ENHANCING THE POTENTIAL OF THOUSANDS OF WORKFORCE COMMUNICATIONS PROFESSIONALS: A TALENT MANAGEMENT KNOWLEDGE IN THE DOMAIN OF EFFECTIVE COMMUNICATION

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ABSTRACT

Despite the fact that millennials have been widely studied in both popular and academic literature, there have not been enough strategic communication studies to assist us fully grasp this distinct and important generation in the communication profession. A key goal of this research is to take a talent management approach in order to gain a thorough understanding of millennial communication professionals' (MCPs) generational attributes as they relate to their workplace values, and to determine how such values would affect key phases such as recruitment millennial communication professionals (MCPs), engagement, development, and retention in talent management in strategic communication. Two national panels were recruited to conduct comparative analyses, with one panel consisting solely of MCPs and the other panel consisting solely of communication managers and executives who have direct working and/or supervising experience with MCPs. The results of the comparative analyses were compared to those of the original study. A comprehensive report on generational perception disparities, as well as differing expectations about talent management, may be obtained from the comparison findings of the two studies. The findings of the research as well as their practical consequences are addressed.

KEYWORDS: *Communication, Leadership, Millennial, Profession, Talent Management.*

1. INTRODUCTION

Although literature on Millennia as a distinct and important consumer group in general is abundant, there is limited study into thousand-year-old communications specialists. The Millennium Generation, the biggest working force in the United States, has already had significant impacts in many sectors and in different settings. The Deloitte Global Millennium Study shows that thousands of years want their employers to influence. Millennials desire a stronger feeling of influence to be engaged in positive social initiatives at the local level, which will enhance their employers' loyalty. At the same time, businesses also confront the fact and the problem that young talents move too quickly and too often from one position to the other before they can achieve the long-term growth objectives of the organization. Believing that strategic talent management can play a critical role in linking talented employees, the corporate context, organizational culture and social causes with organizing efficiency and long-term reputation, this

study seeks to learn the expectations of thousands of communication professionals on talent management efforts and strategies of organizations[1].

The aim of this research is thus to get greater insight into how the generational characteristics of millennial communications professionals in relation to the workplace influence critical stages such as recruitment, commitment, development, and retention of talent management. We believe it is possible for organizations to: 1) explore strategic approaches to talent management that attract, engage, develop, preserve and benefit from this generation, and 2) assess opportunities for leadership development to help develop these young professionals to be future leaders on the field.

In order to reach the main objective of this research, we have conceived two online surveys to acquire two comparable national audience groups, which would provide us with complete self-reported information and a balanced evaluation of this unique generation. In our initial online poll we recruited an adult Millennia Communication Professionals (MCPs) nationwide panel that was born between 1981 and 1996.

This panel includes 420 MCPs who presently occupy a full-time communication job in various companies. Our second online poll consisted of a nationwide sample of 420 senior communication managers and managers (MGRs) who interact directly with MCPs on-the-job. While there are no direct relationships or connections between recruited interviewees in these two national panels, we think that having two expert panels enables us to compare the findings, detect the gaps in perceptions and ultimately provide suggestions for successful personnel management[2].

Following this argument, we invited the two panels to express their views on the generational characteristics of MCPs in relation to their place of employment. Five factors linked to workplace values have been evaluated, including work centrality, recognition and award, risk orientation, work-life-social value and technology orientation. We examined further the expectations and views of both panels on critical stages in the talent management process (i.e., recruitment, engagement, leadership readiness, leadership development, and retention). After analyzing the findings of the two panels, we finish the argument by presenting insights which may be taken into account by the organization. Research and practical consequences are addressed[3].

1.1 Theoretical Framework:

The subjects of talent and talent management have been one of the main driving factors for business and consultancy in the last decade. Such study on talent management in companies has focused on the practice of particular organizations, while facing criticism of the absence of definitions and theoretical frameworks. The absence of a general concept of talent management leads to a shared discussion regarding its purposes and scope and its role in providing vision and leadership beyond enterprises. Such a discussion highlights the continuing debates as to whether or not we should consider talent management to be an inclusive strategy (i.e., the talent management approach is about managing all workers' skills) (i.e., talent management is about the talents of high potential or high- performing employees only). As talent management is discussed, several key organizational trends in talent management literature, including efficient talent management in the context of mergers and acquisitions, an understanding of talent expectations for international business transactions, and talent management within the top management team, have been explored.

Although little study on management of different generations of talent on the job begins to emerge in literature, few have concentrated on connecting talent management with the millennial generation of employees, despite the fact that this generation has become the biggest group of employees in the US. In this study, we utilize the idea of talent management and the strategic talent management method for guiding research design. We believe that it is essential and necessary to integrate young professionals from the initial recruiting phase through commitment and leadership development to the retention and gain phase in the strategic talent management process of the company[4].

As a widely-accepted definition in talent management literature, academics describe talent as the systematically-developed inherent capacity of people who are involved in their own activities, feel it significant and desire to engage in energy. They also maintain that every talent advances through a specific lifecycle, described as the talent management cycle, including recruiting, education, performance, development and retention. Research-based talent management allows people to perform brilliantly, or consistently at their best, in one or more areas of human functioning.

With several topics investigated and debated in the context of Talent Management, the development and evolution of talent management theory reflects a shift from traditional approaches focusing on organizational elites and the management of human resources towards talent especially suited to today's dynamic and competitive business environment. Strategic talent management can be designed in three phases: (1) identify key strategic positions of the organization that contribute definitely and significantly to the competitive advantage of the organization; (2) develop a pool of high-potential and high-performing candidates for those key positions to fill; and Researchers claim that this process is mediated by desire for labor and organization, and is further complicated by generational characteristics and expectations[5].

Based on the findings of commercial research, millennial communication professionals are likely to anticipate different methods for talent management and leadership development from prior generations. New millennial talent may first benefit from mentoring and networking initiatives but eventually need the development of human resources and skills to lead top management. Talent management techniques may thus be utilized to engage, retain and develop thousand-year-old workers. Consequently, businesses will gain by increasing their productivity, increasing customer retention, reducing risks and attaining better operational and financial performance via the people management process.

1.2 Engagement of Employees:

The commitment of employees was evaluated at two levels (i.e., engagement in the job and engagement in the organization). The first level evaluates how a thousand-year-old communications professional is involved in the present work on the basis of the agreement between responses and job related statements such as 'I am so involved sometimes that I lose sight of time.' The second level evaluates how committed a thousand-year-old communication expert has been to the organization based on the agreement of responses with statements relating to organizations such as 'One of the most interesting things for me is involving people in this company.' Three items from Saks were modified for measuring organizational involvement in this research. The seven-point Likert-type scales of 1 (highly divergent) to 7 assessed all items (strongly agree). Internal reliability estimates were 793 and 876 for employment and organizational levels respectively[6].

1.3 Readiness for Leadership:

Leadership is the extent to which a thousand-year-old communication expert feels confident in his/her leadership. Measures to evaluate the leadership preparedness of millennial communications professionals have been developed from public relations research. Six elements related to six key characteristics (e.g., autonomy, ethical direction, team cooperation, connection building abilities, strategic decision-making, and communication-making) describe effective public relations leadership. One example is "I am sure that I now have enough skills to provide an impressive view of how communication may assist the business." A seventh question has also been introduced to evaluate your overall confidence in leadership (i.e., I am confident that I have now sufficient capabilities to become an excellent leader in communication in the near future). Similarly, respondents from the Millennium group were asked to self-report their own judgments whereas executive group respondents reported their views on millennial staff based on observed and supervised experience. All items were assessed using Likert-type seven-point scales of 1 (strictly divided) to 7 (strongly agree). The internal reliability estimate for leadership preparedness was 915 across the sample.

1.4 Development of Leadership:

The individual responsibilities of millennial communications professionals in leadership development relate to the degree to which they have committed to a variety of conduct and activities in search of leadership development chances inside and beyond their existing company. In this study, leadership development efforts assessment measures were taken from research on employee psychological contracts for the development of leadership skills and abilities in companies. One example is: "I aggressively improve my leadership skills and abilities through acquiring important work-related talents to boost my worth." The seven-point Likert-type scales of 1 (highly divergent) to 7 assessed all items (strongly agree). The internal reliability estimate for the development of leadership was 857 across the whole sample[7].

2. DISCUSSION

This research aimed to identify specific generational attributes associated with the workplace values of millennium communications professionals, as well as to detect perceptual gaps in employee involvement, leadership readiness, leadership development, recruitment and retention among thousand-year communication professionals and communication executives who work with them directly. Since the millennium generation has become the largest group of people in different occupations across the United States, our research responds to the urgent need of millennial communication professionals for research, as well as their expectations on key aspects of the talent cycle, including recruitment, leadership development, involvement and resounding.

By performing a comprehensive and comparative study based on two national populations, we focus on the perceptual gaps between MCPs and their MGRs. The extent of these disparities increases the significance that communication professionals of this generation be known to demonstrate their full potential as future communication leaders. A thorough knowledge of the sensory gaps in talent management's main components may be valuable for managers and organizations trying to recruit and conserve this section. The results from this study not only offer many particular insights on the character of the Millennium Generation, but also on the practical consequences for the re-exploration and re-definition of the roles and responsibilities of MCPs in their organizations[8].

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Since our study focuses mainly on offering ideas for creating a comprehensive talent management system inside the business with the expectation that such reasoning and efforts may have a beneficial effect on the communication profession and address certain talent management problems. Our results reveal that millennial communication professionals love to take different leadership positions and are actively pursuing chances for leadership growth both within and beyond their present company. While they are not yet ready, it will be very useful to concentrate on leadership practices and problems, such as the provision of tools for leadership practice and support for leadership development efforts. Such efforts would contribute to the MCP's commitment to leadership positions in order to achieve an effect via different tasks and initiatives on specific elements of organizational performance, both tangible and intangible.

Although this research provides significant solutions to unknown problems relating to the literature's management of thousand-year-old communication experts, the findings should be evaluated with regard to their limits. One important restriction is that although we have been able to collect two large national samples of professionals and managers working in the communication industry in general, there is no direct reporting or working connection between the two groups. The use of single informants from various organizations, in their organizations, may not reflect the truths of thousands of communication experts. Future study may expand our findings by bringing together numerous informants from the same company[9].

Finally, our findings open up a dialogue between recruiters and millennial communication professionals to tackle talent management problems and possibilities efficiently. In setting up the talent management system, companies must take into consideration the institutional environment and culture. At the same time, it is equally essential for young professionals to accept responsibility and reflect on each other in a thorough manner. MCPs want greater freedom, flexibility, independence and self-initiated jobs. At the same time, however, MCPs must also evaluate their intercultural and cross-functional competences inside and beyond organizational duties so that proper positions and skills are not misidentified. For a sustainable personnel management cycle, a mutual benefit viewpoint is highly required[10].

3. CONCLUSION

Analyzing perceptual deficiencies in the generational attributes, engagement, leadership, leadership development and recruitment expectations of two respondent groups: MCP and MGR, with experiences working with MCPs, this study focuses on the need to create a sustainable and competitive talent management system through incorporation. The Deloitte Global Millennium Survey shows out that Millennials feel responsible for numerous problems at work and believe that they may have an effect on good causes at work. In order for companies to be successful in long-term, sustainable recruitment and retention of top talents, they must try to give millennial staff more control and make them feel their employers have an effect.

The fundamental elements of the talent management system, such as recruiting, culture, development and retention, must be subject to changes and efforts. Make recruiting a customized, honest job description process. Nearly two-thirds of the MCPs questioned said that their decision-making was influenced primarily by the reputation, location and culture of a company. If these are the main characteristics that millennials are looking for, how can companies appeal to them? The practical implications for businesses are to take care of your claims if you provide an integrated package of personal improvement and professional development.

Provide a job description that matches the real task when young employees are employed. Approaches like incorporating a young rock star in interviews and organizing a small social/virtual gathering for MCPs may increase commitment and ignite outcomes. It is essential to highlight the diversity efforts of the business, since millennials are the most ethnically diverse generation in American history. Our findings showed that MCPs want to work for a socially responsible company. For retention efforts to be further enhanced, businesses may position themselves within the community, explain their CSR activities and share a "invisible" culture by connecting such efforts with a social purpose that can provide life to the company.

We also realized that certain key contexts, such as individual level research (e.g., strategies managing individuals to balance the challenge to work and life), organizational level (e.g. organizational and HRM strategies that influence talent management) and international level (e.g. multinational talent management practices transcends), ranged from individual levels to individual and international. However, we have not yet been able to find some trans-industry or transnational talent management studies. While our study setting is robustly based on strategic communication, future research should seek to see if or not models of talent management may transcend the many companies, sectors, networks or across national boundaries.

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