

TALENT MANAGEMENT & EXCELLENCE IN HEALTHCARE SECTOR- AN EMPIRICAL STUDY

Dr. Sunil Patel¹, Ashutosh Kumar Singh², Dr. Tosendra Dwivedi³, Dr. Chirag Rasikbhai Patel⁴, Dr Jitendra Sharma⁵

¹ Professor, Department of Management, Karnavati University, Gandhinagar, Gujarat.

² Research Scholar, Faculty of Commerce, Banaras Hindu University, Varanasi, Uttar Pradesh.

³ Senior Assistant Professor of Psychology, Amity University, Noida, U.P.

⁴ Associate Professor, Department of Business Management, Sankalchand Patel College of Engineering, Sankalchand Patel University, Visnagar, Gujarat.

⁵ Professor, Department of Business Management, Sankalchand Patel College of Engineering, Sankalchand Patel University, Visnagar, Mehsana, Gujarat.

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Abstract

The markets of today are global and have a lot of competition. So, for businesses to stay alive, they need to adapt current changes around them. In the end, talented people are a benefit to any organisation and the reason for its success. Organizations need to find, train & to retain their talented & skilful employees as long as it can be possible, especially the best hardworking ones. In today's fast-paced, always-changing world, organisations must go through changes in order to grasping the changes in the environment, grow as well as produce more. Organizations that want to grow and change need to keep coming up with new ways to make products and provide services. This helps them find the best place to reach their goals. There are so important things that certainly need time & money that healthcare sector managers will always have to concentrate on the best possible solutions as well as processes that can have the foremost influence on their organisation. Talent management goes beyond the HR department and has an effect on how well a healthcare organisation can reach its corporate goals. Talent management is a systematic, proactive process that involves finding, attracting, hiring, training, motivating, promoting, and keeping people who have a lot of potential to do well in an organisation. In a market where competition is high, talent management is the most important factor to consider for an organization's success. The study proposes to find the association between talent management dimensions & organizational excellence. Findings of the study reveals that there is a strong positive correlation ($r = 0.78$) exist among the dimensions of talent management & organizational excellence scores.

Keywords: Talent Management, Organisational Excellence, Health care, Success.

Introduction

The people who work for a healthcare organisation are its beating heart, and fostering the growth of these invaluable human resources is essential to the short & long-term successes of the overall healthcare system. When an organisation does a good job of developing its talent pool, employee satisfaction goes up, labour costs go down, and patient care gets better. Executives in the healthcare industry have the ability to improve clinically & financially results both now and in the future as a direct result of the strategies and tactics for talent management that drive to talent optimization (Tiwari & Sherivastava, 2013). The management of talent has emerged as one of the most important strategic responsibilities that are performed by HRM in organisations. TM (Talent management) has become the single most important factor that differentiates human capital management from other approaches (Stadler, 2011). The word "talent" can mean different things in different fields of work. The organisation is in danger of going out of business because of how quickly things change in business and in this last crisis. Organizations should change into "smart organisations" to adapt to their environments and meet

customer expectations (AlKasasbeh et al., 2016). They are able to establish a new generation of intelligent organisations that are suited for the age of knowledge because they place a premium on the critical thinking abilities of their workforce (Bagherian et al., 2016). This organisation is savvy enough to deal with the shifts that are occurring in its environment and adjust accordingly (Grosser & Zeier, 2012). Talented individuals are essential to the success of any organisation if they are to achieve the goals of becoming more intelligent and improving their overall level of excellence. Finding, cultivating, refining, and retaining talented employees should be the top priority of any human resources manager. Because of this, businesses have started implementing strategies for managing their human talent (Rowland, 2011).

In the recent past, there have been numerous scholarly research on talent management (Collings, 2015 & Thunnissen, 2016). These studies agree that this field need additional conceptual study (Sparrow et al., 2014). As a consequence of this, one of the most essential things for businesses to undertake in order to enhance their performance for the foreseeable future is to locate talented individuals (Luna-Arocas & Lara, 2020). The term "Talent Management" referred to a selected individual groups inside an organisation who have a significant influence, demand a great deal of attention, and think in a manner that is distinct from and more rapid than that of most other workers (Coleman, 2005).

Organizations are required to implement a process known as talent management as part of their HRM & it's strategies to cut down the gap between the talents & abilities they currently possess and those they will require in order to achieve their objectives (El Nakhla, 2013). Talent management is the planning and analysis of how people are hired, how they are trained and developed, how they are kept, and how successful the programme is. In other words, talent management is keeping track of how many workers are needed and how many are available (Zhang & Bright, 2012).

Definitions of talent

Turner et al., 2007 & Pepermans, 2005 investigated the contributions that talent may make to an organisation as well as the ways in which this assists organisation. This definition places more emphasis on the environment than previous ones have (Williams, 2002 and Lap, 2004), which place more emphasis on the individual in terms of the abilities they possess and how they will behave. It used to be the case that the focus of a definition of talent was on the talent itself; but, as time has progressed, the focus has switched to the organisation, as well as how & what talents contribute to the organisation. A company ought to be singular to that organisation ought to be quite flexible & dynamic enough to change as the organization's priorities change (Ford, Harding, and Stoyanova, 2010)

Retention of talent

Once an organisation has found its best people, it should try to keep them, because they bring something valuable to the organisation. Employee retention means that the management takes steps to keep employees from leaving the company, such as making sure that employees and managers keeping the workplace safe as well as healthy (Cascio, 2003).

Review Literature

The corporate sector and the public sector are both very early adopters of the concept of talent management. "Heckman (2006)" discovered the general aims of talent management are not apparent despite the fact that there are a lot of scientific and non-scientific writings concerning talent management. "Silzer et al., (2010)", also identified that talent management involves a number of steps, such as attracting and selecting talent for the organisation, evaluating the talent's competencies and skills, reviewing the talent and planning actions for the talent, developing and deploying the talent, keeping the talent engaged and on board, and retaining and engaging the talent. Research has shown that talent management has many benefits, which has made people more interested in it.

“Talent management” is said to be essential to the success of an organisation. It gives organisations a competitive edge by finding, developing, and re-using their talented employees “(Preece, 2010)”. Another research shows that employees who were not identified as talent had a drop in job satisfaction as well as level of commitment right away. It can be difficult to tell friends and co-workers that you have been recognised as a talent, it can raise the expectations of the talent, it can be difficult to tell friends and co-workers that you have been recognised as a talent, and perhaps some of the talents normally felt guilty, why, because they knew the organisation had invested a lot of money into them & organisation could be measured the benefits “(Garrow, 2006)”. However, being recognised as a talent does have its benefits (McCartney 2006). However, due to challenging economic conditions and pervasive patterns in the labour market, it can be challenging for healthcare organisations to effectively manage their employees. Many organisations are making the problem worse by cutting their workforces and putting less or no money into talent management.

Groves (2011) came to the conclusion that healthcare companies that keep or start making big investments in talent management practises could make an extra \$14,023 per employee. So, Groves's (2011) research shows that putting money into talent management will bring in more money per employee. Towers Perrin's (2004) research backs this up. The results show that 87% of the people who took part in the "talent" throughout their organisation. But none of the companies that took part in the study had the same idea of what talent was.

Organization excellence is something that a company owns on its own (Al Shobaki, 2017). This includes having great people working for you, great partnerships, great operations as well as good products “(Bourini, 2013)”.



According to Grote (2002), organisational excellence is defined as the capacity of an organisation to create the opportunity and the appropriate atmosphere for employees to effectively stimulate, correct, and solve problems. According to AlRashaida (2007), organisational excellence occurs when one organisation may be compared favourably to others in its industry. This occurs when the organization's internal environment and its external environment interact in a way that enables the organisation to improve and brings it closer to achieving its goals. According to “Martensen et al. (2007)”, the ability to gather, organise & to utilise information from the organisation is the most important factor in determining whether or not goals are achieved. According to “Al-Qurazi (2018)”, organisational excellence is a contemporary based philosophy that seeks to identify the most

effective means of enhancing an organisation and making it more effective so that all of the organization's stakeholders are satisfied.

Need of the research

There is a cut throat competition has been going on in the healthcare industry, and many organisations in the field are struggling it & losing as well. It's a open battle these days to find & to retain talented people. The management of the company is driven by the need to make the business more successful. This can be done with money, people, and a machine, but people are the most important resource. Organizations know that they need the best people to do well in a global economy that is becoming more competitive and complex (Stahl et al., 2012). When there is a lot of rivalry in a given industry, one of the most essential variables for the success of an organisation is how well they manage their talent. This is accomplished by making it easier to find, train, retain, and use people who normally have the appropriate skills & capabilities to meet out the organizational present as well as future needs (Saber et al., 2014).

Research Gap

A lot of real-world research shows that an organization's short- and long-term financial performance is affected in a positive and significant way by its talent management practises. So, more and more organisations are realising to make sure they have a steady stream of talented people with skills as specialists, general managers, or leaders. The goal of this study is to find out how talent management and organisational excellence can be achieved. This research could be helpful, especially for people who work in the health care field and find it hard to find and keep good employees. This research has scientific value, of course. The open war to capture talented people is a problem that most businesses and organisations in all kinds of fields and industries have to deal with. Most of the research based articles about "talent management" focus on the business world, but this research shows how talent management works in the healthcare field. The results of this research can be used to do more research or come up with new ideas about talent management in healthcare.

Objective of the Research

- To explore the correlation between talent management dimensions & organizational excellence.
- To interpret the findings & future directions

Hypothesis of the study

H1 There is no significant correlation between talent management elements and organizational success.

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H2 There is no positive relation between the percentage of talent management of sampled companies

H2 There is a positive relation between the percentage of talent management of sampled companies

H3 There is no positive relation between the percentage of organisational excellence of sampled companies

H3 There is a positive relation between the percentage of organisational excellence of sampled companies

Research Methodology

The researcher approached to various categories of healthcare company employees in all the 03 levels of management positions, including department heads, healthcare company managers, and team leaders, in order to gathered the data needed for the study from a sample of employees working in three different healthcare sector companies located in the Delhi-National Capital Region (NCR). A sample taken at a convenient time was used. There was a response rate of 66.7% from the 270 questionnaires that were sent and the 180 that were returned. Four point likert scale is used for questionnaire. “Where (SA) stands for Strongly Agree, (A) stands for Agree, (Ntrl) stands for Neutral & (SD) stands for Strongly Disagree”.

Table 1: Proposed dimensions of the study

Talent Management	Organisational Excellence
Is company follow all relevant objectives of Talent management	Is company more resilient in the changing business world
Is company follow all major Steps to maintain effective talent management	Is company providing individuals the tools of success in terms of training & rewards
Is HR team possessing behavioural-based assessments at the time of hiring	Is company makes the employees work easier by providing proper time & technology
Is company opting all possible efforts to recruit & retain the right employees	Is company providing stress free environment to the employees so that organisational can be excellence achieved

Table 2: Talent Management Dimensions

	Item# 1	Item# 2	Item# 3	Item# 4	
	Is company follow all relevant objectives of Talent management	Is company follow all major Steps to maintain effective talent management	Is HR team possesses behavioural-based assessments at the time of hiring	Is company opting all possible efforts to recruit and retain the right employees	P-value
Company 1 (N=65)	23% (SA)	47% (A)	20% (SD)	10% (Ntrl)	<0.03
Company 2 (N=75)	33% (SA)	45% (A)	15% (SD)	7% (Ntrl)	<0.01
Company 3 (N=40)	63% (SA)	23% (A)	09% (SD)	5% (Ntrl)	<0.025

*** Statistically Significant at $p < 0.05$**

The above table 2 signifies that in company 1, the respondents agreed with highest percentage to the dimension “Is company follow all major Steps to maintain effective talent management” i.e., 47% whereas the 10% respondents was neutral for the dimension “Is company opting all possible efforts to recruit and retain the right employees”. In the same way in company 2, as per above table, it indicates that 45% respondents agreed again with the dimension “Is company follow all major Steps to maintain effective talent management” & least percentage was 7 fall in the neutral category. Similarly, in company third, 63% respondents were strongly satisfied for the dimension “ Is company follow all relevant objectives of Talent management”. Thus, then hypothesis, “There is a positive relation between the percentage of talent management of sampled companies” is accepted.

Table 3 : Organisational excellence Dimensions

	Item# 1	Item# 2	Item# 3	Item# 4	
	Is company more resilient in the changing business world	Is company providing individuals the tools of success in terms of training & rewards	Is company makes the employees work easier by providing proper time & technology	Is company providing stress free environment to the employees so that organisational can be excellence achieved	P-value
Company 1 (N=65)	37% (SA)	43% (A)	13% (SD)	7% (Ntrl)	<0.02
Company 2 (N=75)	45% (SA)	27% (A)	16% (SD)	12% (Ntrl)	<0.04
Company 3 (N=40)	51% (SA)	34% (A)	10% (SD)	5% (Ntrl)	<0.01
* Statistically Significant at $p < 0.05$					

The above table 3 signifies that in company 1, the respondents agreed with highest percentage to the dimension “Is company providing individuals the tools of success in terms of training & rewards” i.e., 43% whereas the 7% respondents was neutral for the dimension “Is company providing stress free environment to the employees so that organisational can be excellence achieved”. But in company 2, as per above table, it indicates that 45% respondents were strongly agreed with the dimension “Is company more resilient in the changing business world” & least percentage was 12 fall in the neutral category. Similarly, in company third, 51% respondents were strongly satisfied for the dimension “ Is company more resilient in the changing business world”. Thus, then hypothesis, “There is a positive relation between the percentage of organisational excellence of sampled companies” is accepted.

Table 4 : Correlation between talent management Dimensions and organizational excellence dimensions

	Pearson Correlation coefficient	P-value
Talent Management Dimensions score	0.78*	P<0.05
Organisational excellence Dimensions		

The main objective of this research is to explore the association among the dimensions of talent management & organizational excellence. Above table 4 findings of the study reveals that there is a strong positive correlation ($r = 0.78$) exist among the “dimensions of talent management and organizational excellence scores”.

Findings of the study

One of the results that lies beneath the surface is that talent management presupposes an organisation in its whole. It is necessary to go through certain stages of talent management in order to accomplish the goals. The findings reveal that in talent management is to ensure that the organisation in question is excellent. When implementing talent management in an organisation, it is necessary to identify the goals that will be achieved primarily through the responses to the questions of how and when this will be done. The second thing that needs to be done is figuring out which positions are the most important, and after that, figuring out the qualities that make employees or workers ideal and competent. All 03 alternate hypothesis accepted, which resulted that all dimensions are important for healthcare sector to achieve organisational excellence.

Conclusion

In conclusion, talent may be broken down into three distinct components: skills, performance, and motivation. A person who possesses the (strategic) skills that assist an organisation in reaching its short as well as long-term aims, who consistently demonstrating the exceptional ability & proving performance at work, and who possesses the skills, desires & commitments necessary to grow to be successful can be considered a talent. This is the primary finding that can be extracted from research on excellence and talent management. This is due to the fact that the strategic skills, goals, and outstanding ability and performance of each organisation are distinct from one another. To summarise, when attempting to define talent, it is equally important to incorporate a diverse group of people so that everyone has the same understanding of what talent entails. In addition, the history of an organisation, the field in which it operates, and the nature of the work that it accomplishes will all play a role in determining how the various components of talent are understood inside that organisation. In addition, it demonstrates that effective personnel management practises produce intelligent organisations that contribute to the enhancement of organisational excellence. The findings of this study indicate, from a pragmatic standpoint, that the present focus of the Indian health care sector is to become an intelligent organisation in order to keep up with the latest trend in the industry. This indicates that the strategies for human resources need to be adjusted so that they are compatible with the new orientation and can assist every talented person.

Limitations & future research

Several problems need to be fixed with this research. First, there aren't that many people in this study. Also, this study's conclusions are based on the Indian health care system. Because of this, the same criteria cannot be used

for all of Indian healthcare. Another problem was that the study only looked at the department heads, managers, and team leaders. The views of other employees were not taken into account. Third, the results show the link between talent management and organisational excellence, which may be a mediator of this link in a different setting. In the future, researchers can look at other organisational outcomes, such as on the basis of sustainability, resilience & engagement.

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