring, etc., is not likely to make up for bad selection.""Hire hard….Manage easy!" *- Collins, J. (2001). Good to great.*

Critical Elements of Attracting and Retaining TOP Talent:

1.   Constructive Relationship; 2.Culture of Respect & Inclusion; 3. Workplace Flexibility; 4. Wellness Health & Safety; 5. Benefits, Compensation on are Faire & Attractive; 6. Learning & Development; 7. Provision of Employment is Secure & Predictable; 8. Opportunities for meaningful work;

Objectives of Study:

The purpose of this study was to find answers to questions through the application of scientific procedures. The main aim of study was to discover the truth that is hidden and that has not been discovered as yet. The prime objectives were:

a)   To understand the concept of talent management

b)   To analyze the factors that lead to the high turnover rate of faculty

c)   To suggest ways to reduce the turnover rate of faculty

Research Methodology:

Research design is **Descriptive**. A number of management institutes have been used From Pune & adjoining places to collect a sample of 50 Respondents **randomly**. The sample size was purposefully kept small due to constraint of time & resources. Questionnaire was prepared & used for the collection of

Primary Data. Sample was distributed across the hierarchical levels. Respondent are active Professors, Asst. professors, lecturers of management institutes. 27 are Male & 23 are Female.

Analysis: Comprehensive Table:

Sr. No	Question Asked	Response
1	Working in Educational sector from last (Length)	a. 0 to 2 yrs – 24% b. 2 to 5 yrs – 46% c. More than 5 yrs -30%
2	Working with the same institute from last ----yrs	a. 0 to 2yrs – 12% b. 2 to 5yrs – 49% c. More than 5 yrs – 39%
3	Getting salary as per expectation	a. Yes – 39% b. No – 61%
4	Are you satisfied with the Infrastructure of your Institute	a. Yes – 61% b. No –39%
5	Encouragement given to Faculty Development Program	a. Yes – 37% b. No -- 63%
6	Your Institute's policies on intangible recognition of employee efforts	a. Yes – 52% b. No – 48%
7	Does your institute promote merit based promotions	a. Yes – 62% b. No –38%
8	Always pressed for time due to workload?	a. Yes – 56% b. No –44%
9	Dislike most about your work profile	a. Teaching – 0% b. Student counseling – 21% c. Evaluation work – 32% d. Administrative responsibilities – 47%
10	Reasons for leaving your institute would be	a. Salary – 39% b. Workload – 11% c. Inappropriate management – 7% d. Timing – 2% e. Poor Infrastructures – 13% f. Work Environment – 3% g. Organization politics – 12% h. Management Attitudes towards faculty – 13%

Findings: - Employee attrition is a costly affair for all organizations. In today's taxing business climate, competitive environment, managing an institute's competent and skilled human capital is vital for success. This study has explored the prime factors for employee attrition and suggests some retention strategies and processes that will help achieve long-term tangible business benefits.

It can he noticed from the comprehensive table, that most of the faculties of management institutes are working with an experience of more than 2years.Inspite of this nearly 61% faculties are not satisfied with the salary they are getting as per expectation. Members are satisfied with the infrastructure; they are generally pressed for time, reported that they are overworked. Evaluation & Administrative responsibilities are mainly disliked job responsibilities. Through our research we found that most of the faculties leave their institute cause of Salary, organizational politics, Management Attitudes towards their faculty. Attrition rate more cause of salary & important factor for retention to his/ her in same organization is infrastructure,

teaching, & work environment.

When approached beyond questionnaire respondent expressed their view that quality of education going down due to the entry of business motive, organizational politics, insufficient salary & salary not on time in set up. These are the factors collectively deteriorate the quality of education.

Other Major findings understood from the general discussion with the Management of institutes are as

1. Retention Problem; 2. Better promotional opportunities in other institutes;
2. Management Attitude; 4. Job Insecurity; 5. Growth Prospects

Despite all the talk about growth, challenge, self-fulfillment, meaningfulness and all other motivation factors (Herzberg's two-factor theory) salary, that is monetary motivation, still remains the most important factor in retaining employees. Probably it can be attributed to a more or less similar kind of work environment prevailing in almost all management institutes. In the given scenario salary becomes the only differentiating factor.

Retention Strategies:

As per the research output / findings we think management institutes should focus on quality education delivering with a quality faculty. Management Institutes may use the following strategies for the retention of faculties.

1. Positive Motivation to talented faculties : Empowerment, Reorganization, R & D
2. Minimize Abrasiveness
3. Compensation Management – Salary on time / Salary as per Cadre
4. Skill Development Program
5. Team Building & Change management Activities / Methods

Conclusion:

The role of the teacher is extremely crucial in the context of education being the best instrument of change and nation-building. To play his role more effectively, the teacher faces a greater challenge today than at any time in history. As an interpreter, the teacher has to place new knowledge and new experience within the context of what is already known and understood by the students. In order to be a good mediator, he has to understand a great deal about the way in which people at various ages and stages of development perceive the world around them. He is actually the linking pin and if the form of this linking pin keeps on changing every six months, it leaves the institute in a lurch and creates a big void in the mindsets of the students. A successful retention practice will help in developing a network of experienced and talented employees who can join hands in hand to take up challenges in the present and future as well.

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