

Using WhatsApp to Manage Talents in Creating Student Superstars

Students' Talent Management

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Abstract: This research is a diagnostic and implementation program for the students who exemplify the culture that will achieve their dreams. A large population of university students are in Generation Z. Mobile technology becomes an integral part of their life. More than 1000 engineering students were selected by cluster random sampling method. We studied the students view point about the educational use of WhatsApp groups to support their learning process. We created a talent management system for students using WhatsApp as a tool. We deployed a special model for talent management among students. The proposed culture of Students' Talent Management (STM) system involves Ethics, Sustainability, Diversity, Engagement, and Creativity.

Keywords: Students' Talent Management, Learning through WhatsApp groups, Generation Z students, Student Superstars, Mobile Learning.

1. INTRODUCTION

Talent Management is an emerging trend in the field of Human Resources Management. It is a challenge for the HR professionals to implement Talent Management System in organizations. This paper deals with talent management practices for a specific purpose using WhatsApp as a tool. Creating a culture is an essential requirement to establish this system in WhatsApp. There must be a procedure and there are guidelines required to establish such system in WhatsApp. Goleman suggested a competency model based on Emotional Intelligence and Social Intelligence. To succeed in achieving dreams through talents, the above mentioned intelligences are needed to create and establish a culture. Self-Management and Relationship Management are the keys to achieve Emotional Intelligence and Social Intelligence respectively. Each WhatsApp group, will be created in this program for a specific purpose, will be called as 'gangs' such as CEO gang, MBA gang, Gang of Creative Writers, and so on. Creating a Talent Management model to create Self Identity for the Gen Z students among the Gen Z students is the primary objective for this research. This research conducted for the students, by the students, and about the students to achieve their dreams in a systematic way with the support of their support groups.

2. HUMAN CAPITAL MANAGEMENT

A resource, in its organizational context, is defined as anything that could be thought of as a strength or weakness of a given organization that can be tangible and intangible assets (Wernerfelt, 1984). For any firm, there are three major resources such as human, financial and technological resources. Of the three, human resource is the most valuable for any organization. With the right management systems, human resource can be the single most powerful tool in the hands of a company. Effectively managed human resource yields an enhanced ability to attract and retain talented employees, in addition to higher profits, reduced employee turnover, high product quality and low production costs. [1] When properly managed,

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human resource will give any company an edge over its competitors. While being advantageous to the company concerned, it also aids in creating conducive work environment for employees, which will further bolster their performance.

In order to effectively manage its human resources, an institution will have to assess its performance. These assessments will help determine factors that promote or deter efficiency among the employees and recognize talent among employees. However, measuring performance is a complex task. It cannot be based on a single criterion. A range of criteria and factors are needed to be considered to properly assess the workforce. With more research, it is clear that human resource management is crucial to ensure a company's success in a highly competitive market. This has also resulted in a drastic change in the methods of human resource management. Institutions worldwide are now turning towards talent recognition and management to improve their workforce.

3. TALENT MANAGEMENT

One may argue that the definition of 'talent' will vary based on individual perception. Talent, in general, refers to the natural ability that an individual possesses to be able to carry out a certain task efficiently. Talent management has emerged as a major field of study over the past few decades. Talent management, in essence, is a strategic and holistic approach to both human resource and business planning or a new route to organizational effectiveness. While improving the performance of the employees, it aims to yield an enhanced performance for the company. The term strikes a perfect balance between potential and performance. While potential was a traditional form of measurement of workforce efficiency, potential has more recently been taken into consideration for the same, giving better results. [2] A simple internet search of the term 'talent management' yields nearly 8 million results, ranging from books to publications and consulting firms engaged in talent management. Therefore, one might believe that this field is well studied, a well-defined area of practice with a set of principles bolstered by comprehensive research.

However, that doesn't seem to be the case. Review of research conducted in the field reveals a dearth in the definition, aim and objective of talent management. Talent management itself has various definitions. In fact, it is interchangeably used with terms like 'succession management', 'human resource management' and 'talent strategy'. Of course, beyond the definition of the term, talent management comes with problems in the management, acquisition and selection of employees. [3]

In addition to this, it's observed that talent management is generally lacking in schools and colleges, which should traditionally promote talent. Research needs to be conducted to be able to implement strategies of assessment, recognition and management of talents among the student community.

The importance of talent management is crystal clear in order to be able to place the right people at the right place for the right job at the right time. It is crucial to assess the strengths and the weaknesses of the students. This will ensure efficient use of talents to achieve their ambition. Every task is different, with varied requirements and skill sets. For this, it is essential to assign a person who possesses the same skill set and has the ability to perceive the task at hand and perform efficiently. A product of talent management is competitive management. Competition helps promote efficiency among the workforce. It aids in the expression of talent and potential. In order to survive, employees are to utilize their talents to the best of their ability.

There is insufficient research on talent management in universities and schools. A novel method for the same could be the use of WhatsApp. Over the last few years, there has been a marked increase in the use of WhatsApp amongst school and college going students. The present generation is referred to as the generation Z - the generation that grew up with technology, naturally making them more tech-savvy.

4. GENERATION Z STUDENTS

Most of the school and university students today belong to what is referred to as the ‘Millennial Generation’. Millennials are the first generation to get along and grow with digital media in various forms, making them capable of multi-tasking with various devices. WhatsApp, thus, forms a crucial new technique to make education and talent management more accessible to the student population. [4] The Millennial’s defining factor is that they are the first generation to be brought up around technology. Seeing how computers and the internet has been a major part of teenager’s lives, they can easily adjust and adapt to any changes brought about by innovations and new developments. [5] As youths, the millennial generation has been influenced heavily by the events that occur around the world. With all this, they received immense support from their parents to seek their academic career and extra-curricular activities. All this has resulted in a generation with more positive attributes that will make a better society. [6]

Of course, with such a generation, educators realized the need to modify traditional methods of educational management of student talent to be able to help students realize their potential. This gave rise to more research in the field, with various methods of talent management and education being proposed. A highly motivated and conscious generation has led educators and researchers to push their limits in fulfilling their demands. A key factor to consider in the upbringing of the generation Z is the major role played by technology. It has resulted in a more socially conscious and goal-driven generation. In addition to this, it has also challenged traditional methods of student performance and talent management, with most institutions turning to technology to help with the same. The integration of technology with learning and skill set management could be the key to bolstering the student population and preparing them to face the market in the future. In order to nurture the talents and skills necessary to survive in a constantly evolving workplace, one might have to deviate from traditional methods and adopt more innovative solutions to deal with students.

5. THOUGHTS OF GEN Z STUDENTS ABOUT WHATSAPP

WhatsApp has different meanings across different contexts. Although related to e-learning, it specifically focuses on learning across circumstances using mobile devices. It considers any sort of learning that happens when the learner is not at a fixed, pre-determined location. [7] S. Magrath (2003) stated that “writing today is not a frill for the few, but an essential skill for the many”. To achieve this ambition of increasing writing skills, WhatsApp electronic journaling was examined as a approach to help the students evolve their writing skills. [8] Social media according to Andreas Kaplan refers to the means of interactions among people in which they create, share and/or exchange information and ideas in virtual communities and network. It creates the opportunity to network with other members who share similar or common interest, dreams and goals. With the social media networks like WhatsApp, an individual can initiate and build strong business partnership in any part of the world without meeting that individual in person.[9] 73% of the respondents spend an hour everyday online. 34% of them respond to notifications within 30 minutes of receiving them, followed by once a day, (31%). 51% of the online activities are monitored by parents & 50% of the parents have access to Gen Z online accounts. WhatsApp plays major role in all sectors for sharing thoughts and work related stuffs. [10] WhatsApp technology is a new method of remote learning for Gen Z students. Researcher considers that the WhatsApp learning mode chosen by distance education teachers resolve the instructive relation that is linked to the learning approach used by online instructor. The impact of WhatsApp mobile social learning on the achievement and attitudes of female students compared with face to face learning in the classroom.[11]

6. LITERATURE REVIEW

A lot of research has been done in the field of m-learning and its benefits for the student population. M-Learning stands for mobile learning, a form of learning on the go. The educational content delivery and

uptake occur outside the standard learning environments of school and home. [12] Review of literature shows that the use of technology in the process of learning will help students overcome issues they face in democratic participation and social inclusion. No longer hindered by geographical barriers, technology can enable students from around the world to share information and learn together.

The main characteristics of this form of learning include:

1. Accessibility irrespective of time and distance. Course material is available to students at the required time.
2. The educational content in the WhatsApp, are concise and used in places where the user is exposed to continuous distraction, like a public park or train station.
3. Mobile learning is never used as the sole resource for education. It is usually combined with other methods of content delivery like lectures and seminars.
4. Promotes collaborative learning with the student community. [13]

7. TALENT MANAGEMENT USING WHATSAPP

Talent management via WhatsApp could be an effective method to ensure the skills possessed by the student population are properly nurtured. Talent management in universities comes with the limitations of larger student populations and a low student to teacher ratio. A lack of individual attention makes it nearly impossible to properly manage talent among the students. This is where WhatsApp comes into play. Several websites promote skills among students, in the form of blogs, video channels and other resources. To integrate a system of talent recognition and assessment into the college curriculum will ensure the student population is better stimulated and motivated to face the constantly evolving market. WhatsApp could be the key to nurture career-specific skill sets amongst the student population. Research indicates that WhatsApp could tackle issues of democratic participation and social inclusion. Furthermore, portability and affordability makes it a popular choice among students.

Research in this field, however, is limited. More studies need to carry out to determine the feasibility of integrating university programs with online and mobile based resources to promote learning outside campus. Factors such as financial constraints and technical support may hamper the implementation of such programs in universities of developing countries. This review may encourage universities and educational institutions to promote mobile learning by its students, while highlighting potential difficulties the institutions may encounter.

While WhatsApp has potential to become mainstream in the foreseeable future, owing to end-user devices becoming more capable of managing mobile learning applications and software, in addition to the increasing affordability of mobile devices. Of course, for successful integration of mobile technology in the student community, it is crucial to understand the needs, wants, preferences and limitations of the potential users of the resources. HR professionals have to find ways to manage 5 Generations (including Generation Z) with cross cultural work-force in 2030. They will be virtually casual, less social, can be managed virtually and, eccentric individuals. [14]

A common problem faced by universities is the inability to properly assess and develop talent of the students. Mobile technology could be used by institutions to develop talents and skill sets. Also, several institutions may lack the funds required to set up the infrastructure and systems required to support mobile learning applications for students.

8. RESEARCH METHODOLOGY

In order to design a STM framework consists of STM strategy and STM system, we understand students' behaviours in WhatsApp groups. Data collection through Questionnaires, Opinion Polls, Interviews, and

Brainstorming sessions had been done. More than 1000 engineering students are the respondents of the survey of this research. More than 50 students from different backgrounds have been interviewed and more than 10 brainstorming sessions have been conducted. Generation Z students spend most of their time using WhatsApp only to build relationships. They shared contents related to academic or to improve their talent in support groups of our study.

9. RECOMMENDATIONS

Ambition specific groups can be created using WhatsApp by the students for the students to develop their talents. A teacher can be a moderator cum mentor to support them within the gang. Experts can also be added to guide the students.

Members and admin of gangs should follow the below mentioned guidelines to establish a culture which support the cause.

1. Views the objectives with hope
2. Empathize others
3. Sees possibilities than problems
4. Build relationships
5. Contributes relevant information
6. Encourage and participate
7. Ensure learning everyday

10. CONCLUSION

Students are supportive to implement STM system using WhatsApp groups. But they will be sincere and understand the importance of preparation only at the last moment. It is necessary to develop seriousness with them from the beginning. From this research, Talent management among college students using WhatsApp as a tool, it is clear that students are supportive of the idea of WhatsApp and the integration of technology in college related courses is a new methodology for the student community. It is not a choice but the chance for the Gen Z students to achieve their dreams. This article is also one of the evidences that support possibilities of implementing WhatsApp based Talent Management system for specific purposes. With the support of 15 students, we have published 7 papers by Student Superstars' Gang of Creative Writers within 90 days. There is widespread awareness of the advantages and disadvantages the system may possess. This does make the implementation of such a massive system in an institution much easier.

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