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Talent Management Practices in IT Sector, Bengaluru

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Abstract: *The key success factor behind competitiveness and sustainability to remain viable and survive in today's competitive environment is its ability to utilise its Human capital in other words the talent workforce. The only distinctively competitive tool that can help organisation to strategically achieve its long term goals. This is the reason why almost all the organisations are focussing towards right and strategic talent identification, procurement, development, empowerment, engagement and retaining this key capital.*

Talent management is an integrated system that facilitates, processes, nurtures, develops and creates a balance between the job and organisation key competencies. It serves as a platform for matching key organisation capabilities with varied crucial positions that are critical and significant for an organisation with leadership perspective and developing in the form of competencies the key skills, traits and abilities that will help organisation to sustain and maintain talent pool across the organisation.

With aging workforce, entry of millennials, high technological revolution, role of social media, changing workplace environment and culture, global focus, uncertain and turbulent market conditions organisation look forward to developing and retaining talent workforce as a key differentiator to survive well in today's challenging business environment. A big challenge for today's leaders is finding and keeping engaged productive, committed and capable workforce and thus requires good degree of creativity and innovation on the part of HR practitioners, line managers and leaders.

Keywords: *Talent procurement, Talent development, Talent engagement, Performance management, Succession planning, Talent retention.*

I. INTRODUCTION

First, it is important to understand what talent is. Talent refers to the innate ability, skills, potential and knowledge one possess either naturally or developed with experience and training with a combination of many emotions, memories, patterns and repetitions, which results into expected or desired performance in varied forms thus creating a difference from others.

"Talent refers to the ability of learning and its expansion to face and cope with the new challenges of the dynamic environment. Talent deals with the forthcoming potential instead of past tracks." Talent refers to the ability of learning and its expansion to face and cope with the new challenges of the dynamic environment. Talent deals with the forthcoming potential instead of past tracks. The above definition covers a broad aspect of the term talent which covers widely the competencies possessed by an individual or a group of individuals to bring desired performance. But until the present talent is identified, developed, assessed and results are as expected talent simply remains an ability. Talent management is an initiative designed to source, attract, recruit, develop, advance and retain highly competent employees. It's also designed to target their development to leadership and management functions critical to the organisation's continuing success. Thus in wider sense with an organisation perspective the journey of creating a effective workforce does not ends by designing effective recruitment and selection methods or by developing highly enabled training system or by offering higher pay packages only it's a consistent process which ranges from planning a organisation need based and goal centric manpower hiring, training, developing, motivating, managing and consistently assessing skilled workforce so that organisation is directing its efforts in right direction towards focussing on right talent resulting into desired results.

Today's HR leaders are putting their best foot forward to create, develop, motivate, deploy, assess and retain the talent in organisation both strategically aligned with organisational goals and tactically by initiating concepts like quick retention plans, quick incentive plans, compensation increase. All the strategies aim at both meeting the short term challenges and developing a long term talent strategy. Since there cannot be any quick fix solutions to manage talent across the organisation need to rethink on two different perspectives – What are the market forces or competitive pressures that affect our business and secondly how to prepare a Talent Bench which should be strategically aligned to long term loans, rigor and time to institutionalize it. In today's scenario when we are living in the time of HR partnership the organisation is restructuring, realigning working on capabilities of human resource and promoting accelerated development of workforce.

II. MATERIALS AND METHODS

The research is empirical and analytical. The target population are the employees working at IT sector of Bangalore. Employee feedback was collected using structured questionnaire. The respondents for the survey are employee working in IT companies in Bangalore City. The population for the survey are IT companies in Bangalore who have been in existence for not less than ten years and minimum number of employees working in the organisation should not be less than thousand, as the research focuses on studying the talent management practices. Using NASSCOM membership as a measure, the number of IT companies are 250 during the base year of data collection. The organisations which are in existence for a minimum of ten years forms the sample size of the companies. Fifty leading companies were selected using this criteria. Since the number of employees vary from organisation to organisation, 15 software employees and one HR Manager were selected from each of the company. Random sampling, Convenience sampling and Snowball sampling is resorted to in this study because it is the feasible alternative to get adequate responses given the stringent criteria of IT industry.

A total of 150 employees and 10 HR Managers from 10 different IT companies in Bangalore city were approached for data collection. The respondents which were selected would have a minimum of six years of experience at the grade of supervisor level, manager level in the same organisation. To gain better understanding of the state of talent management, current practices of talent management i.e. talent acquisition, talent development, employee engagement, performance management, succession planning and talent retention are examined carefully.

Table 6.12
Model summary for regression analysis of hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	Df1	Df2	Sig. F change
1	.947 ^a	.897	.896	.277	.897	5180.843	1	598	.000
2	.949 ^b	.901	.901	.271	.004	26.825	1	597	.000
3	.951 ^c	.905	.904	.266	.004	23.301	1	596	.000
4	.952	.906	.906	.264	.002	11.419	1	595	.000

III. RESULT

H_0 = Success of Talent management practices are not strongly dependent on its alignment and strategic HR objectives.

H_1 = Success of Talent management practices are strongly dependent on its alignment with strategic HR objectives.

The difference among the factors were analysed and tested for significance through one way ANOVA. The results are presented in the Table below.

A. Interpretation

The R value represents the simple correlation and the values given in the table indicates a high degree of co-relation. The R^2 value which indicates how much of a total variation in the dependent variable (success of talent management practices) is explained by independent variable (strategic HR objectives). Thus it can be concluded that success of talent management practices are strongly dependent on its alignment with strategic HR objectives. This proves the hypothesis.

B. Second Hypothesis

H_0 = There is no significant difference between employee opinion and HR opinion with respect to success of talent management practices.

H_1 = There is a difference between employee opinion and HR opinion with respect to success of talent management practices.

Table-7
Average and variance table

Groups	Count	Sum	Average	Variance
Employee	600	2498	4.163333	0.737885364
HR	40	170	4.25	0.705128205

(Source : Field data)

- 1) *Interpretation:* Since value of $F < F_{\text{critical}}$ and value of $P > 0.05$, it can be concluded that there is no significant difference between opinion of HR executives and IT employees with respect to success of talent management practices. It can be concluded that second null hypothesis is true.

Table-8
ANOVA Table

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F	P value	F critical
Between Groups	0.281667	1	0.281667	0.382760139	0.536351	3.856
Within groups	469.4933	638	0.735883			
Total	469.775	639				

(Source : Field data)

IV. DISCUSSION

Change is the only constant in any modern business set-up. There are new contributions to the business field by various practitioners and academicians, from time to time. Therefore, the industry needs business graduates with a good temperament, professional etiquettes, communication and analytical skills. To ace market wars, talent needs a boost. As students of science, we know that water finds its own level. As corporate denizens, we have to agree that talent finds its own ground. While the world fights its wars in the new battlefields of markets, economic strength is the martial muscle and talent its arsenal. While countries compete for talent, a pertinent question is on what basis does talent rank countries? What is it that a talented professional seeks from country before he or she decides to shift base? What possibly talent desires is good remuneration levels, quality lifestyle, safety and security and possibly, rights to invest. A gargantuan country like India and its economy's celerity in transitioning from socialism to capitalism is not bereft of challenges. While India has moved up on the Global Talent Competitiveness Index (GTCI) to the 81st position, it remains a laggard among the BRICS nations, as per the study by Adecco, Insead and Tata Communications. The developed, high-income countries are still the global talent champions. The report says that India (81st) is the laggard of this group. However, Formal Education (67th) and Lifelong Learning (37th) is keeping pace and thus the pool of Global Knowledge Skills (63rd) is solid compared with other emerging markets. A strong talent strategy in sync with the business strategy and vision of the organisation forms the bedrock. A competency framework defining talent at various levels is a good blueprint. Choice of tools to attract the right selection followed by meaningfully deploying talent and ensuring fair and transparent policies to reward and engage talent is a logical flow. But the most critical factors at the organisation level are the following: The spirit of the organisation. Does the HR have a voice? Or is it subservient to the financial ratios? We have witnessed so many organisations that fall prey to the trap of meeting short-term financial objectives. The custodians of talent. The HR team. The delta impact that this team can have on the talent strategy of an organisation and its future is infinite. The understanding, sensitivity, conviction and skills of this team change the game. For a country to win its market wars, the day is not far when the Talent Competitive Index will be monitored as frequently as the currency.

A. Infosys

At Infosys, in order to ensure engagement of employees in demanding environment of 24x7, a wide variety of programs to foster engagement in a professional way are organised that has helped to stem attrition at root level. It is the reason why Business Today and its managing partner Mercer Human resource consulting rated Infosys as Best Place to work for in India which was based on four quadrants of HR metrics like employee satisfaction, perception of key stakeholders, HR Processes and policies.

- 1) *Transparency as a Key Factor:* There should be no role of fear of any kind in driving performance whether for talent identification, development, deployment or multiplication. Similarly the role of transparency and effective communication plays a key role in developing a talent friendly environment. It can be practiced in form of frequent interactions, open forums, participation of employees, technology enabled methods to promote free and open communication to avoid any confusion or misperception across different levels. Organisation that sincerely believes in open communication adopts real time employees and manager self-service applications to ensure faster and accurate decision making while saving employees time from tedious manual activities. For e.g. at Infosys, in order to improve employees service delivery SPARSH, the Infosys intranet has been voted as the top 10 intranets of 2007. This serves as a channel to disseminate information and provides a platform to express their views thus ensuring collaboration and networking. This also has helped in reducing operation cost at help desk through improved user experience leading to 65% drop in help desk calls. Different strategies to Create a Talent friendly environment :
- 2) *Pay:* This is the most determining factor for retaining the talent pool in an organisation which should be kept competitive. IT and ITES majors like Wipro and Infosys implement variable pay for retaining the employees and extracting the best performance from them. Flexible benefits are another effective tool for encouraging high performers for example Eicher Grop which allows its employees to design their own compensation package which suits with their needs.
- 3) *Benefits:* Benefits which provides social and futuristic security to the employees can serve as a major tool for retaining the best talent pool in an organisation. For example, Infosys provides a group insurance scheme to its 13000 employees in Bangalore and is also one of the first Indian Software Companies for introducing Employee Stock Option Plans (ESOP). Similarly, many other Indian organisations design and develop innovative benefit packages for retaining their talent.
- 4) *Learning and Development:* It enables the retention of the most competent and ambitious employees in the organisation and at the same time, provides a competitive advantage by building the intellectual base in an organisation. For example, Wipro provides ample learning opportunities to its employees for developing their leadership potential. Wipro has designed a Life Cycle Stage Development programme, which selects the employees with the leadership potential and trains them in accordance with their level in the organisation.

B. TMS helped Infosys add USD 120 Million to revenue every Quarter.

At the start of fiscal 2013, Infosys was facing a challenging time in an uncertain business environment. Major geographies were in recession, client spends were down and competitors were discounting deeply.

Since the external environment was expected to stay the same for the next few years, the company decided to have an increased focus on internal efficiencies. Thus, a pan-Infosys project, "Talent centric Reorganisation and Management" was conceptualised and deployed with a two-fold objective structurally reorganise Infosys around talent and develop a state-of-the art IT

Solutions to manage talent demands and supply.

To reorganise the structure of the organisation, delivery and talent functions were segregated and managers were located with people. As per the new structure, the Delivery Manager (DM) was expected to manage client projects and some existing DMs were transferred to the talent management function to a new role called Talent Manager TM. The nw structure also included a joint ownership for an employee – DM for project work and TM for competency, staffing and evaluation.

Post restructuring, Infosys developed an IT solution, Talent Management System (TMS), which serves as an integrated workbench to manage the complete demands and supply chain for talent. The new solution brings in a defined process, at one place with various attributes like skills, location, period etc., for projects under execution, as well as prospective business.

TMS has the ability to search both demands and supply based on their attributes. A variety of algorithms are in-built in the system to suggest matches. The system has empowered TMs to staff their own people or open-up demands to other TMs for staffing. Delivery teams can accept or reject proposed staffing and request for re-evaluation. Automated mailers are enabled at every stage to keep the stakeholders informed.

In addition, a variety of reports have been enabled in the system using a BI platform called Reports Factory. This gives users the capability to develop their own reports and view and archive them for repeated usage.

For bench management, multiple views are available in the system that qualify and quantify bench. Comprehensive automated mailer functionality has been enabled that informs bench employees on options available.

Apart from this, quick dashboards have been built that provide specific slices for specific user groups.

Today, every single demands across the company has to be routed via TMS. This not only provides visibility to TMs to plan for talent, but also feeds into a whole gamut of other systems that manage visa, onsite assignments, employee allocation, hiring, sub-contractor management, training etc. TMS is used every day by about 1, 50,000 employees. Post deployment, demand fulfilment



velocity has come down to 2 days from about 6 day8s earlier. Today, 98 percent of all demands are fulfilled before the start date of the work. In addition, over 1,200 employee movement between units were effects on an exceptional basis based on the unique attributes of TMS supply.

Also, utilisation (excluding trainees) has increased by 4.3 percent, which translates to about USD 120 million additions to revenue every quarter, at the consecutive end (based on billing basis, blended rates). The net impact on operating margin is expected to be about 2.5 percent.

Since key expense processes are completely integrated with the TMS, it has helped ensure that costs are incurred only against validated demands. Till date, more than 2,500 assignments for work in the U.S. have been validated against the demands in the TMS.

C. HCL Technologies

HCL Technologies provide training to the women employees for pre and post maternity times, program called as baby and U. This is also followed up by flexible option for women employees so as to maintain work life balance. Similar such programs and facilities are there at American Express also. These options help in making organisation flexible workplaces suiting to the needs of employees and helps in building a strong employer brand.

D. Accenture

Acenture in India is not an outpost for a global organisation, says Chairman and Geography Managing Director Harsh Manglik. It's one company and one culture with integrated global governance. "Our style of working, the bedrock of core values, processs and methodologies and tools and technologies, are identical across geographies," says Manglik. "You can take Acenture employees from one part of the world and place them in another and they will hit the ground running."

That has something to do with people practices that strive for development, leadership, adaptability and expression. So, all employees are assigned individual counsellors, who are, typically, a level or two higher in the hierarchy and who help mould the careers of their wards. Early on in their careers, sometimes just two years into the organisation, employees are identified for leadership roles and groomed for it. People are allowed to switch functions and businesses. And the work environment encourages people to ask questions and think for themselves.

E. Hewlett Packard India

Employees say HP encourages freedom of expression, it is performance-driven, but not ruthless. Management buzzwords like openness, flexibility, collaboration and profit-sharing owe their original to HP Founders Bill Hewlett and Dave Packard, who, decades ago, incorporated these into the value system of their fledgling firm. Over time, these attributes have come to be referred to as the "HP way". Neelam Dhawan, Managing Director, HP India, says any employees can speak to their manager or their manager's manager without fear. "The important thing is to look at the issue been raised, not the person behind it.

F. IBM

At IBM helps in identifying its future talented employees to function as successors and get the best out of them to build organisation brand.

The Corporate Service Corps (CSC) exposes high performance IBM employees to the 21st century context for doing business – emerging markets, global teaming, diverse cultures, working outside the traditional office and increased societal expectations for more responsible and sustainable business practices. CSC participants perform community-driven economic development projects in Africa, Asian, Eastern, Europe and Latin America, working at the intersection of business, technology and society.

IBM's Corporate Service Corps is a leadership development program inspired by the Peace Corps. It has yielded impressive documented benefits to IBM, the employees who are chosen to participate and to the communities and NGOs it is intended to support. It is now being supported by USAID and is being used as a model by a growing number of leading corporations.

IBM has one of the strongest talent development programs and one of the strongest corporate social responsibility (CSR) programs in the technology industry. What do you get when you combine them? CSR, this is a great example of how companies can do well by doing well. IBM's Corporate Service Corps is a leadership development program. It is intended to put IBM's most valuable resource – its people – in places that can most benefit from their expertise and provide these employees with experiences from which they can gain broad leadership and cross-cultural experience. It provides select, high-otential employees with intense experience in working with global teams on short duration, high-intensity projects in emerging countries.

G. Succession Planning

Today's changing and competitive business demands high appealing leadership to survive in this competitive business environment and a need to consistently look and keep a check on availability of its talented workforce, talent bench, competencies available, skill match, talent pools and reservoir and assessing how far the available talent is competent enough to occupy future roles, even ensuring whether the industry related workforce is available or not, ensuring their procurement, attraction, engagement and retention either externally or internally so as to fulfil organisation goals. In this process, organisation are undoubtedly focussing strongly and quantifiably on how the present methods of talent assessment, training and development plans, career path, talent reviews, appraisal and talent reports are adding and indicating exponential growth of talent.

In a business environment, this is done through careful and responsible management of talent resources, as well as an organisational mindset that doesn't sacrifice long-term competitiveness for short-term gains. This means that succession can no longer be a simple disaster contingency in the event that a leadership role becomes suddenly open. If the competition changes, if the economy changes, if consumer expectations change, the skills that helped to lead the company before may no longer be the right fit. It will be important to have a deep and diverse cadre of talented leaders in order for the organisation to endure their long term goals.

Succession management is as strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. For companies which do not realise and proactively plan for talent development succession management can be a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. In strong economic times, it is easier to ignore deficiencies in the succession management process – but in the current economic downturn, the need to identify and develop top talent for critical roles has never been more important.

V. IDENTIFICATION OF TALENT MANAGEMENT FACTORS

The analysis of data was done using SPSS 20. Factor Analysis was used. It is a multivariate technique data reduction technique. All the variables under investigation are analysed together to extract the underlying factors. Factor analysis helps in identifying underlying structure of data. Exploratory factor analysis is done to find a few factors which explain most of the variations by the items given. Principal Component Analysis is a type of factor analysis which can be used to summarise the relationships between variables and to define the underlying structure among them in the analysis. Thus, PCA was conducted using all original items in the questionnaire except for those constituting the dependent variable. The KMO statics compares the magnitude of the observed correlation coefficients with the magnitude of partial correlation coefficients.

Kaiser-Mayer-Olkin (KMO) and Bartlett's test of sampling adequacy.

The KMO measure of sampling adequacy was used to assess the appropriateness of factor analysis.

Table-9 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Adequacy	Measure of Sampling	.840
Bartlett's Test of Sphericity	Aprox. Chi-Square	12278.714
	Df	741
	Sig.	.000

1) *Interpretation:* Kaiser Meyer Olkin measures the strength of the relationship among variables. KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factory analysis. The KMO criterion is fulfilled with value 0.840.

Details of extraction of factors after

VI. ANALYSIS AND INTERPRETATION

Table-1 Descriptive Statistics Factors responsible for talent retention Effective communication

		Percentage	Valid Percent	Cumulative Percent
Disagree	54	9	9	9
Neutral	61	10.2	10.2	19.2
Agree	241	40.2	40.2	59.3
Strongly Agree	244	40.7	40.7	100
Total	600	100	100	

(Source-Field Data)

- 1) *Interpretation:* It is found that 41% of respondents have strongly agreed for effective communication, 40% of respondents agreed for effective communication. It is almost equal to 80.9 % of the respondents. 10% of the respondents are neutral and 9% of the respondents disagree. From the findings it can be concluded that effective communication plays a significant part for retaining the talent in the organisation.

Table-2
Compensation and additional bonuses/benefits

		Percentage	Valid Percent	Cumulative Percent
Disagree	54	9	9	9
Agree	362	60.3	60.3	69.3
Strongly Agree	184	30.7	30.7	100
Total	600	100	100	

(Source-Field Data)

- 2) *Interpretation:* It is observed that 31% of the respondents strongly agree for compensation and additional bonuses benefits, 60% of the respondents agree with it. 9% of respondents disagree. Thus, it can be concluded that majority of respondents favour compensation and additional bonuses/benefits. This finding clearly indicates that organisation should emphasize on compensation and additional benefits for retaining the potential talent.

Table-3
Learning & Working Climate of the organisation

		Percentage	Valid Percent	Cumulative Percent
Disagree	54	9	9	9
Agree	182	30.3	30.3	39.3
Strongly Agree	364	60.7	60.7	100
Total	600	100	100	

(Source-Field Data)

- 3) *Interpretation:* It is found that 61% of respondents strongly agree with learning and working climate of the organisation. 30% of the respondents agree with it, 9% disagree with it. From findings it can be concluded that learning and working climate of the organisation plays a major role in retaining the talent of the organisation. Therefore, management of business organisation should give due significance to it.

Table-4
Flexible working environment

		Percentage	Valid Percent	Cumulative Percent
Agree	236	39.3	39.3	39.3
Strongly Agree	364	60.7	60.7	100
Total	600	100	100	

(Source-Field Data)

- 4) *Interpretation:* 61% of respondents strongly agree for flexible working arrangement. 39% of the respondents agree with it. Therefore, it can be concluded that flexible working management plays a contributing role and is favoured by most of the respondents. From the findings, it is clear that significance of flexible working environment for retaining the talent cannot be overlooked.

Table-5
Support & recognition from Supervisors

		Percentage	Valid Percent	Cumulative Percent
Strongly disagree	60	10	10	10
Disagree	54	9	9	9
Agree	182	30.3	30.3	49.3
Strongly Agree	304	50.7	50.7	100
Total	600	100	100	

(Source-Field Data)

Chart-5 Support & recognition from Supervisors

- 5) *Interpretation:* It is found 51% of the respondents have strongly agreed for support and recognition from the supervisors. 30% of the respondents agree with it. 9% of the Respondent disagrees with it and 10% of respondents strongly disagree with it. Hence, it can be concluded that support and recognition of supervisors play a significant role in retaining the talent in the organisation.

VII. SUMMARY OF FINDINGS

The achievement of this objective can be proved from the following findings :

Multiple Regression was conducted. The value of R represents the simple correlation and the value of R^2 indicates how much of the total variation in the dependent variable (effective implementation of talent management of strategic HR objectives), can be explained by independent variable (strategic HR objectives). The value of R and R^2 in this case are aligning business strategy with HR strategy and Restructuring and bringing about transformation in the organisation to add value to the business (0.959 and 92%), competence mapping and skill development through assessment centres (0.958 and 91.8%), developing comprehensive career management tools, job enrichment strategies and mentoring programs to help employees prepare for new opportunities (0.952 and 90.6%), organisation invests in professional development program to enhance leadership capabilities, job expertise and employee productivity (0.951 and 90.5%), provide organisational consulting services to all senior management areas to spur improved organisational and individual performance (0.949 and 90.1%), organisation identify trends and practices and promote relevant changes and anticipate and address risks (0.947 and 89.7%). The high values of R and R^2 clearly indicates and substantiate the achievement of the objective that effective implementation of talent management practices is strongly dependent on its alignment with strategic HR objectives.



VIII. CONCLUSION

Talent retention is one of the most necessary and difficult task that requires good planning right from preparing a talent management system to effectively monitoring the talent reservoir, keeping track while hiring, developing and identifying the talent in consistent way. Apart from these evaluating employees potential and then redesigning their job profile to tap their potential and value to firm. The organisation should also assess its HR interventions by way of which it evaluates the performance of its employees and clarify the talent objectives and strategy with all concerned.

Building a strong talent organisation demands clarity on part of all concerned so that the approach, investment, culture or organisation, leadership, HR systems and organisation long term objectives could be aligned together to achieve the objectives. Since building a talent friendly organisation and a people centric knowledge based organisation is not a one shot affair it requires a strategic vision and commitment on the part of all line managers, top management and other stakeholders to design and assess the impact of all organisational variables, task related factors, external influences and internal organisation environment right from physical environment to knowledge sharing environment that could affect performance, creativity and behaviour of employees.

The talented employees are an asset to any organisation, what is necessary is that how the organisation can utilise the talent for achieving organisation objectives and thereby benefiting both organisation and employee thus building a strong Employer Brand and becoming Employer of Choice in true sense.

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