



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

## Talent Management in Manpower Group

*Radhika.M<sup>1</sup>, Swathi Sirikonda<sup>2</sup>*

<sup>1</sup>Assistant Professor, Department of MBA, CMR Institute Of Technology, Medchal, Hyderabad, India

<sup>2</sup>PG Student, Department of MBA, CMR Institute Of Technology, Medchal, Hyderabad, India

DOI: <https://doi.org/10.55248/gengpi.5.0624.1618>

### ABSTRACT:

Talent management in multinational corporations (MNCs) has evolved significantly in response to global challenges such as leadership shortages and demographic shifts. Today, MNCs prioritize strategic approaches to attract, develop, and retain talent, aligning human capital strategies with organizational goals. Leveraging technological advancements and data analytics, MNCs enhance recruitment processes and performance management, anticipating future trends like remote work and skill-based hiring. Effective talent management in a globalized economy necessitates navigating cultural complexities and harmonizing diverse talent pools. Key priorities include creating compelling employee value propositions, fostering engagement, and investing in leadership development tailored to global business contexts. Overall, talent management is crucial for MNCs to sustain competitive advantage and adapt to dynamic market landscapes. Talent Management has increasing over the last date. With the global shortage of leadership talent stated touted as one of the highest human resource concerns for multinational corporation (MNC, S). But today MNC, s directly increasing attention to global talent management. Multinational firms face the unique provocation in fascinate, retaining developing talent. In this talent management the strategic approaches will improve and develops the human capital and it becomes a key role in multinational corporation and talent management in multinational firms. Utilize in a dynamic environment technological advancement in global talent landscape. MNCS Negotiate the difficulties like talent shortages a demographic change. ETC.

**KEYWORDS:** talent management, multinational corporations, global challenges, leadership shortages, demographic shifts, strategic approaches, human capital strategies

### INTRODUCTION

Talent management is not only about the recruiting and retaining employees. But it ranges the human capital strategies with organization goals. and talent management apply by enabling MNC, S to leverage technology and date analytics for recruitment and performance management and also talent management anticipates the future trends is very important for multinational firms to modify their management strategies to appear the provocation and opportunities skills like remote work and skilled based hiring etc. and talent management plays a important role in the succession of multinational firms utilizes the globalized market place.

Talent management consist of a system organizational practice used to attract, recognized, develop and retain individual considered key for the performance of the MNC. In today's world globalized economy, of multinational firms uses across the many geographic locations, servicing various markets and navigating difficult cultural landscapes. and amidst this strong environment the effective management of talent management of talent appear as a analytical strategic imperative for multinational corporations MNCs. TM encloses the holistic approach to attracting, developing retaining and deploying skilled individuals who can contributes to the organization success.in the concept of MNCs. Talent management becomes even more complicated due to the need of harmonized diverse talent pools. leverage cross – cultural abilities. and align human capital strategies with comprehensive business objectives.

Multinational firms face a Unlimited of challenges in talent management arise from the difficulties intrinsic in utilizing across borders and cultures. some of the challenges are in MNC, s utilizes in environment identify by diverse culture norms, values and practices in Talent management. And MNC, s must navigate the differences in recruitment practices in global talent acquisition. In talent management the retaining high performing employees in competitive global market place. Employees must generate a gripping employee value proposition (EVP) that resonate with diverse workforce division while fostering a culture of engagement in retention in talent management.

### REVIEW OF LITERATURE

(Arthur & Boyles, 2007; King, 2015).

Through his study the author is distinguish between the different Talent Management components in the survive literature because these are operationalized at dissimilar interdependent levels of concept that, principles, policies and programs colbert2004, Arthur and boylel2007. Applied from more less concepts and principles values beliefs and also norms regarding employee's management and human resources management and strategies, HR activities are well defined global components designed by business and how well HR programs are implemented by lower-level managers and how they are perceived by employee in the organization. Arthur Boyle 2007.and this concept is further develop more difficult .and accurate theory.

The talent philosopher's talent management objectives, degree of workforce differentiation and talent management system together, as global Talent management objectives of work force differ enation talent management system combined as talent management components that find their origin with HR leaders at the level of organization. Talent practices represents the less concept and talent management of system at the level of individual employee.

#### **Douglas J. Novena, (200 5).**

In this study the author highlighted the factors which are responsible. For the success of talent management activities .in this condition the author has explained. for managers and human resources organization. even so which discussing talent author has referred to the most valuable and function sin the organization. in the judgement of the author organization do not survive without people and when the management people of organization think and plan for the development of these products of value things can be difficult and appear multiple for the successful talent management system of an organization. suggested main points to implement the plan. some of the points are as follows:

- Discover what you are talking about.
- Describe what is all mean transparent.
- Discuss carrier aspiration with employee.

#### **Fang lee Cook, (2004).**

This article the author has concentrated mostly on the talent management strategy of organizations in the service sector. The author has expressed that many services organizations are now realizing the advantages of a diverse workplace. In this concept author has pointed out that, as more and more organizations are going global in their market expansions either physically or virtually, there is a essential requirement to employee various talents to understand the multiple niches of the market and management should five an opportunity to their employee to show their hidden talents in this regard. The author has declared that, in every service providing organizations, the management should have such a talent management strategy or programs which enhance the talent of the employees.

#### **(Plles, X Chuai, D Preece -2010)**

Talent Management (TM) has Fascinate in increasing observation from academics and phenomenon in the last few years, but there are many gaps and exclusion left for additional theoretical and empirical development. Profile of debate has been whether TM is only a re- packaging of what already exists, not being clear from traditional HRM applications or regulations. The paper has three main components: (i) a review of how 'Talent' and TM has been visualized in the literature and the outline of a framework we have derived therefrom which acknowledged four main perspectives on TM: exclusive-people; exclusive-position; inclusive-people; social capital;

(ii) The demonstration and analysis of our research findings relating to TM perspectives and practices in seven multinational corporations (MNCs). (iii) A end debate which contrast and contrasts our findings with the extant literature and our framework. Six of the companies had appropriate 'complete' perspectives, seeing TM as 'integrated, selective' HRM. For some, this involved an entire people' concentrate on certain groups of 'high-performing' or 'high-potential' people, whilst for others it meant an total position' focus on certain 'key' positions in the organization. Just one organization had assumed an comprehensive -people' approach. Two of the companies emphasized 'organizationally concentrated on capability development' cause upon smooth talent flows and development, and moving towards a 'social capital' perspective which took awareness of networks, surroundings and relationships as well as human capital. The inference of our findings for research and operation are outlined.

## **RESEARCH METHODOLOGY**

### **RESEARCH GAP :**

A potential research gap in the topic of Talent management in multinational firms can be gain deeper insights into the complexities of talent management in multinational firms and develop innovation strategies to effectively leverages of global talent pools for sustainable growth and competitiveness. And also, this research gap critically examines the existing literature and industry practices. the research areas such includes impact of cultural context of talent management localization of talent management, aligning talent management with global business strategies, impact of technology advancement, global leadership development, talent retention strategies, knowledge sharing and collaborations across the borders, evaluation of talent management practices . By addressing this research gap would contributes to advancing the knowledge of field of Talent management within multinational corporations to develop more effective and culturally sensitive strategies for attracting, developing, and retaining talent in a globalized business environment.

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### **NEED OF THE STUDY**

The study of talent management in multinational firms is essential for understanding how organization can effectively attract, develop, retain the skilled employees in diverse global contexts. MNCs faces the unique complexities like talent acquisition, such involves navigating cultural differences, ETC.

Leadership is critical for MNC to groom leaders with global business and cross cultural competencies. Knowledge sharing and collaboration across geographic locations are imperative for driving innovation and leveraging the collective expertise of a multinational workforce.

The study of talent management in multinational firms also explore the alignment of talent strategies with overall business objectives. Research in this area helps identify best practices for promoting diversity and inclusion, addressing demographic changes, preparing organization to adopt to future trends like remote work.

Ultimately, this study understands the talent management in multinational in multinational firms. that shows the organizational strategies that creates the workforce productivity. Increases the sustainable growth and achieves the long-term success in the global market place.

### **PURPOSE OF THE STUDY**

The purpose of the studying talent management in multinational firms is to understand the how organization can effectively address the challenges on the opportunities inherent in managing talent across diverse global environment. This study aims to contributes the development of practical insights and innovative solutions that optimize human capital, drive organizational performance, ensures sustained success for multinational firms in the global market place .and foster a culture of continuous improvement and adaptability.

### **PROBLEM STATEMENT**

The problem statement for talent management in multinational firms revolves around the complexities faced by the organization in effectively managing talent across diverse global skilled employees due to varying cultural MNCs. Difficulties in attracting and retaining skilled employees due to varying culture norms, values, and practices across various regions. Talent shortage and demographic changes present Significant obstacles, particularly in important leadership roles an

MNCs struggle to develops and promotes leaders with the necessary cross-Cultural competencies and strategic thinking to navigate complex global business landscapes. Additional gaps in continues learning and skilled development initiatives impact the ability to MNCs to maintain a competitive advantage in Rapidly evolving industries .

### **OBJECTIVES OF THE STUDY**

- To identify the key challenges and obstacles faced by Manpower Group.
- To understand the impact of talent management practices on the recruitment , development and retention of skilled employee with in Manpower Group.

### **RESEARCH DESIGN :**

Research design for studying talent management in multinational firms involves planning the approach and methods for conducting a comprehensive investigation into talent management practices across the diverse global environment . this research design includes defining the objectives and research questions aligned with the studies concentrated on talent recruitment, development, retention leadership and diversity and technology utilization.

This research design approach may involve a mixed methods approach combining qualitative and quantitative methods.

### **RESEARCH TYPE:**

This is the mixed methods approach the combination of qualitative and quantitative research methods .

### **DATA COLLECTION METHODS :**

This data collection involves the gathering information to explores , the practices , challenges and outcomes related to managing talent across the diverse global contexts. Such data collection methods include survey and questionnaires , interviews ,secondary data, observation method . each method offers a unique advantages for capturing various aspects of talent management strategies and cultural considerations within the global organization.

**Population :**150

**Population unit :** Manpower group

**Sample :**40

**Sample Size :** MEDCHAL EMPOLYEES

### **TOOLS USED FOR ANALYSIS:**

QUESTIONARIES, SURVEYS, BARGRAPHS

### **HYPOTHESES:**

H0: There is no significant relationship between talent management practices and employee retention rates in Manpower Group.

H1: Effective talent management practices positively influence employee retention rates within Manpower Group

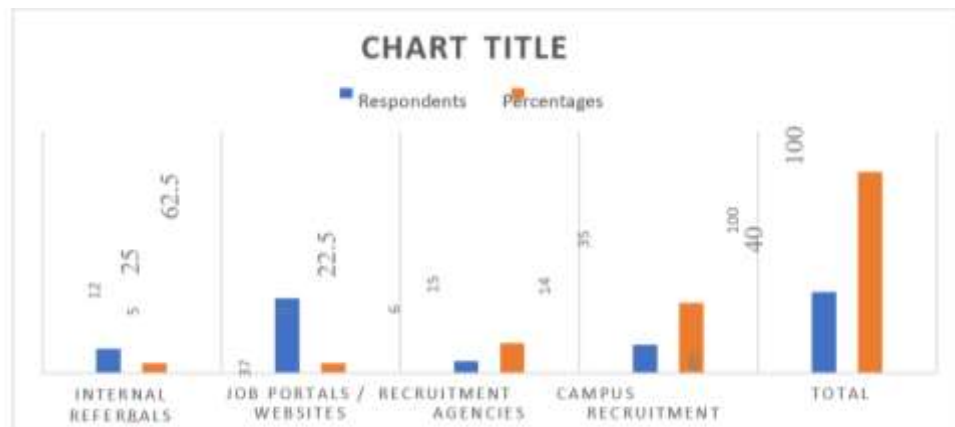
## DATA ANALYSIS

Have you received any formal training or guidance on talent management within the organization?	yes, extensive training	some training	minimal training	no training provided	Total
Respondents	3	12	7	18	40
Percentages	7.5	30	17.5	45	100



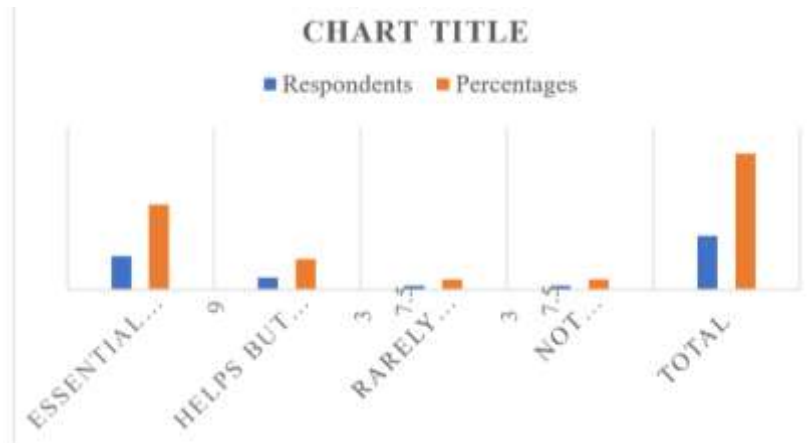
INTERPRETATION: 45% of the training is not provided in the organization and 7.5% is having extensive training in the organization.

How do you identify potential talent for recruitment?	Internal referrals	Job portals/websites	Recruitment agencies	Campus recruitment	Total
Respondents	12	37	6	14	40
Percentages	5	5	15	35	100



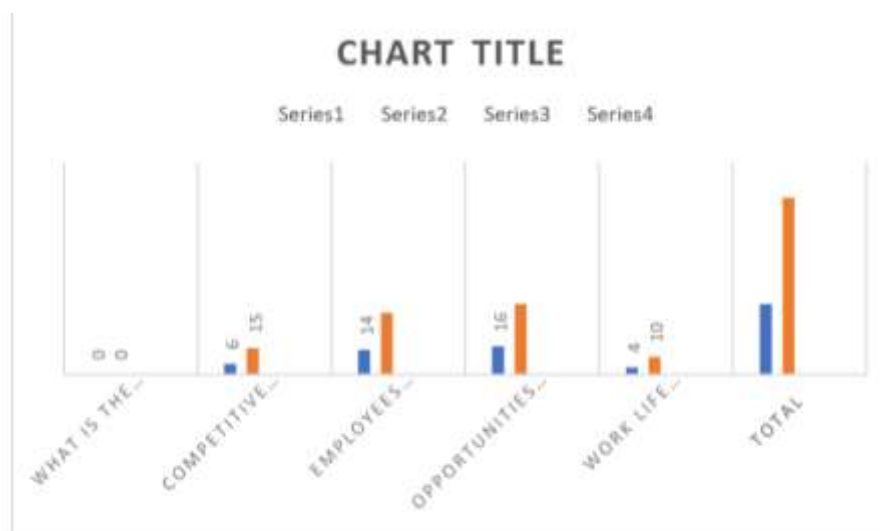
INTERPRETATION: 37% of the respondents says it is a job portals /websites .and 5% are respondent as internal referrals

What role do job descriptions and specifications play in the recruitment process ?	Essential for attracting suitable candidates	Helps but not critical	Rarely considered	Not applicable	Total
Respondents	25	9	3	3	40
Percentages	62.5	22.5	7.5	7.5	100



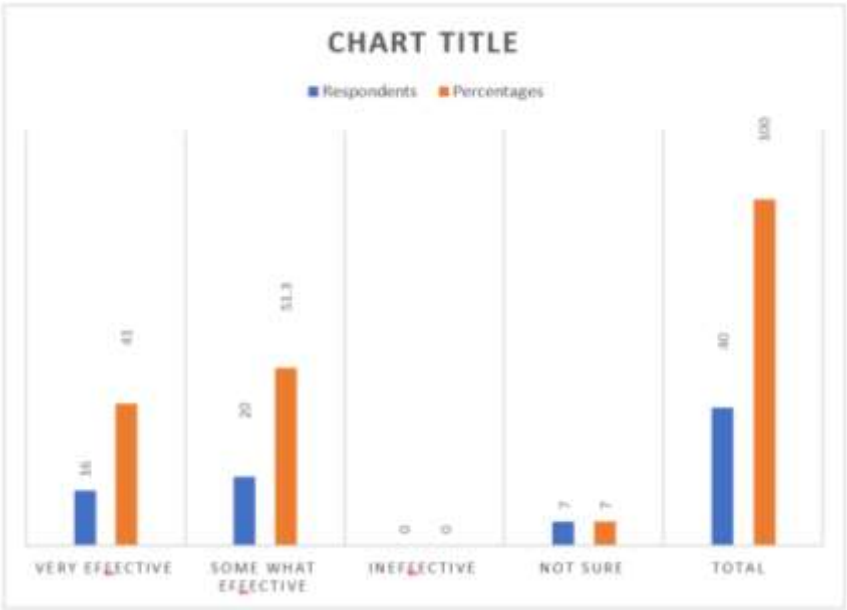
INTERPRETATION :25% are Respondent as essential for attracting suitable candidates and 7.5 are not applicable for job description and specification in the recruitment.

what is the retention strategies manpower group is following ?	Competitive compensation and benefits packages	Employees and recognition rewards programs	opportunities for carrier advancement and growth	work life balance initiatives	Total
Respondents	6	14	16	4	40
Percentages	15	35	40	10	100



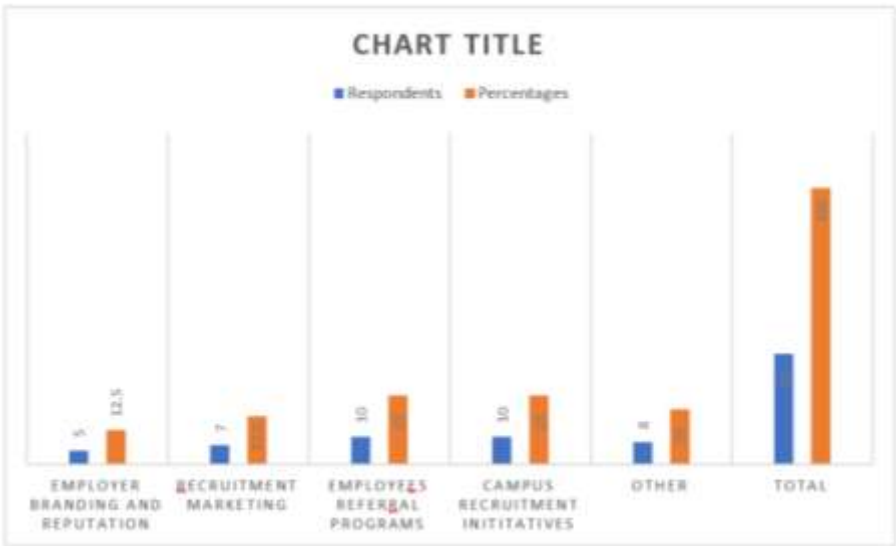
INTERPRETATION: 40% respondents are reacted as opportunities for carrier advancement and growth. 4% are followed by work life balance initiatives.

How effective do you think manpower group's current talent management strategies are in addressing these challenges?	Very effective	Some what effective	Ineffective	Not sure	Total
Respondents	16	20	0	7	40
Percentages	41	51.3	0	7	100



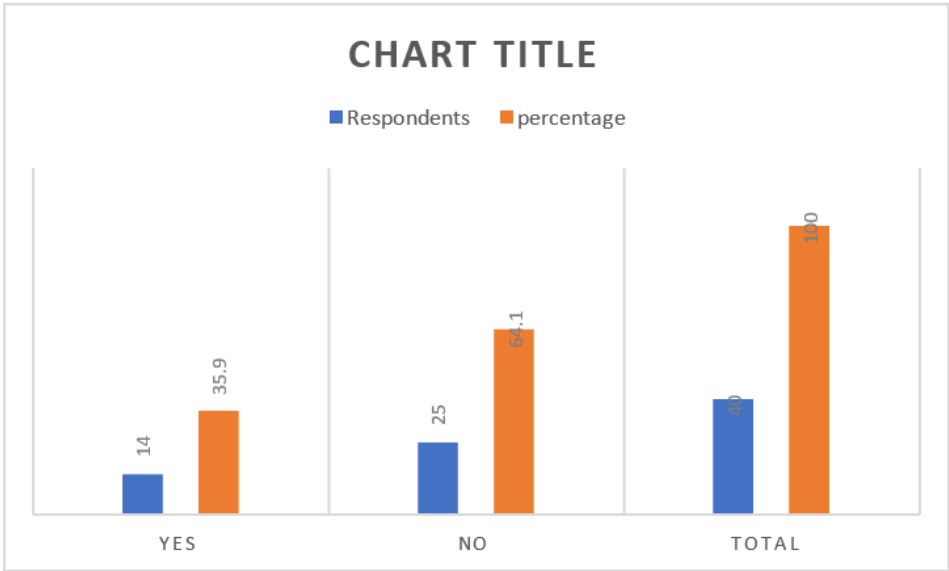
INTERPRETATION: 51.3% respondents are somewhat effective in addressing the challenges where as 7% respondents are not sure in T.M strategies in addressing the challenges

What specific talent acquisition strategies are in addressing these challenges?	Employer branding and reputation	Recruitment marketing	Employees referral programs	Campus recruitment initiatives	Other	Total
Respondents	5	7	10	10	8	40
Percentages	12.5	17.5	25	25	20	100



INTERPRETATION: 25% are respondents are followed by employee referral program and also campus recruitment initiatives. and 5% respondents are showing employer branding and reputation

How do talent development practices influence the skills and competencies of employees with Manpower Group ?	yes	no	Total
Respondents	15	25	40
percentage	35.9	64.1	100



INTERPRETATION: 64.1% of the respondents has NO to practices influence the skills and capabilities of employees in the organization and. 15 % of the respondents reacted yes to enhance the skills with in organization.

STATISTICAL TOOLS FOR ANALYSIS

HYPOTHESES:

H0: There is no significant relationship between talent management practices and employee retention rates in Manpower Group.

H1: Effective talent management practices positively influence employee retention rates within Manpower Group.

	Yes	No	Marginal Row Totals
<b>Male</b>	8 (4.2) [3.44]	4 (7.8) [1.85]	12
<b>Female</b>	6 (9.8) [1.47]	22 (18.2) [0.79]	28
<b>Marginal Column Totals</b>	14	26	(Grand Total ) 40

The chi-square statistics is 7.5563. The p-value is .00598. Significant at  $p < .05$ .

The chi-square statistics with Yates correction is 5.6986. The p-value is .016979. significant at  $p < .05$ .

As the p value is less than 0.05, we reject H0 and H1 that means, there is effective talent management practices positively influence employee retention rates within Manpower group

	Yes	No	Row Totals
<b>Below 20</b>	6 (3.00) [3.00]	2 (5.00) [1.80]	8
<b>20-25</b>	8 (11.25) [0.94]	22 (18.75) [0.56]	30
<b>Above 35</b>	1 (0.75) [0.08]	1 (1.25) [0.05]	2
<b>Column Totals</b>	15	25	40 (Grand Total)

The chi-square statistics is 6.4356. The p-value is .040044. The results is significant at  $p < .05$ .

## FINDINGS

The Total Respondents are 40 out of which male are 27.5 % and female are 72.5 % Majority of the respondents are between 20-25 followed by below 20yrs

72% of the respondents are student and 2% of the respondent are un employee. Most of the respondents are from PG followed by degree respondents

57.5% are having no experience in the work and followed by 1-2 years 32.5 %

45% of the training in not providing in the organization and 7.5% is having extensive training in the organization.

37% of the respondents says it is a job portals /websites .and 5% are respondent as internals referrals.

25% are Respondent as essential for attracting suitable candidates and 7.5 are not applicable for job description and specification in the recruitment.

## SUGGESTIONS

From the above analysis, the suggestions can be as follows

- Talent management clearly stated that to encompass the skills, potential adaptability ,and culture fit.
- Talent management expand the talent pool beyond traditional measures such as diverse backgrounds, experience and perspectives aligning with diversity of talent pool.
- Talent Management implements the initiatives to engage and retain talent, that includes the carrier development plans, regular feedback mechanisms and recognition programs tailored to the unique needs and aspiration of manpower group.
- Data driven talent insights that leverages data analytics to track the talent metrics, and make informed decisions enabling proactive talent acquisition, development, and retention strategies.



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## CONCLUSION

In Conclusion, effective talent management is important for Manpower Group to attract, develop, and retain skilled individuals. By Applying strategies that includes the recruitment Training and career development programs, Manpower Group can create a employee satisfaction, productivity, and overall organizational success. Moreover, it fosters a culture of continuous learning and adoptability can help Manpower Group to stay competitive in rapidly evolving marketplace. And also performance Management systems are utilized to assess employee performance, it provides a feedback, align individual goals. Retention strategies, also competitive compensation packages and supportive work environment aim to retain top talent and reduce turnover. Manpower Group is committed to promoting diversity and inclusion in its workforce, ensuring equal opportunities for all employees. Finally, talent management is a strategic priority for Manpower Group, driving organizational performance, innovation, and long -term success.

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