

# Role of Organizational Behaviour in Talent Management

**Pratibha Goswami**

Research Department,  
Mewar University,  
India.

---

## Abstract

*Being living in the technical world it is difficult to assume what can accurately can be needed to meet the demands of unpredictable environment. The organizations are suffering from dilemma of uncertainty of business needs and the uncertainty of talent needs, therefore it is necessary for the organizations to base their learning of organizational behavior for the individuals in such a manner that their performance is in accordance to the challenging work culture. The paper reflects the importance of organizational behavior in managing existing talent needs of the organization. The better the employees know the organizational culture the better they will know the organization's need and demands with respect to the environment and the better they will perform which will eventually lead to organization's success.*

## 1. INTRODUCTION

Organizational Behavior deals with the perspective of behavior of individuals in their organizational role which clearly outlined the concept of talent management that what individuals are better in performing their organizational roles. The human resource performance is strategically important in bringing out the growth and development of the organization.

The world today is highly advance which inculcates the technical business processes, production, performance, growth and development. Earlier the organizational behavior was widely used in establishing knowledge among the individuals for the organizations they work, but now the concept is utilized in bringing out the knowledge about the organization with regards to the performance being delivered by the workforce. In simple words, organizational behavior concepts are now becoming the base for identifying talents with respect to the environment culture.

## 2. REVIEW OF LITERATURE

Recent trends in Human Resource Management are continuously triggering the performance of the workforce as well as the production of the organizations. The following reviewed literature highlights how organizational behavior can affect talent management practices:

- a. "The last decade witnessed the global changes that intensified the competition in pooling the talent internationally and talent management becomes challenging aspect of organizational development." (Schoon and Ian, 2009).
- b. Richard.et.al. (2011) evidently explained the need for talent management in different aspects, their plea for talent management magnify the need of strong and robust human resource structure in an organization.
- c. According to Ballestros.et.al. (2010) "73% of Executives in USA agrees on the positive relationship between talent management and business strategy to obtain the success of the organization".
- d. More than any other asset, talent provides the potential long term competitive advantage (Lawler, 2008).
- e. Optimis HCM (2011) identifies various components of talent management and links them to workforce performance which eventually lead to organization performance.

## 3. FINDINGS AND ANALYSIS

The digital world is progressing every day and firms are in desperate needs of suitable talents that are in well-being of the organization, thus the firms are placing more importance to the individuals' training and learning processes so that a data of existing talent can be

maintained and at a time can be useful in placing a right fit for the right position.

As it is known fact that employees are the most important source for organization’s success hence it should be important for the managers to identify the individuals who are skilled in organizational behavior will work effectively and efficiently a to bring out the success in reaching the organization’s goals. The basic principles of organizational behavior like perceptions, attitudes, personality, leadership, behavior influence work behavior, motivation, learning etc. Analysis of above various factors further decide how an individual will be suitable foe organizations in recent and future demands. Once the suitability of the individual is identified organizations can easily set their talent model in regard to the demand.

Thus there is a clear need for changes in the human resource management practices and style in organizations in order to ensure organizational growth and development. The research work conducted as a part of the thesis “*Effectiveness of talent management in relation to employee’s value preposition creation and retention in IT industries*” reveals that organizational work environment plays an important role in influencing the talent management practices (as shown in table 1.) as it suggests that the more talent management practices are perceived to be sound and effective by employees, the less likely they are likely to leave.

**TABLE 1. Relationship between Talent Management Practices and Employee Retention:**

Scale	Pearson (r)	Significance (p value)
	Employee Retention	
Talent Management Practices	-.353**	.000**
Employee Satisfaction	-.356**	.000**
Employee’s Value Proposition	-.070	.391
Employee Retention:	-.388**	.000**

#### 4. CONCLUSION

From the various reviewed literature, it is observed that most of the organizations are focusing on learning processes by the individuals within the organizations so that the talent management can be done in the right directions of meeting the future challenges. The organizational behavior learning not only helps in bringing up the levels of the organizations but also it settles up the knowledge of the individuals at every position.

By applying the necessity of need in organizational behavior in an organization will caste out the mangers to set up strategic talent management practices being required for the individuals as well as organization. The better equipped managers with the knowledge of organizational behavior will successfully formulate the better talent management practices which will eventually lead to organization’s success.

#### 5. References

1. Aswathappa K. Organisational Behaviour. Himalaya Publishing House, 2005.
2. Robbins S. P, Judge A. Timothy, Sanghi Seema. Organisational Behaviour. Pearson Prentice Hall, 2009.
3. Hosie P.J, Smith R.C, A future for organisational Behaviour?, Emerald European Business Review Vol .21 No. 3,2009