

Talent Management in Odisha's Power Sector: An Exploratory Study

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Abstract:

The key to the economic development of any country depends on its infrastructure, and particularly on the development of its power sector. India is in the developing stage, so its demand for power consumption is increasing. In order to meet the increasing demand for power it's the production should be more. The improvement in power production of a power utility is dependant, mostly on the kind of manpower it possesses. The power sector in India is facing scarcity of skilled, talented and well-equipped human resource owing to rural and remote location of units, other employment opportunities and proliferation of jobs in information technology. The ever-growing power sector requires specialised technical manpower for construction, operation and maintenance of various power projects. The key challenge faced by the sector is attraction of the fresh and best talent.

Various studies have been conducted on talent management. Some of these studies focus on the concept; some are based on practical implications, while others are based on actual practices. Studies have been conducted in India and other foreign countries focusing on the above-mentioned aspects. Because talent management is in its infancy, there is a lot of study that has to be done in this area. The present paper, aims to study about talent management in power sector in Odisha. It tries to evaluate the effectiveness and challenges of talent management practices in Power Sector in Odisha. Further, it also attempts to analyse the contribution of talent management practices towards the optimal business outcome and compare the talent management processes of the selected Power Sector Organisations in Odisha.

Key words: Talent Management (TM), Power Sector, Public Sector, Odisha

Introduction:

The concept of talent management is a relatively young one, having emerged in the late 1990s. The term talent management was coined by McKinsey & Company in a study in the year 1997. The phrase "battle for talent" was used to describe the difficulties that businesses face in attracting and maintaining exceptional employees. However, as O'Reilly and Pfeffer (2000) pointed out, companies that pursue a "talent war" strategy may prioritise outsiders

while undervaluing internal talent. The war for talent, according to Pfeffer (2001), is a misnomer because it ignores the extent to which a group of people can operate more efficiently than a single individual (Armstrong,2006). Most business leaders recognise that having the appropriate people in the right place at the right time is critical to maximising business prospects, and this has emerged as the single most important component in assuring contemporary company success (Ingham, 2006).

Today's businesses are confronted with formidable talent challenges. All businesses throughout the world are concerned about maintaining a steady supply of vital talent. Impending skill shortages, an increasingly cross-generational and diverse workforce, the need for knowledge migration by the ageing baby boomers, and substantial leadership deficits are just a few of the challenges that the "next generation" workforce faces. Significant cost pressure from both conventional and new competitors, new market difficulties, and more demanding customers are all aspects that contribute to a different sense of urgency in the field of people management (Hewitts, 2008).

Talent management is a set of interconnected workforce-management activities aimed at finding, attracting, integrating, developing, motivating, and retaining key employees. Performance management, succession planning, talent reviews, talent development, workforce planning, and recruiting are examples of activities (Heinen and O'Neil, 2004).

According to 'Integrated and Integrative Talent Management: A Strategic HR Framework,' talent management is a growing and difficult profession (The Conference Board, 2004). It's an integrated framework made up of eight various types of activities, as The Conference Board study reveals, or a comprehensive approach made up of inter-relationships (Morton, 2004). These are:

1. Recruitment
2. Retention
3. Professional Development
4. Leadership/ High Potential Development
5. Performance Management
6. Feedback/ Measurement
7. Workforce Planning
8. Culture

The top talent challenges that organisations are facing today, according to Tammy Erickson (2008), are (i) attracting and maintaining a sufficient number of workers at all levels to fulfil the demands of organic and inorganic growth (ii) Creating a value proposition that appeals to a diverse range of generations an (iii) establishing a strong leadership pipeline, (iv) improving the skills of new workers who lack the breadth of experience needed for global leadership, (v) transferring essential knowledge and contacts, (vi) slowing the exodus of Generation Xers

from the workforce (vii) rethinking talent management processes to attract and retain Gen Y's (viii) establishing a workplace that is welcoming to Boomers in their "second careers," (ix) overcoming a "norm" of short tenure and frequent relocation, and (x) enlisting executives who are uninterested in the issues.

Research Area:

India, has embraced an approach of mixed economy and has been identified as one of the world's developing economies. Since 1991, the Indian government has been liberalising the economy, privatising some sectors, and paving the way for globalisation in order to achieve rapid economic improvement.

The government of India has been adopting various policies and rules to boost the rapid economic growth and thereby to bring prosperity to our country. It cannot be denied that the power sector plays a vital role in the process of industrialisation, urbanisation and in intensive and extensive technologies including agriculture. That is why the demand for electricity is growing day-by-day and thereby inducing more and more power generation. So, the government is keen to establish more power projects and reform the existing ones. In order to achieve the projected targets in the power sector, the government is emphasizing on more power generation, better transmission and best distribution system.

Electricity comes under the concurrent list of the Constitution of India, which means that both the government of India and the individual provinces can frame rules, regulations and policies relating to the concerned subject. Although policy can be framed both by the central and the state governments, the implementation of the power policy rests with the state governments.

It has been observed that the government has been incurring heavy loss in the transmission and distribution of electricity. So, the government has been establishing commissions and advisory committees to bring fruitful reforms and thereby modifying the existing policies relating to power. Odisha is the first and pioneer state in India to adopt reforms under its Electricity Reforms Act of 1995 and Electricity Act, 2003. Thereby the state government brought structural, institutional and regulatory reforms in electricity and also allowed the participation of private sector in the power sector.

Precisely speaking the power sector has been facing the shortage of the most talented, skilled, trained and best-equipped human resource. The most important thing is that the construction, operation, generation, maintenance and distribution of various power projects are facing the shortage of the specialised technical experts. The power organisations are unable to attract the best talents to this sector. It has been observed that most of the young talents prefer to work in IT, i.e., Information technology sector due to location preferences, high salary packages and white-collar jobs.

The following section reviews the existing literature in talent management in order to identify the issues related to it.

Review of literature:

The review of literature consists of conceptual and empirical literature. These reviews are presented below.

Review of Conceptual Literature:

The role of effective business strategy for a firm's products and services calls for creating value for customers. The companies need to identify their strategically significant A positions, helping B positions and surplus C positions. Companies should ensure that A players should hold A positions, followed by the supporting B positions and C positions need to be eliminated or outsourced (Huselid, Mark A., et al., 2005).

According to a survey of 40 organisations done by Ready and Conger (2007), the pipeline of high potential employees was insufficient to fill strategic management responsibilities. They discovered two main causes for this such as (1) The official mechanisms for identifying and nurturing future leaders have become out of date and (2) Human Resource executives often have Problem in keeping the attention on talent issues. Still the author experienced that companies like HSBC and Procter and Gamble can face the future with certainty as they build talent factories. Both the companies differ in their approach to talent management but maintained dual focus on functionality and validity.

Barun (2008) concentrated on talent management in the hotel and tourism industries in the industrialised countries. The author researched and analysed the characteristics of talent management, describing its functioning principles, findings on an inclusive and developmental strategy, and talent identification and acknowledgment.

Davies and Davies (2010) conducted a study on semiautonomous schools sponsored by business and charity groups, which aimed at talent identification, talent development and establishing a talent culture. Developing the leadership talent is the main focus of the academic movement for its long-term worthiness.

The study attempts to capture the notion of talent from different perspectives like historical, linguistic, individual and organisational. The findings show a lack of universal/agreed definition of the term 'talent'. The organisations donot have a shared meaning of talent as it has been influenced by the nature of work and interpretation made by the management consultants (Tansley, 2011).

Vladescu (2012) investigates the talent management concept and its underlying assumptions, practices and factors influencing the implementation in the public institutions in Romania. The author is of the view that implementation of talent management in public sector will be beneficial for the organisation, employees and the citizens.

Review of Empirical Literature:

Internal personnel management has become a source of concern for businesses. The majority of recent research attempts to quantify the worth of a company's intangible assets. This document tries to build a direct link between professional management and the achievement

of the company's objectives. The result obtained through dynamic simulation tool shows a lack of flexibility and increased excess workload in the organisation leading to reduction of potential intellectual capital and the level of corporate attractiveness.

(Babio and Rodriguez, 2010).

Due to a scarcity of qualified candidates, businesses are engaged in a "War for Talent." The purpose of this research is to investigate the concerns and challenges of talent management in Indian organisations, as well as to illuminate the best practises for attracting, acquiring, and managing people in a competitive market. Rana, et al (2010) got empirical evidence on the impact of strategic human resource management on talent management issues.

The developing economic regions of the world especially face the challenges of attracting, retaining and managing skilled talent. In this study the researchers developed and tested a talent management path model on 28 Indian firms and 4811 professional level managers. The results showed a complex and multi-faceted relationship among organisational factors, intrinsic rewards and employee satisfaction, career process and intention to leave. (Tymon Jr, et al., 2010).

The aim of this paper is to explore the magnitude of using global talent management by the multinational enterprises and the factors responsible for the use and non-use of those practices. Results obtained through structured questionnaire from 260 multinational enterprises suggest that the size and operation sector have an important effect on the use of global talent management (McDonnell, et al., 2010).

Steward and Harte (2010) are interested in the relationship between talent management and diversity management. It's based on document analysis and conversations with six senior HR executives at the company. The findings based on the information received from the HR professionals operating in the organisation depict that HR practices cannot be thought in isolation. In other words, we can say that more research needs to be conducted to gain sufficient support for the proposition.

If the organisation takes a planned and personalised approach to talent management, its performance will increase. The poll included 44 UK and foreign companies, as well as 110 exceptional individuals from various stages of the talent pipeline. A segmented approach to people management, according to the author, can assist firms enhance their bottom-line performance. The talent segmentation gives us a clear picture of critical value-generating talent and forces us to think beyond future leadership talent in order to discover them and gain a competitive advantage over other companies (Lesley, 2011).

Rani and Joshi (2012) in their article address the importance of human resource management function like recruitment and selection in the context of organisation to focus on talent management. Authors have selected two Indian IT Companies namely, Infosys and Tech Mahindra for study. The findings of the study show that organisations using talent management practices continue to achieve high performance and improved results. Through the implementation of the effective talent management strategy organisations ensure their readiness for future.

Evaluation of the impact of talent management on Organisational performance is studied by Kehinde (2012). Data for the study is collected through survey method, i.e., using questionnaires. The analysis of the results shows a positive impact of talent management on overall organisational performance. This study advocated the use of talent management scheme for all categories of staff irrespective of their position.

The goal of Sahai and Srivastava (2012) is to determine the influence of talent management methods and trends in determining the performance of a company. This paper is a case study on a steel manufacturing firm. They used archival data and personal interviews of officials for case analyses of the newly implemented practices and thereby unearthed the existing gaps in the system and furnished suggestions for further improvement.

Kumari and Bahuguna (2012) investigated the availability of qualified personnel in the oil and gas industry in order to develop a high-performance work system. The authors have thrown light on the existing literature of talent management and explored the talent management model. Finally, they developed their model for managing the talent and also proposed a framework for future research.

Employee retention and the impact of talent management on employee commitment were the subject of Vural et al (2012). They view retention is possible when the employees are committed. The sample of the study was 123 middle and senior managers. Questionnaires were used to collect the data which were analysed using SPSS. The results showed a positive impact of talent management and performance management on employee commitment.

The competitive advantage of any enterprise depends on talent management. The best employees are the key resource of any enterprise and they make the basis for creation and development of organisational knowledge. Positive Organisational Potential (POP) is a relatively new management concept which has become a fundamental part of talent management process. The researcher collected data from 104 business enterprises operating in Poland. The results show that talent management influences on Positive Organisational Potential elements, such as culture, climate of Organisation as well as employees' behaviour (Chodorek, 2012).

Based on studies emphasising the contextual character of talent management, we argue that institutional pressures may have many implications on larger and smaller organisations (e.g., Gallardo-Gallardo et al., 2020). Larger companies frequently employ formal talent management procedures to boost their legitimacy and attract top personnel, whereas small businesses frequently employ informal talent management practises and recruit from unofficial sources (Krishnan and Scullion, 2017).

Problem Statement:

The key to the economic development of any country depends on its infrastructure, and particularly on the development of its power sector. India is in the developing stage, so its demand for power consumption is increasing, and for meeting that demand the production of power should be more. The improvement in power production of a power utility is dependant, mostly on the kind of manpower it possesses. The power sector in India is facing scarcity of

skilled, talented and well-equipped human resource owing to rural and remote location of units, other employment opportunities and proliferation of jobs in information technology. The ever-growing power sector requires specialised technical manpower for construction, operation and maintenance of various power projects. The key challenge faced by the sector is attraction of the fresh talent.

Research Gap:

Various studies have been conducted on talent management. Some of these studies focus on the concept; some are based on practical implications, while others are based on actual practices. Studies have been conducted in India and other foreign countries focusing on the above-mentioned aspects. Because talent management is in its infancy, there is a lot of study that has to be done in this area. To the best of our knowledge and belief no study has been carried out on talent management in power sector in Odisha yet. To fulfil the research gap identified above, this study will focus on the following objectives

Objectives:

The study will have the following objectives:

1. To evaluate the effectiveness of talent management practices in Power Sector in Odisha
2. To identify the challenges of talent management in Power Sector in Odisha
3. To analyse the contribution of talent management practices towards the optimal business outcome
4. To compare the talent management processes of the selected Power Sector Organisations

In order to fulfil the above-mentioned objectives, the following methods would be used.

Methodology:

The methodology would consist of data collection methods, sample and data analysis techniques. The research would use both primary and secondary data sources. The primary source would include the survey conducted on the existing practices of talent management in the power utilities operating in Odisha through the help of structured questionnaire. The secondary sources would include the concerned organisation's archival data. In order to examine the factors affecting talent management within the organisation, regression analysis method would be used. Data analysis would be done through using SPSS (statistical package for social sciences).

Scope and Limitations:

This research initiative appears to have some limitations. The researchers feel that broadening the horizons to encompass a more balanced and exploratory approach to personnel management is vital. In many circumstances, such as across industries or in both the public and private sectors, new perspectives are necessary for a theoretical framework for talent management. The present study focuses only on the public sectors. In the further study the

researchers intend to focus on the talent management practices in the private sectors also. Again, the present study only focuses on the literature reviews and has not taken any research model to test. In the further study, a research model is proposed to be taken and it would be linked to talent management with other variables like employees' job satisfaction, turnover intentions, organisational citizenship behaviour etc.

Conclusion:

Research into the relationships between the study variables is rare in Odisha, according to the findings. The analysis also lays the groundwork for future research on this topic, which is becoming increasingly important from a scholarly and practical perspective. A large majority of the top-performing organisations have a management structure in place that ensures they are hiring and promoting people who are qualified for their jobs at the right time in order to achieve strategic goals at all levels of the organisation. The resurgence of talent management techniques and technologies would seem to only benefit businesses. A company's value proposition can be enhanced by properly managing talent, according to the Harvard Business Review, which concludes that "talent management can be a distinct competitive advantage." Also, strategies must be flexible enough to address employee age, culture, personality, globalisation and industry consolidation in addition to social software's near-perfect communication and connectivity capabilities.

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Talent Management in Odisha's Power Sector: An Exploratory Study

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