

Chapter 7

Diversity and Inclusion: An Imperative in Global Talent Management

Neeta Baporikar

 <https://orcid.org/0000-0003-0676-9913>

Namibia University of Science and Technology, Namibia & SP Pune University, India

ABSTRACT

Today, no country can claim that its business can be local or national due to the effects of globalization. The world of business has become international. In this new millennium, few economies can afford to ignore global business opportunities. The globalizing wind has broadened the mindsets of executives, extended the geographical reach of firms, and nudged international business into some new trajectories. One such new trajectory is global talent management, which has a tremendous impact on the subject matter of diversity and inclusion. Effective talent management is essential for a competitive edge and survival. Moreover, a volatile economic context makes talent management more crucial to organizational success. Similarly attracting, developing, and retaining talent particularly managerial, professional, and technical sustainably is a herculean task indeed. Hence, this chapter, through grounded research and in-depth literature review, intends to discuss how and why diversity and inclusion have become an imperative in global talent management.

INTRODUCTION

Today, no country can claim that its business can be local or national due to the effects of globalization. The world of business has become international. In this new millennium, few economies can afford to ignore global business opportunities. The globalizing wind has broadened the mindsets of executives, extended the geographical reach of firms, and nudged international business into some new trajectories (Baporikar, 2017a). One such new trajectory is global talent management, which has a tremendous impact on the subject matter of diversity and inclusion. Effective talent management is essential for a competitive edge and survival. Moreover, a volatile economic context makes talent management more crucial to organizational success. Similarly attracting, developing, and retaining talent particularly managerial,

DOI: 10.4018/979-8-3693-1938-3.ch007

professional, and technical in a sustainable way is a herculean task indeed (Baporikar, 2017b). With a growing problem of limited specialist and technical skills in the labor market there is definitely going to be an escalated ‘war for talent’, both male and female leadership talent might be warranted for organizational success and economic development. There is also a considerable body of research suggesting a link between diversity and inclusion and how a diverse inclusive workforce and leadership – get things done in organizations (Baporikar, 2020; Jain & Lobao, 2012).

Diversity and inclusion are critical to win in the flat world. As global corporations begin operations from offshore locations and cater to global clients, they begin to recognize the value of a diverse talent pool. This is all the more true post pandemic with new work modes and methods (Baporikar, 2021). Workplaces that explicitly celebrate differences encourage employees to draw fully on their individual potential contributing to organizational success (SHRM, 2009). An example is Infosys an Indian firm consistently augmenting the cultural competency and intelligence of their workforce. With operations in 32 countries and employees belonging to 89 nationalities, the company strives to be an equal-opportunity employer by leveraging on differences. Today, diversity and inclusion have become a business imperative to excel in the changing environment, optimize operational efficiency, and maximize benefits.

Hence, this chapter, through grounded research and in-depth literature review intends to discuss how and why diversity and inclusion have become imperative in global talent management. It is hoped that the chapter contributes and adds to the talent management knowledge base and global human resource management paradigm.

LITERATURE REVIEW

Talented employees are considered to be talents because of their knowledge and ability to affect the culture of the organization they work for and by being more than just an employee (Park, 2014). An important element to define “talent” is that it concerns authentic staff members who not only have the right skills and knowledge. They are also able not just to “play” a role, but to be able to stay close to themselves and from that notion provide naturally good service.

Talent management in an organization is an ongoing process of analyzing, developing and effectively utilizing talent to improve business value and to achieve the organizational goals. Everything done to recruit, retain, develop, reward, and make the employees perform forms the process of talent management.

When the economy is opening, so are the job opportunities for talented executives. How to attract them and retain them has become a challenging task for any organization. Talent Management describes the process through which employers of all kinds anticipate their human capital needs and set about meeting them. Getting the right people with the right skills into the right jobs, a common definition of talent management is the basic people management challenge in organizations. Talent management is a professional term that gained maximum exposure in the late 1990s. It basically deals with sourcing talent, integration and aligning talent, developing talent, engaging, and rewarding talent, strategically developing talent and it leads to strategic goals. The idea of developing new talent is not a new concept in any business. Despite intense competition being the key to market development and success, organizations have failed to identify some of the major reasons which highlight why ‘good performers’ leave (Scullion & Collings, 2011). Past Studies clearly state that one major reason why people leave their organization is because of the organization’s failure to bring about a correlation between pay and performance. Human

15 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/diversity-and-inclusion/348720

Related Content

Green Human Resource Management Practices and Organisational Sustainability

Kabiru Ishola Genty (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1278-1296).

www.irma-international.org/chapter/green-human-resource-management-practices-and-organisational-sustainability/295401

The Influence of Artificial Intelligence and Automation on Human Resource Procedures in the Tourism and Hospitality Industry

Udaidip Singh Chauhan, Sidharth S. Raju, Vikas Rana and Tarun Bansal (2025). *Innovative Approaches for International Competitiveness Through Human Resource Management* (pp. 479-500).

www.irma-international.org/chapter/the-influence-of-artificial-intelligence-and-automation-on-human-resource-procedures-in-the-tourism-and-hospitality-industry/379600

Brand Personality Dimensions in the Hotel Sector: A Case Study

Labinot Mehmeti, Ana Pinto Borges, Bruno Miguel Vieira, Elvira Vieira and Amélia Brandão (2024). *Global Practices on Effective Talent Acquisition and Retention* (pp. 37-58).

www.irma-international.org/chapter/brand-personality-dimensions-in-the-hotel-sector/348716

Navigating Leadership and Technology Integration in the Digital Age: Success Factors and Determinants

Bayissa Badada, G. Delina, Ramaswamy Krishnaraj and Michael Moses Thiruthuvanathan (2025). *Insights Into Digital Business, Human Resource Management, and Competitiveness* (pp. 349-376).

www.irma-international.org/chapter/navigating-leadership-and-technology-integration-in-the-digital-age/369021

Evaluating Employer Branding Strategies With Deep Neural Networks

Usharani Bhimavarapu (2026). *Redefining Employer Branding at the Intersection of Human Resources and Marketing* (pp. 231-250).

www.irma-international.org/chapter/evaluating-employer-branding-strategies-with-deep-neural-networks/395540