



Organizational Agility and Talent Management: A Synergistic Approach to Survival in a Volatile Business Landscape

Dr. Chitta Ranjan Satpathy¹, Dr. Minati Das², Ms. Aartee Satpathy³

¹ Professor NIIS Institute of Business Administration

² Associate Professor NIIS Institute of Business Administration

³ Assistant Professor NIIS Institute of Business Administration

ABSTRACT :

In today's rapidly evolving business landscape, organizations face unprecedented challenges that demand a robust response to maintain not only competitiveness but also survival. Central to this endeavor is the relationship between organizational agility and talent management, which plays a pivotal role in fostering a responsive and adaptive workforce. (Jalal et al., 2017) (Grześ, 2023) Agility allows organizations to swiftly navigate changes in market conditions, technological advancements, and consumer preferences, while effective talent management ensures that the right skills and competencies are in place to meet these dynamic demands (Jalal et al., 2017) (Grześ, 2023). As companies grapple with the complexities of global markets and the accelerating pace of change, the ability to cultivate a synergy between organizational agility and a strategic approach to talent management emerges as a vital component for securing a sustainable future and thriving in the present environment.

Keywords: Organizational design, agile company, agile workforce, talent management, reskilling

1.1 Introduction

The world of today, with its characteristics of constant change, Globalization, fast technological advances, growing complexity, and fiercer competition, disruptive business models, emerging new markets, constantly evolving consumer preferences are daily challenges for most big and small organizations in the meanwhile creates a dynamic environment for organizations. Their ability to function successfully in this setting depends on their coherence and compatibility. However, given the current intense competition and significant changes in the economic landscape, agility is now essential for success. Rooted changes and inventive creativity are always needed in today's world, as firms must contend with a global competitive environment. Furthermore, the utilization of competitive performance is the primary means of attaining the industry's competitive advantages (Rezaian and Ashouri, 2013).

The importance of organizational agility is rising as one of the key strategies for obtaining and preserving a competitive edge in the quickly evolving market environment. In order to remain competitive and adaptable in unstable circumstances, business practitioners are increasingly looking for crucial organizational traits like agility. Owing to the growing acceptance of e-commerce, small firms can now compete globally. Organizational agility is now even more necessary in light of these developments in order to compete and adapt outside of home markets. Companies need to have flexible organizational structures, workforces who are open to change, agile networks and partners, easily adaptable technology, and effective and agile business processes in order to take advantage of the emerging global opportunities.

These days, successful businesses concentrate on efficiently and successfully managing talent—both the owner's and the employees' talent (Oracle Corporation, 2014). Broadly speaking, talent management refers to the process of identifying, choosing, and developing an organization's personnel. However, the focus of this essay is on the entrepreneur's talent management from the perspective of skills and knowledge, namely the capacity to employ talent wisely to ensure the organization's daily operations succeed. Entrepreneurs who possess strong talent management skills will be equipped to handle any circumstance that arises inside the company. These skills are crucial for a business's survival and growth, as without them, an entrepreneur cannot succeed. Such abilities are crucial for the survival and prosperity of the business since without them, an organization is likely to fail. An entrepreneur must possess the necessary skills and knowledge to meet the needs of stakeholders and adapt to the always changing business environment.

The concept of agility is gaining attention in the corporate world and in academia. The objective of our research is to explain how talent management (TM) can shape talents as key human resources, according to company-specific agility needs, and thus contribute to gaining competitive advantage in dynamic firm environments. We approach this task by viewing it from the perspective of dynamic capabilities. By rooting our qualitative study in the research fields of TM and agility in the under-researched theoretical realm of dynamic capabilities, we contribute to the theoretical as well as the empirical discussion by addressing the specific challenges of an increasingly dynamic environment. As a result, we provide a contextualized viewpoint from which to explain the process inherent in dynamic TM capabilities that continuously shape talent and organizational agility.

1.2 Aim and Objective of the study

The primary goal of this research study is:

1. To examine the impact of competencies on enhancing organizational agility through talent management practices. The researcher initially outlined and associated agile competencies with dynamic talent management practices.
2. To evaluate the intermediary function of agile talent management practices in fostering organizational agility.
3. Provide managers with scientific and knowledgeable suggestions based on findings from studies to effectively implement talent management and organizational agility.
4. Lastly, the researcher will illustrate the significance of agile competencies and agile talent management practices in cultivating an agile organization.

1.3 Importance of study

This study is significant for its practical application in identifying the impact of talent management on organizational agility. As firms rely on talented people resources, it is crucial to properly manage them in diverse sectors. The study's theoretical significance originates from its focus on human resources, which play a critical role in commercial organizations. The following factors contribute to its significance:

1. This study contributes to the enrichment of this subject of research and studies, making it a useful reference for future scholars and those interested in talent management and organizational agility.
2. It is hoped that the current study would help corporate management and decision makers in the study's sample invest in talent management, use it optimally through the use of best practices, and capitalize on the potential of exceptional and talented persons.

1.4 Talent management worldwide scenario in brief

Talent management is an essential management function in an agile firm. It is a key factor influencing an organization's ability to adapt its behaviors and capacities in response to external change. This is a direct result of the fast changing and increasingly complex global environment.

In today's market, there is a greater emphasis on the candidate than on the business, thus whatever skill set you require for your business operations may cost more than you expected. Agile practices and techniques are required to respond to new changes and improve talent management, making it more efficient and cost-effective. When you have an agile strategy in place to manage your company's talent, you can prepare for the future and anticipate business demands, avoiding a disaster. It can also help you respond fast to unexpected events and make quick organizational improvements to reduce financial risks and consequences.

Businesses must concentrate on their organizational structure and understand how to change it to bring out the best in employees. In all circumstances, businesses around the world should secure their operations, future-proof their firm, and discover strategies to make processes economical and efficient while remaining agile.

1.5 Agility Is Essential for Managing Talent for Organization

1.5.1 Future-Proofing Talent

To defend itself from uncertain or turbulent times, a company must choose dependable and dedicated employees who can be trusted with the work even when there are significant problems ahead. In a crisis, an agile staff may take on different tasks inside the organization while remaining focused on the big picture. Any unexpected circumstances can only be overcome with the help of a staff that is willing to adapt and grow alongside their firm.

A workforce, like any other piece of hardware or software in a business, must be maintained on a regular basis to ensure that it functions properly. Investing in talent management can help you determine which problems need to be addressed and what opportunities exist for the organization. They must hire and employ the right personnel at the proper time and location. Up skilling programs, corporate mentorship, and other reskilling programs are required to ensure that your recruited team is agile and capable of carrying out their obligations effectively. Only an adaptable team, rather than new hires, can face issues straight on and commit to enhancing the company's performance even during bad times.

1.5.2 Encourage Employees to Take Charge.

Adaptability to changing settings is a skill in and of itself, and it is essential that you prepare your employees for it. Talent agility refers to people anticipating the demands of their employers and successfully adjusting to them through innovation. This type of transformation can only be achieved by developing a new work system. This new approach enables staff to respond to internal and external developments on their own. Internal changes may be implemented by the company's top leaders, requiring employees to apply their present skill set to a whole new task. External changes, on the other hand, may occur as a result of an economic shift or a new industry norm that an employee must adhere to. An agile staff can easily tackle these difficulties, with little resistance to change. They see these changes as excellent opportunities to learn and grow,

rather than obstacles to overcome on their journey to personal success.

1.5.3 Promoting Internal Mobility

Employees can become more nimble in moving between different job responsibilities if organizations establish an environment in which changes and mobility are a regular part of their routines. When you invest in the talent resources available to your employees rather of relying on external hiring, you can reap significant financial dividends and gain an advantage over your competitors. To enhance internal mobility, a company should promote upskilling and reskilling with evergreen skills like flexibility and learnability, which will enable people to cross-train and apply new skills in practice. Middle management should be encouraged to exchange abilities for successful mobility, so that objectives can be met with the finest personnel available for the job.

The authors theorized that potential involves learning new skills to perform in novel situations. Coherently, a four factors model was defined, describing different components of learning agility (Lombardo & Eichinger, 2000, p. 324) as follows:

1. People Agility—Describes people who know themselves well, learn from experience, treat others constructively, and are cool and resilient under the pressures of change.
3. Results Agility—Describes people who get results under tough conditions, inspire others to perform beyond normal, and exhibit the sort of presence that builds confidence in others.
4. Mental Agility—Describes people who think through problems from a fresh point of view and are comfortable with complexity, ambiguity, and explaining their thinking to others.
5. Change Agility—Describes people who are curious, have a passion for ideas, like to experiment with test cases, and engage in skill building activities.

1.6 Literature Review

1.6.1 Talent Management and Organizational Agility

Several research projects and academic publications have looked into the relationship between people management and organizational agility. The examination of these studies aids in understanding the nature of this relationship and its contribution to an organization's performance. Complementarity, talent management, and organizational agility are frequently considered as complementary. Talent management focuses on attracting, developing, and retaining top people. Alavi et al. (2014) define organizational agility as an organization's ability to quickly adjust and capitalize on opportunities in response to changing circumstances. An organization with efficient personnel management processes is better positioned to cultivate an agile workforce capable of generating organizational agility (Cappelli & Keller, 2014).

Some experts contend that there is a causal connection between talent management and organizational agility. Effective people management strategies can lead to a more flexible workforce, which improves organizational agility (Thunnissen, 2016). Organizational agility, on the other hand, can have an impact on talent management by fostering an atmosphere that draws in and retains outstanding people.

Certain factors may impact the relationship between talent management and organizational agility. For example, the organizational culture, leadership style, and methods for managing human resources can all have an impact on how talent management contributes to organizational agility (Collings et al., 2019). External variables like market competition, technical improvements, and economic situations might impact the quality of a relationship. The relationship between personnel management and organizational agility is dynamic, rather than static. As the business environment changes, organizations must constantly assess and adjust their personnel management procedures to preserve and improve their agility (Sparrow & Makram, 2015). The association between talent management and organizational agility is intricate and varied. Research suggests that efficient personnel management techniques can improve organizational agility. However, this relationship may vary depending on many conditions. To remain agile and profitable in an evolving business climate, organizations should change their personnel management methods to account for these issues.

1.6.2 Talent Management and strategic emphasis toward agility.

Organizations often prioritize agile personnel management to achieve organizational agility. HRM and talent management strategies aim to achieve high-quality performance with a focus on speed (Sparrow et al., 2014). Talent management plays a strategic role in maintaining talent within organizations. Talent management has direct and occasionally indirect influences. Organizational flexibility and long-term competitive advantage. Several Research on organizational agility (OA) and human resource management (HRM) highlights difficulties related to effectiveness and performance. Some organizations may be hesitant to incorporate agility into their learning initiatives due to a lack of preparation (Thunnissen, 2016).

1.6.3 Talent management and Agile Organizational Structure

Organizational design extends beyond physical offices. Effective management of a company's personnel, assets, and resources is crucial for creating value. Improving resources or flow, whether intentional or unintentional, can have a significant impact on the entire organization. (Sparrow and Makram, 2015).

There is no single "correct" corporation structure. Depending on the business scenario, one structure may be more advantageous than another (Linden & Teece, 2014).

As a result, knowledge work necessitates different structures than those required in contexts where we seek to reduce variance, cut costs per unit, and optimize resource utilization. Certain organizational styles are more suited for handling uncertainty, delivering with purpose, and fostering productive interaction and collaboration.

1.6.4 Talent management and Agile Organizational Culture

By cultivating a highly adaptive and agile culture, regardless of career level. Employees must also be informed of all developments and be able to communicate their opinions, allowing them to act on their knowledge. Building agile management is more than just a commercial strategy, according to Mark Price, a top executive at the organization. Gallardo-Gallardo et al. (2015) and Sparrow & Makram (2015) describe a culture that embraces all departments and employees. In agile management, there is no bureaucracy or hierarchy. Instead, there is a team capable of making decisions and resolving issues. Although roles and duties must be specified and explained to build healthy boundaries, the agile team selects what possibilities to take advantage of and what to do about them.

As a result, all team members must be equipped with the essential courses and training. An agile culture necessitates open communication among all, as there are no borders separating an agile organization's departments. On the other hand, information can flow freely between personnel and departments, with no knowledge gaps. Similarly, all workers must be aware of market trends and properly comprehend dealers' needs and expectations. Employees can innovate products and services to fulfill client needs and implement cost-cutting efforts (Paisey & Paisey, 2016). They provide an atmosphere of love for learning and generating new ideas. By following a rule: respecting employees' questions and the value of their ideas and training them to have the courage to express their opinion, they can be given a chance. (Aguinis et al., 2012; Black & Wiliam, 1998).

1.6.5 Facilities that assist talent management and agility.

Innovative technologies can help organizations improve their staff. Organizations employ technology to varying degrees and sizes, but communication systems and networks play an important role in supporting work today. They must employ these systems since the demand for talent management has increased due to their complexity. (Philips and Roper, 2009). To attract talent, the talent department should collaborate with other departments to create an organized talent and equipment system. This helps to create an acceptable environment for agile work, such as common work places for all employees. Using appropriate equipment and roles allows for more flexible and efficient task distribution, leading to faster achievement rates (Linden & Teece, 2014).

Conclusions

In conclusion, the intersection of organizational agility and talent management is paramount for navigating the complexities of today's dynamic business landscape. As leaders grapple with the volatility, uncertainty, complexity, and ambiguity (VUCA) inherent in contemporary markets, the strategies implemented for talent management must evolve correspondingly (Hoon et al.). This adaptability is not merely beneficial but essential for survival, as demonstrated by case studies on small and medium enterprises, which reveal that focused recruitment, employee retention, and on-going training significantly enhance organizational resilience (Certã et al.). Consequently, businesses that foster an agile workforce are better equipped to respond to unforeseen challenges while uncovering new growth opportunities. Therefore, organizations that prioritize the integration of agility in their talent management practices are not only securing their current position but are also paving the way for sustained success in the future. This holistic approach ultimately contributes to a more responsive and competitive organizational framework.

REFERENCES :

1. Abeuova, D., & Muratbekova-Touron, M. (2019). Global Talent Management: Shaping the careers of internationally educated talents in developing markets. *Thunderbird International Business Review*, 61(6), 843–856. <https://doi.org/10.1002/tie.22085>.
2. Adiyarta, K., Napitupulu, D., Syafrullah, M., Mahdiana, D., & Rusdah, R. (2020). Analysis of smart city indicators based on prisma : Systematic review. *IOP Conference Series: Materials science and engineering*, 28-29 May 2020, Stavropol, Russian Federation, 725, 012113. <https://doi.org/10.1088/1757-899x/725/1/012113>
3. Black, P., & Wiliam, D. (1998). Assessment and Classroom Learning. *Assessment In Education: Principles, Policy & Practice*, 5(1), 7-74. <https://doi.org/10.1080/0969595980050102>.
4. Dyer, L., & Shafer, R. A. (2003). Dynamic organisations: Achieving market- place and organisational agility with people. In R. S. Peterson & E. A. Mannix (Eds.), *Leading and managing people in a dynamic organisation* (pp. 7–40). Mahwah, NJ: Lawrence Erlbaum.
5. Edwards, D., & Smith, T. F. (2009). Supply issues for science academics in Australia: Now and in the future. *Higher Education*, 60(1), 19–32. <https://doi.org/10.1007/s10734-009-9283-0>.
6. Eisenhardt, K., & Martin, J. (2000). Dynamic capabilities: what are they? *Strategic Management Journal*, 21(10-11), 1105-1121. [https://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::aid-smj133>3.0.co;2-e](https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::aid-smj133>3.0.co;2-e).
7. Kehinde, James Sunday, (2012), "Talent Management: Effect on Organizational Performance", *Journal of Management Research*, Vol. 4, No. 2, PP 178 – 186. 9.

8. Li, Linjie and Wang, Xing, (2010), "The Strategy of Talent Localization in Multinational Corporations", International Journal of Business and Management, Vol. 5, No. 12, PP 2016-219. 10.
9. Rowland, M., (2011), "How to cement a diversity policy: The key European Scientific Journal August 2017 edition Vol.13, No.23 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431 328 role of talent development", Human Resource Management International Digest, Vol. 19, No. 5: Pp 36 - 38. 11.
10. Rani, Anupam, and Joshi, Upasna, (2012), "A Study of Talent Management as a Strategic Tool for the Organization in Selected Indian IT Companies", European Journal of Business and Management, Vol. 4, No. 4, PP 20-29. 12.
11. Uren L. and Samuel J. 2007, "From talent compliance to talent commitment", Strategic HR Review, Vol. 6, No. 3, PP 32-35. 13.
12. Vlădescu, Angela, (2012), "The Possibility Of Implementing Talent Management in The Public Sector", Management & Marketing Challenges for the Knowledge Society, Vol. 7, No. 2, PP 351-362. 14.
13. Waheed, Sajjad, Zaim, Abdülhalim, and Zaim, Halil, (2012), "Talent Management in Four Stages", The USV Annals of Economics and Public Administration, Vol. 12, Issue 1(15), PP 130-137.