

A Dissertation project on

# **TALENT MANAGEMENT AND BUILDING COMPETENT WORKFORCE**

Submitted in partial fulfillment of the requirements for the degree of  
Master of Business Administration (MBA) by

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313SM1015

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NIT, Rourkela



**School of Management**

**National Institute of Technology, Rourkela**

**April, 2015**



**School of Management**  
**National Institute of Technology, Rourkela**

**CERTIFICATE**

This to certify that the project entitled “TALENT MANAGEMENT AND BUILDING COMPETENT WORKFORCE” submitted by Padmini Rath bearing roll number 313SM1015 for the partial fulfillment of the requirements for the degree of Master of Business Administration embodies the genuine work done under his supervision.

Signature of the Guide

Place: School of Management, NIT, Rourkela

Date:

## DECLARATION

“I, Padmini Rath, hereby declare that this project report entitled “Talent Management and building competent workforce”, submitted by me, under the guidance of Dr.Chandan Kumar Sahu, School of management, NIT Rourkela is my own and has not been submitted to any other University or Institute or published earlier”.

Place:

Padmini Rath

Date:

## ACKNOWLEDGEMENT

*“It is not possible to prepare a project report without the assistance & encouragement of other people. This one is certainly no exception.”*

On the very outset of this report, I would like to extend my sincere & heartfelt obligation towards all the personages who have helped me in this endeavour. Without their active guidance, help, cooperation & encouragement, I would not have made headway in the project.

I am extremely thankful and pay my gratitude to my faculty Dr. Chandan Ku. Sahu for his valuable guidance and support on completion of this project.

I am extremely thankful and pay my gratitude to my faculty Dr. Rajeev Kumar Panda for his valuable guidance and support on completion of this project.

I extend my gratitude to National Institute of Technology, Rourkela for giving me this opportunity.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents and member of my family, who has always supported me morally as well as economically.

At last but not least gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

Any omission in this brief acknowledgement does not mean lack of gratitude.

**Thanking You**

**Padmini Rath**



**CHAPTER 1**  
**(INTRODUCTION)**

## **INTRODUCTION:**

The dynamic growth of the today's business world has made the organization more competitive. To survive in the cut throat competition of the globalization, a organization has to attain its competitive advantage. It should be proactive to face the changes in the scenario. In this scenario, the drivers of the growth of the organization are its workforce. The organizational success does not only depend on the organizational policy, but also on the quality of work which can be achieved by the workforce. It is the human resource that is the drivers of the organization through their skill, aptitude & attitude by deciding, implanting & controlling the activities. This is the time to move for the organization where they have to stand first than its competitors. In this situation talent management has become an important tool for the organizational growth aligned with the individual growth.

Boninelli and Meyer (2004), state that human capital is the source and fountain of innovation and the mainstay of insight. They add that money speaks but does not conduct analysis; it therefore accentuates that the most important resource is the human resources who set all other resources into productivity. Efficient human resources can be developed & maintained by the contribution of the talents in the organization. According to Michaels, Handfield-Jones and Axelrod (2001, p. XII) talent is seen as "the sum of an individual's abilities, which includes 'his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive'". According to the definition of CPID (2007) "talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential". So overall talent refers to the core knowledge, skill & ability within a person which is able to provide competitive advantage by differentiating the employee. It's the responsibility of the organization to develop & retain such talent, because it will be a unbearable cost to the organization by losing them. On the other hand it will be a huge loss to the organization to bear the cost of the maintaining employee who is not adding any value to the growth. And in the scenario of survival, it will be impossible for an organization to bear such cost. So it is vital for the organization to find the hidden talent, nourish & develop them, & to retain them for long term success. This concept leads to the term "Talent management". In normal words talent management implies the process of managing the talent in an efficient way. According to Ashridge consulting, 2007; Likierman, 2007 "Talent management is the additional management processes and opportunities that are made available to people in the organization who are considered to be 'talent'". According to Lockwood (2006), Talent Management is the "the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs". In overall it is the systematic process of acquiring, developing, engaging & retaining the talents that add value to the organization. In order to maintain the edge in the global competition, organization are coming forward to develop & maintain specialized talents who will be helpful in the growth. The war for talent has become a buzz word in the corporate world. Every where there is strive to attain the appropriate talent. To win the war for talent, Talent Management is the useful tool whose aim is to secure the continuity of the organization. Cheese et al. (2008) argue that building a talent-powered organization is the secret to sustained competitive success. They defined a

talent-powered organization (p.10) as: “An organization that invests in building distinctive capabilities in managing talent to produce extraordinary results for the organization. Talent-powered organizations are adept at defining talent needs, discovering diverse sources of talent, developing the organization’s individual and collective talents, and deploying talent in ways that engage and align people around a compelling set of objectives.” CIPD (2006a) research found that 51 percent of organizations undertake Talent Management activities and 94 percent of organizations agree that well-designed Talent Management development activities can have a positive impact on the performance of the organization.

### **1.1 IMPORTANCE OF TALENT MANAGEMENT:**

The increasing war for talent in 21<sup>st</sup> century in order to maintain the best talent has made compulsion to the organization for talent management.

To survive in the cut throat competition in the world of globalization by adapting to the changes in technology, mindset & environment, organization has to develop the efficient talent pool.

The environment of today’s business is uncertain. There is skill gap between the desired & present pool of talents. So organization have to take the steps towards developing talent to meet the uncertainty in the demand of talents.

Progressive & innovative practices has become the heart of every organization, an organization can survive if & only if it will be able to innovate much more than the competitor to achieve the competitive advantage for which it needs a stronger pool of talent according to the demand of the situation.

Retaining expert employees whose skills are value adding to the organization are becoming critical issue & well recognized challenge.

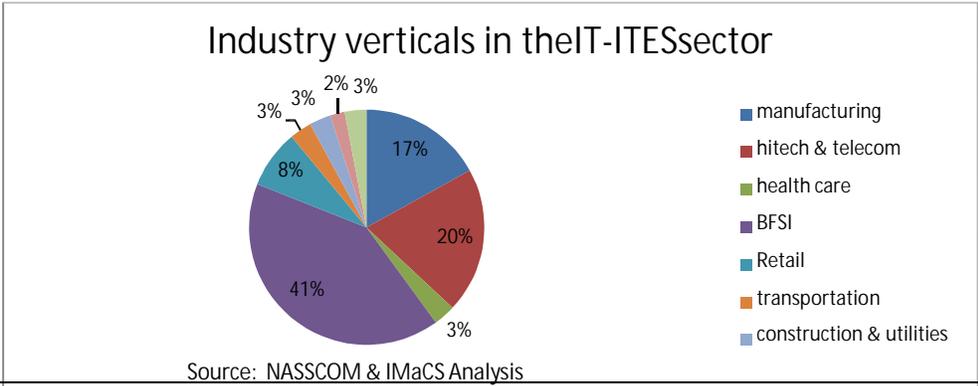
### **1.2 RATIONALE OF THE STUDY:**

The most significant contributing factor to the Indian GDP is the IT-ITES sector. IT sector is the reason of brand building of India in the global map. Many foreign companies have found India as their destination to explore the IT business. Today is the era of knowledge workers. The growth of the country depends on the growth of the knowledge economy. It is the major sector of employment generation in India. During the recession period, the free fall of rupees against dollar compounded with other factors has resulted in a severe decline in the hiring process of the IT sector. The employment generation capacity of this sector has shrunk considerably. IT professionals including ex- IT sector employees are now seeking employment in financial services, telecommunications and manufacturing industries which have recently witnessed a phenomenal growth. Although there was a downfall in IT sector in 2013, sparks of encouragement is still there. According to BVR Mohan Reddy, chairman and managing director, Infotech Enterprises Limited, a global technology solution provider, “Such periods of uncertainty in the past have provided a great platform for organizations to refine strategy and execute initiatives that increase competitive advantage and accelerate growth.” The major challenges faced by Indian IT sectors are stiff competition,, fluctuating value of money& shrinking talent pool etc. In this situation, the growth of the IT sector is dependent upon the knowledge pool, as it is the

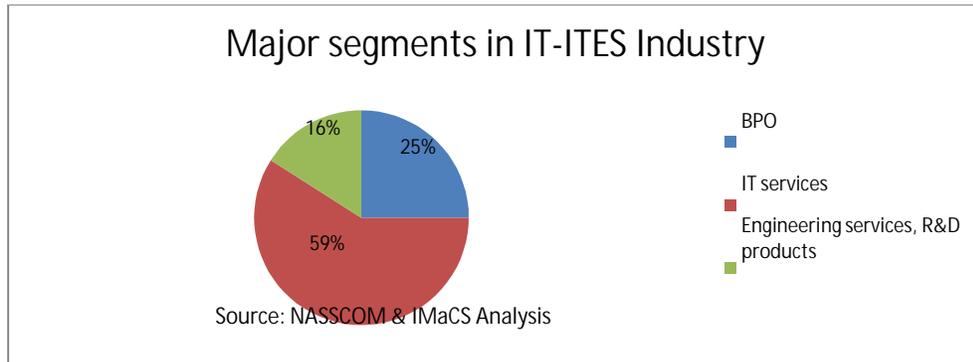
business of knowledge workers. Mobility in case of knowledge worker in IT sector is higher than that of other sectors because of dynamic environment. So it is essential for the IT sector to choose a proper talent & to retain them. In this case, Talent management has an important role to play in the IT sector starting from recruitment to retention of an employee. a talented employee is much more better than having only a number of average employee. To face strong competition, organization has to choose the right person for the right job & to groom them through different development process by which he will be engaged with the job fully. In that time his personal & professional life should be take care by management by fulfilling his physical, social & psychological growth, so that his belongingness to the organization is increased & he will be retained. So talent management is an important aspect in the IT sector which should be understood from the perspective of the employees, so that their expectation should be acknowledged & steps should be taken for their betterment which should be beneficial for both employee & employers.

**1.3 IT INDUSTRY IN INDIA:**

India is a developing country. Several factors have contributed up to the maximum to make the development process smooth. IT is one of them. Once upon a time, the country was popular fro cricket & hockey, but now with addition to that it is well known for IT industries. Number of foreign companies has chosen India as their destination for It. Information Technology industry in India has played a significant role in putting India on the global map. It is one of the most significant growth contributors. The industry has taken a vital responsibility in transforming India’s image from a slow moving bureaucratic economy to a land of innovative entrepreneur & global player in providing world class technology solutions & business services. The industry has helped India transform from a rural & agriculture based economy to a knowledge based economy. Information technology has made possible to convert the world to a global village accessing the information at gigabit speed. It has made tremendous impact on people by changing the life style. India’s It potential is on a steady march towards global competitiveness. According to the Global Information Technology report, “the world has undergone massive changes: the Internet bubble has come and gone, and emerging countries such as China and India have become prominent global providers and users of ICT equipment and services.” Globalization has had a profound impact in shaping the IT industry. The entire growing sector like telecom, banking, finance, and manufacturing are using IT to increase their strength.



The IT industry in India has gained a brand identity as a knowledge economy due to IT- ITES sector. The growth in the service sector in India has been led by the ITES sector, contributing substantially to increase in GDP from 1.2% in FY1998 to 7.5% in FY2012. According to NASSCOM, the IT ITES sector in India aggregated revenues of US\$100 billion in FY 2012, where export & domestic revenue stood US\$69.1 billion & US\$31.7 billion respectively, growing over by 9%. Export dominate IT industry constitute 77% of the total industry revenue. Though IT market is export dominated, domestic market can never be neglected. The IT & ITES services consisted of different segments like BP, IT services & ITES services...etc.



India's growing stature in the information age enabled it to form close ties with many foreign countries. IT services industry was born in Mumbai in 1967 with the establishment of TCS by the partnership of Tata Group with Burroughs.

Today IT & ITES sector leads the economic growth in terms of employment, exports, promotion, revenue generation & standard of living. As per NASSCOM estimates IT/ITES sector revenues are estimated at USD 87.6 billion in FY 2011-12. The market size of the industry is expected to rise USD 225 billion by 2020 considering India's competitive position, growing demand for exports, Government policy support & increasing global footprint. IT/ITES sector contribution to GDP has risen from 1.2% in 97-98 to an estimated 7.5 % in 2011-12.

### **1.3.1 Government Initiative:**

After the economic reform of 1991-92, major fiscal incentives provided by the Government of India & State Governments after introduction of LPG. Liberalization of external trade, elimination of duties on import of information technology products, relaxation of control on inward & outward investment & foreign exchange, setting up of Export Oriented Units, Software Technology Park & Special Economic Zone has enabled India to flourish & acquire a dominant position in worlds IT scenario. In order to alleviate & promote Indian IT industry, Government had set up a national Task Force on IT & Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world in line with the international practices , norms for the operation of venture capital funds have been liberalized to boost the industry. While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products & services increased significantly in 201. In 2011, India's growth has reflected new demands for IT goods & services, with a major surge in the use

of public & private cloud & mobile computing on a variety of devices & through a range of new software application.

High inflow of FDI in IT sector is expected to continue in coming years. The inflow of huge volume of FDI in the industry has not only boosted the industry, but the entire economy in the recent years. FDI inflow rose by more than 100 % in the recent years. Foreign technology induction is also encouraged by both through FDI & foreign technology collaboration agreements. Transparency in policy & procedure has made India an investor friendly platform. A foreign company can hold equity in Indian's company up to 100 %. After the economic reform of 1991-92 , liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward & outward investment & foreign exchange & fiscal measure taken by GOI & individual state government for IT & ITES have been a major contributor factors for the sectors to flourish in India & for the country to be able to acquire a dominant position in offshore services in the world.

With the formation of a new ministry of IT, GOI has taken a major step towards promoting the domestic industry & achieving strong potential of Indian IT entrepreneur. Constraints have been identified & steps have been taken to overcome that. Recently an IT committee was set up by the ministry of IT, GOI comprising NRI professionals from the US to seek expertise & advice & also step up US investments in Indian IT sectors. The responsibility of the group is to monitor global IT development & refine Indian IT policy to meet global requirements, promote the growth of human resource development in IT sector with the aim of creating quality based education & promote R&D sectors by identifying thrust areas & drawing up a blue print for action. In 12<sup>th</sup> 5 year plan, the Department of Information Technology proposes to strengthen & extends the existing core infrastructure projects to provide more horizontal connectivity, build redundancy connectivity & undertake energy audit of Sate Data Center. India's most valuable resources are its technical work force. GOI is stepping up number & quality of training facility in the country to capitalize on these extra ordinary human resources. It is the knowledge industry that will help take the Indian economy to a sustained higher rate of growth & the policy makers are fully aware of this.

**CHAPTER 2**  
**(COMPANY PROFILE)**

## **COMPANY & PRODUCT PROFILE:**

### **2.3 CGI GROUP INC.**

**CGI Group Inc.** is a multinational information technology (IT) consulting, systems integration, outsourcing, and solutions company headquartered in Montreal, Canada. It was founded in 1976 by Serge Godin and André Imbeau. In August 2012, CGI acquired the British IT services company Logica for \$2.7 billion Canadian, making it the fifth-largest independent IT services provider in the world. CGI employs approximately 68,000 people in over 400 offices across 40 countries. CGI stands for Conseillers en Gestion et Informatique in French, which translates to "Information Systems and Management Consultants", in English. However, the official English meaning is "Consultants to Government and Industry".

CGI offers an extensive global delivery network made up of 24 centers of excellence strategically located around the world to meet the needs of our clients. In India, our centers have 9,500 professionals and span eight offices in four cities, including Mumbai, Bangalore, Chennai and Hyderabad. For the past two decades, CGI's experts in India have provided offshore support to more than 125 clients across the globe, ensuring close collaboration, accountability, flexibility, superior service and, most importantly, expected business results. From India, we deliver end-to-end IT services, including business consulting, systems integration, infrastructure services, application management, business process services and IT outsourcing services.

#### **2.3.1 Experience & expertise are:**

Strong track record of client satisfaction based on both cost and quality  
Experience across a wide range of industries  
End-to-end project management capabilities  
Expertise across the entire software development lifecycle  
Flexibility to blend the right delivery model with the right capabilities  
Agility to quickly scale technological capabilities based on changing requirements  
Certified quality systems and continuous improvement processes

#### **2.3.2 Services**

##### **Application management:**

It is the process of adding value to the application that run a business. Getting the most from IT investment and driving business growth depends on effective management of clients' enterprise information systems. Enhancing the performance and value of client's applications, however, is no easy task, especially in today's business world. Tight IT budgets, increased IT complexity, time-to-market pressures and changing business requirements make it difficult for companies to ensure their applications are delivering maximum value. CGI offers end-to-end application management services that deliver the expertise, skills, solutions and quality you need to successfully build, run and evolve the enterprise

applications. The services under this includes : Application development and maintenance outsourcing, Application portfolio rationalization, Quality assurance and testing, Legacy application modernization,, Application migration services

Business consulting:

It is the process of helping the clients to transfer the business through a collaborative approach. To cope with the ongoing change a company has to take decision —whether transforming the business to take advantage of new market opportunities, restructuring to improve operational efficiency, or responding to new regulations and risks. This requires a rapid, proven and agile response, which ensures that the right people, processes and technologies are in place to enable peak performance, no matter the competitive and economic conditions. In this scenario CGI helps by its unique approaches to consulting like listening and co-innovating with the clients to ensure lasting success. Focused expertise in this area includes Business intelligence, Business transformation , Change management, Cyber security, CIO advisory services, Digital enterprise, Industry-specific services.

Business process services :

Organizations in all industries are under enormous pressure to do more with less. With CGI's business process services (BPS), clients are lowering administrative and operating costs, delivering new services more quickly, improving customer satisfaction, and enhancing their focus on core business activities. Our BPS offerings combine deep industry expertise, high-quality process execution, and technology capabilities and scale with a distinct partnership model. We carefully address your unique business needs while leveraging the efficiencies and savings that come from CGI's balanced blend of global delivery options. The result is secure, highly streamlined work processes with an enhanced level of efficiency and productivity, together with a business analytics capability that delivers real value. With each of our services, we build in a route map for future innovation and continuous improvement. Focused areas of expertise are Customer service and billing, Payment services, Enterprise services, Collections, Engineering and logistics Document and data services, New BPS service launch

Infrastructure services:

Global competition, changing regulations, shifting customer demands, limited resources, capacity challenges, and budget constraints you've got a lot on your plate. You shouldn't have to worry about your infrastructure. That's our job. With the emergence of cloud computing, virtualization, and mobility, CGI is well aligned with market trends and demands. We offer the technology, processes, and people clients need to transform their IT infrastructure, achieving efficiencies, cost savings and other strategic business outcomes. This is the reason why more than 300 CIOs rely on us for cost-effective, innovative and secure infrastructure

services, solutions and consulting. We offer our clients energy-efficient green data centers, cloud computing and managed security services, all supported by a unique enterprise service management toolset. These are just a few of the areas where our technology, industry, and domain experts are driving innovation and operational improvements. In addition, CGI's global delivery model, wide range of solutions, and contract terms provide clients with flexibility and choice in an ever-changing market.

IT outsourcing services:

CGI's **IT outsourcing services** allow business executives to retain control over IT strategies while benefiting from reduced operating costs and risks without compromising service delivery to end users and their clients. With CGI's managed service model, we assume responsibility for operations delivery, drawing on IT governance best practices. As a full-service IT provider, CGI rigorously manages operations, focusing on quality and operational excellence, while offering competitive pricing. We build lasting partnerships based on trust and transparency. Our service delivery approach is rooted in operational excellence, and our management model puts accountability and leadership first.

System integration services:

To enhance performance, leading organizations count on CGI's **systems integration services**. Our talented professionals help clients design, develop and integrate the systems and applications that best run their business. As an end-to-end IT services provider, CGI has deep expertise in all facets of clients' business and technology environments, enabling us to not only consult but to implement and manage solutions. Our services are complemented by CGI's best-fit global delivery approach to provide the combination of value and expertise required. The focused expertises are on Business intelligence services:

- Data Management Services
- Enterprise application integration
- Enterprise architecture
- Enterprise content management
- Enterprise resource planning
- Geospatial solutions
- Information security

**2.3.3 Solution**

CGI's full-service offering is complemented by a large portfolio of IP-based software solutions. This portfolio represents years of investment in capturing our industry expertise and an ongoing commitment to add value to our clients' operations. Whether implementing our own software or that of a partner's, CGI's comprehensive portfolio demonstrates our know-how in consulting, implementing, maintaining, hosting and evolving leading solutions. Solutions are varied according to industry & business need. Different industries that want solutions from CGI are : Banking and financial markets, Government, Health, Insurance, Manufacturing, Oil and gas,

Post and logistics, Retail and consumer services, Communications, Transportation, Utilities, Wealth management. Needs are varied according to :

- Asset finance management,
- Billing: healthcare, insurance (PDF) and telecommunications
- Case management solution
- Credit and risk management systems
- Decision management
- Enterprise resource planning (ERP)
- Enterprise social networking
- Energy and environment
- Identity and fraud management
- Payroll
- Recruiting (web-based)

#### **2.3.4 Achievements of CGI:**

1994: CGI became the first North American company in its category to secure ISO 9001 certification for its Project Management Framework.

2005: CGI's India operations obtained the highest quality level rating of the Software Engineering Institute's (SEI) Capability Maturity Model (CMMI Level 5) for its software process capability.

2007: CGI's centers of excellence in Montreal and Quebec City specializing in application development obtained CMMI Level 3, version 1.2 certification, as defined by the Software Engineering Institute's Capability Maturity Model® Integration (CMMI).

2010: CGI is named Contractor of the Year (greater than \$300 million in annual revenue) for the 8th Annual Greater Washington U.S. Government Contractor Awards.

2010: CGI won the Award of Excellence for Corporate Reporting in Life Sciences/Technology.

2011: CGI is the 1<sup>st</sup> Canadian Company which has been certified by SAP AG in using the Run SAP® methodology to perform solution implementation for customers.

2012: CGI ranks 19th among 25 Leading Global Technology and Service Providers within the FinTech 100.

2012: CGI received its 5th consecutive "Best Fit Integrator" award. CGI was nominated for this award by the City of Los Angeles for the implementation of a web-based financial management system and by the State of Maine, which worked with CGI to secure the long-term viability of the state's financial management and procurement system.

2013: CGI ranks 6th among the Top 250 Canadian Technology Companies encompassing four major categories: Software, IT Professional Services, ICT Hardware and Infrastructure and Service Providers. And CGI ranks 1st among the Top 25 Canadian IT Professional Services Companies

2013: CGI won the 2013 North American Government Cloud Solutions Company of the Year Award

2013: CGI also received the Maurice-Pollack Award for ethno cultural diversity from the Ministère de l'Immigration et des Communautés culturelles

2013: "2013 Washington Technology Top 100: an annual rankings track the largest government contractors" – CGI ranks 29, up from 32 in the 2012 list .

2013: CGI's operations in Germany have received the Top Employers 2013 award by the CRF Institute, which recognizes employers that meet exemplary workplace benefits and exhibit a positive company culture

2013: CGI ranks 2nd best place to work among IT professionals in Finland.

## **2.2 WIPRO LIMITED**

**Wipro Limited** (formerly **Western India Products Limited**) is a multinational IT consulting and System Integration service company headquartered in Bangalore, Karnataka, India. As of December 2013, the company has 147,000 employees servicing over 900 large enterprise corporations with a presence in 61 countries. Wipro is the third largest IT services company in India and 7th largest worldwide. On 31 March 2013, its market capitalization was ₹ 1.07 trillion (\$19.8 billion), making it India's 10th largest publicly traded company.

The IT Services segment provides IT and IT enabled services to customers. Its key service offering includes software application development, application maintenance, research and development services for hardware and software design, data center outsourcing services and business process outsourcing services. The IT Products segment sells a range of Wipro personal desktop computers, Wipro servers and Wipro notebooks. It is also a value added reseller of desktops, servers, notebooks, storage products, networking solutions and packaged software for international brands. In certain total outsourcing contracts of the IT Services segment, the Company delivers hardware, software products and other related deliverables.

### **2.2.1 Products & Services:**

#### **2.2.1.1 IT Services:**

The Company's IT Services segment provides a range of IT and IT enabled services, which include IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, technology infrastructure outsourcing, BPO services and research and development services in the areas of hardware and software design. Business Application Services (BAS) offers integrated technology to the enterprise IT landscape for its customers. Its business process solutions are applied in the areas of enterprise resource planning (ERP), supply chain management and customer relationship management with packages, including SAP and Oracle. It offers business-to-customer (B2C), business-to-business (B2B) and business-to-employee (B2E) collaboration and commerce solutions. It offers a portfolio of service-oriented integration solutions, including application-to-application integration and B2B integration, enabling seamless cross-functional business processes within the enterprise and across the extended value chain. The Company offers end-to-end integrated enterprise security solutions and IT security services. Its solutions enhance performance of information security and enable compliance programs to adapt with agility to constantly evolving business and IT risks. Its services enable the clients to develop a testing strategy with innovative solutions to ensure total quality assurance. It enables organizations to navigate and adopt new paradigms, such as Cloud/Software-as-a-Service (SaaS), sustainability, digital marketing and social computing.

The Company's global infrastructure services (GIS) backed by its IT360 framework enable clients to deploy the latest in technology solutions. Some of its key industry specific service offerings include Wireless Place, Shoptalk, and Bank in a box, while its traditional offerings include Data Center Management, Cloud, Managed Network, Managed Security, End User Computing and Business Advisory services. Its market proven solutions frameworks, such as Digital TV middleware stacks, tele-health gateway and automotive connectivity solution and product lifecycle services, such as Collaborative Design, Manufacturing & Sustainance (CDMS) program. Wipro Mobility Solutions enable mobile products and applications from design of mobile devices creating mobile ecosystems for enterprises to serve internal and external customers. Its BPO service offerings include customer interaction services, such as IT-enabled customer services, marketing services, technical support services and IT helpdesks; finance and accounting services, such as accounts payable and accounts receivable processing; process improvement services that provide benefits of scale for repetitive processes like claims processing, mortgage processing and document management; knowledge process outsourcing services which involve high-end knowledge work on intellectual property, equity and finance, analytics, market research and data management, and process transformational offerings, such as automated chats and e-mails, speech analytics and IVR based voice solutions.

The Company's Analytics and Information Management service helps customers accelerate enterprise wide performance through smart, agile and integrated analytical solutions and frameworks. Business Intelligence, Performance Management and Information Management it helps customers derive valuable insights, make informed decisions and drive revenues by harnessing and leveraging enterprise information. Its service line provides consulting, business centric and technology specific analytical solutions and data management frameworks developed through a complete ecosystem of partners, focusing on industry specific analytics, optimization and operations analytics, Enterprise Data Warehouse, MDM, Data quality and data life cycle management. Wipro Consulting Services (WCS) helps companies solve business issues. CS has nine industry consulting practices, which includes Business Transformation, Product Strategy, Supply Chain Management, Finance and Accounting, Human Resources and Organizational Change Management, CRM, Process Excellence, Risk and Regulatory Compliance and Enterprise Architecture. Its consultants are based across North America, Western Europe, India, the Middle East, Africa and the Asia Pacific.

#### 2.2.1.2. IT Products:

Wipro's IT Products segment provides a range of IT products encompassing computing, storage, networking, security and software products. The Company sells IT products manufactured by the Company, as well as third-party IT products. Its range of IT Products consists of Wipro manufactured products, enterprise platforms, networking solutions, software products, data storage, contact center infrastructure, enterprise security and emerging technologies. The clients for its IT Products segment range from single users to large enterprises. It provides its offerings to enterprises under all major industries, including the government, defense, IT and ITES, telecommunications, manufacturing, utilities, education and financial services.

The Company's manufactured range of products includes desktops, notebooks, net power servers, net storage and super computers. It offers form, factors and functionalities that cater to the entire spectrum of users-from individuals to corporate entities. The Company's offerings

enterprise platforms category include design and deployment services for enterprise class servers, databases and server computing resource management software. The Company's offerings under networking solutions category are comprised of consulting, design, deployment and audit of enterprise wide area network (WAN), wireless local area network (LAN) and unified communication systems. The Company's products under software products category are comprised of enterprise application, data warehousing and business intelligence software from software product companies.

The Company's products under data storage category are comprised of network storage, secondary and near line storage, backup and storage fabrics. The Company's offerings include switch integration, voice response solutions, computer telephony interface, and customized agent desktop application, predictive dialer, customer relationship management, multiple host integration and voice logger interface. The Company's security products include intrusion detection systems, firewalls and physical security infrastructure covering surveillance and monitoring systems. It also offers new technologies, including virtualization, Internet protocol (IP) video solutions and private cloud implementations.

### **2.2.2 Major Competitors:**

In IT services: major competitors are:

Accenture,  
IBM Global Services  
Cognizant Technology Solutions Corporation  
Tata Consultancy Services.  
Infosys

In IT products: major competitors are :

HCL  
Tata Consultancy Services  
CMC  
Redington  
IBM  
Dell  
HP  
Lenovo  
Acer  
Sony  
Toshiba.

### **2.2.3 Achievements of Wipro :**

1945: Manufacturing of edible oils

1980: Birth of IT business under banner of Wipro Information Technology Ltd. focused on hardware manufacturing and R&D

1981: Manufacture of mini computers started at the Mysore factory  
1984: Start of Wipro Systems - focus on software products (Wipro branded as well as distribution business)

1986: Manufacturing tie-up with Epson for printers

1986: Start of Wipro PC manufacturing (with India's first surface mounted technology)

1988: Partnership with Sun Microsystems announced

1990: Launch of global software services business

1992: Launch of global R&D services

1995: Wipro-BT joint venture started

1995: Joint Venture with Acer started

1995: Partnership with Cisco announced

1995: Off shoring services started

1998: Re-launch of Wipro branded PC

1998: Mission Quality journey started with focus on Six Sigma

2000: Wipro Listed on NYSE

2001: Launch of Wipro Infotech Middle East & Asia-Pacific operations

2002: Start of Consulting business unit

2004: Start of Total Outsourcing business

2006: Acquisition of 3D networks

2006: Launch of GSMC- Global Service Management Centre for remote service delivery

2007: Wipro Arabia Joint Venture found

2008: Launch of Wipro Egypt Development Center

2008: Launch of Wipro GSMC in Kuala Lumpur

2010: Wipro Infotech -- the India, Middle East and Africa, IT Business of Wipro--has been awarded a 5-year IT outsourcing contract by Vasan Eye Care - one of India's largest network of eye care centres and a unit of Vasan Healthcare Group.

2010: Wipro Technologies, the global IT services business division of Wipro, has jointly with Citrix Systems entered into an agreement with Microsoft.

2011: Inaugurated its first rural BPO at Manjakkudi village in Tamil Nadu to capitalize on literate talent pool available in the region.

2011: Wipro has signed an agreement to acquire majority stake of Brazil based hydraulic cylinder manufacturer R.K.M. EQUIPAMENTOS HIDRAULICOS.

2012: Wipro received the award for excellence in Financial Reporting from Institute of Chartered Accountants of India .

2012: Wipro was awarded the highest rating of Stakeholder Value and Corporate Rating 1 (SVG 1) by ICRA Limited.

2013:Wipro was ranked 812th on the Forbes Global 2000 list

2013: Wipro was ranked 2nd in the Newsweek 2012 Global 500 Green companies.

2013: It was recognized by the Ethisphere Institute as one of the World's Most Ethical (WME) Companies

2013: Wipro received the 'NASSCOM Corporate Award for Excellence in Diversity and Inclusion, 2012', in the category 'Most Effective Implementation of Practices & Technology for Persons with Disabilities'

## **2.3 TATA CONSULTANCY SERVICES**

**Tata Consultancy Services Limited (TCS)** is an Indian multinational information technology (IT) services, business process and consulting company headquartered in Mumbai, Maharashtra. TCS operates in 46 countries and has 199 branches across the world. It is a subsidiary of the Tata Group and is listed on the Bombay Stock Exchange and the National Stock Exchange of India. TCS is the largest Indian company by market capitalization and is the largest India-based IT services company by 2013 revenues. TCS is ranked 40th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company.

### Services of TCS :

Assurance Services: Reduce software development efforts, lower maintenance cost & achieve faster time to market with TCS's Assurance services.

BI& Performance Management: an enterprise like yours needs to develop an ability to sense these changes and thus respond to them quickly & smartly.

Business Process Services: A drive for growth is the new business "normal". After several years of market depression and pessimism, enterprises seek partners who can take care of their business processes so that they can focus on growth.

Cloud Services: Organizations are embracing cloud to benefit from the scalability, responsiveness and cost-efficiencies that cloud computing offers. The transformation to a cloud environment is a significant enterprise undertaking that has a tremendous impact on the way IT organizations operate and the way services are delivered to business users.

Connected Marketing Solutions: Engage, measure and optimize interactions with target audiences across all touch-points, including mobile and social, enabling an overall increase in Return on Marketing Investment (RoMI), with TCS' Connected Marketing Solutions.

Consulting: CS helps to design a shared services center for infrastructure services and achieve operational efficiencies

Eco-sustainability Services: Driven by the cost and scarcity of resources, rapidly changing country and industry regulations, transformation in the competitive landscape, and increasing investor interest, boardrooms and chief executives recognize that sustainability is important for the future success of their businesses. TCS' Eco-sustainability services help you integrate sustainability into your business strategies to drive growth and innovation, profitability and brand reputation.

Engineering & Industrial Services: Foster product innovation, improve operational efficiencies and shorten time-to-markets with TCS' Engineering Services and Solutions.

Enterprise Solutions: Empower, evolve and transform your business processes and enterprise systems landscape to gain the performance, flexibility, agility and efficiency needed to stay competitive and quickly respond to market changes

ION - Small & Medium Business : through close interactions with Small and Medium Businesses (SMB) across relevant stakeholders, developing a deep understanding of their ICT consumption pattern and business challenges.

IT Infrastructure Services: TCS' IT Infrastructure Services (IS) | Infrastructure Management Services (IMS) deliver end-to-end, effective and reliable solutions that can transform your business operations.

IT Services: We help you achieve these qualities in your IT strategy by providing you system integration, testing, application development and management services and solutions.

Mobility Products and Services: Harness the benefits of mobility to connect with your employees, partners and customers anytime, anywhere.

Platform Solutions: In a fast-changing global business environment, organizations are looking beyond labor and cost arbitrage to improve business agility, streamline business processes, manage risk and enhance compliance.

### 2.3.2 Achievements of TCS:

Organized in top positions by industry experts.

TCS wins Client's "XCelent Customer Base Award" for North America

TCS BaNCS named a Best In Class Provider in CEB Tower Group's report for Core Banking.

Custody solution from TCS BaNCS wins big at the First Annual Global Custodian Technology, Consultancy and Law Awards for Excellence

TCS named a Leader in Gartner's Magic Quadrant for International Retail Core Banking Report 2013, sixth year in a row.

TCS is ranked second among global providers of financial technology in FinTech 100 2013; consistently positioned in top five at FinTech for four consecutive years now.

HDFC Securities is recognized for its trading platform that runs on Securities Trading and Securities Processing solutions from TCS BaNCS. TCS BaNCS Sets Industry-Leading Billion-Account Benchmark in Core Banking. Maharashtra Gramin Bank and C-Edge Technologies recognized as the winners of The Asian Banker Achievement Awards 2012 under the category "Technology Implementation Awards" for 'Best ASP-based program'.

TCS BaNCS positioned as a Leader in the Forrester Wave Global Banking Platforms, Q4 2012.

Standard Chartered and TCS win Best Trading Back Office Project Award.

Cathay United Bank and TCS win Best Core Banking Implementation Award for Medium-sized Banks and Overall Best Core Banking Implementation Award.

Global Finance magazine names TCS BaNCS' customer DBS as a winner in its eighth annual ranking of the world's "Best Sub-custodians."

LCH Clearnet's Synapse, powered by TCS BaNCS Market Infrastructure, is highly commended at the Banking Technology Awards 2010 in the Best Transaction Banking Achievement category.

TCS BaNCS is highly commended as the Best Core Banking Product at the Banking Technology Readers' Choice Awards 2010.

TCS BaNCS and its client LIC International are selected as “Leader in Technology” and “Leader in Insurance” respectively, by the Arab Investment Summit 2010

TCS BaNCS and its client Hua Xia Bank (HXB), China, win The Asian Banker’s Best Core Banking IT Implementation Award 2010.

## **2.4 INTRRA IT:**

InterraIT has been a leader in the Information Technology Industry since its founding in 1996. The company is a Global IT Consulting and Software Services organization that delivers innovative business and technology solutions to Fortune 1000 companies. Headquartered in California, InterraIT’s operations are spread across 5 countries, with a sales network spanning the United States, Canada, United Kingdom, India and Japan.

### **2.4.1 Services provided are:**

Mobility: Our Mobile Practice Centre of Excellence delivers modular offerings in Application Development, Porting and Testing across multiple platforms and operating systems. InterraIT’s Mobile Practice Group comprises a dedicated and experienced team who work together to provide cost effective mobile application solutions across the wide spectrum of technologies

Supply Chain Management: InterraIT offers a complete supply and demand chain specialized suite with depth and breadth of capabilities that complements our client’s IT services. We believe in maximizing return on assets through optimization

Product Engineering: InterraIT is a leading Outsourced Product Development and Product Engineering company. Our end-to-end product lifecycle services include Product Development, Enhancement, Migration, Maintenance, Reengineering, Management, Testing and Support.

Quality Assurance & Testing Services: The ability to rapidly develop enterprise applications and maintain ever increasing quality standards at the same time is prompting organizations worldwide to re-evaluate their approach to Software testing and align testing objectives to their strategic organization goals.

Virtualization: InterraIT offers Big Data Analytics solutions that help organizations capitalize on the huge potential that Big Data brings to the table. It transforms the entire knowledge landscape within the firm and provides actionable insights from their data.

ITSM/ITIL Process Services: InterraIT’s consultants are passionate about solving complex IT problems and excel at helping clients in their IT service enhancement endeavors. InterraIT’s expertise empowers the clients to assess, design and implement Continuous Service Improvement programs that unveil additional costs savings unrealized in an initial IT Service Management Life cycle implementation

**CHAPTER 3**  
**(REVIEW OF LITERATURE)**

## REVIEW OF LITERATURE

In the context of Talent Management, the term “Human capital” is most popular among the researcher. Because without the presence of Human Capital, the entire system of talent management is of no meaning. The term was coined by Theodore Schultz in 1960. This term describes the broader context of treating human resources as the most valuable assets of the organization. Stockley (2010) defines the term Human Capital “as recognition that people in organization & business are an important & essential assets that contributes to development & growth “. In the cut throat competition of the 21<sup>st</sup> century the only unique aspect of the organization is its skilled people considered as human capital , According to Boneneli & Meyer (2004:237) “now organization are recognizing that people, not the product are the source of competitive advantage, since a competitor can copy a product, unlike the skill & expertise of an employee”. In the same context, According to Holland et al (2007) “Even though an organization or business is an independent legal entity, it will not thrive without people- core to maintaining an organization’s existence.” So the key to the success of the organization is the efficient human resource because they are the source & foundation of innovation whose contribution makes it possible for the organization to climb the ladder of the success.

The buzz word in the corporate world for the key of growth is the “Talent Management”. The word is having 2 components: Talent & Management. Talent represents the core employees having undisputable skill & employee who drives the business in an effective way to get the success. It also represent the core competence of the organization & comprise a small percentage of the employees. All the employees in an organization are not considered as talent. But only a few percentages are considered as talent whose performance can add value to the present as well as future growth of the organization. Simultaneously we know Management is the art of getting things done by people. The concepts states the way of managing talent in an effective way so that the organization can be able to optimize superior performance of the talent & will get value added growth to sustain & succeeded in the organization. According to Lewis & Hackmen(2006),”Talent Management is defined as identifying mission critical value, competencies & talent needed in the current & future workforce, clarifying method used to recruit, hire, develop, manage & retain a high performing workforce.” According to Van Dijk(2008),”Talent Management is defined as the systematic view that calls for dynamic interaction between many functions & processes.” The differentiation point in any business is the skill peculiar to its employee, so organization should nurture its human capital with an proper understanding of talent management with link to its bottom line & well being. Companies that are industrial leader are providing highest attention to attracting, selecting, managing, developing & retaining top talents. In the article “Talent Management: Impact on Organizational Performance”, importance of talent management is discussed in different perspective:

### **Process Perspective:**

It proposes that Talent Management includes all processes needed to optimize people within an organization. This perspective believes that the future success of the company is based on having the right talent – so managing and nurturing talent is part of the everyday process of organizational life.

### **Cultural Perspective:**

It believes that talent management is a mindset & every individual is dependent on their talent for success due to nature of market in which they operate. The organization having cultural perspective is characterized by free internal labor environment where individual talent is paramount & appreciated, allowing people to explore & develop their talent becomes part of work routine.

### **Competitive Perspective:**

It proposes that talent management is about accelerated development paths for the highest potential employees applying the same personal development process to everyone in the organization, but accelerating the process for high potentials. Hence the focus is on developing high potentials or talents more quickly than others.

### **HR Planning Perspective:**

There is the more general HR planning perspective which claims talent management is about having the right people matched to the right jobs at the right time, and doing the right things. This is often identified with companies currently experiencing rapid growth which to some extent is driving the talent management system, and once they become more stable in terms of size of operations their perspective might change. Succession planning tends to be more prominent in organizations taking this approach.

### **Change Management Perspective:**

There is the change management perspective which uses the talent management process as a driver of change in the organization, using the talent management system as part of the wider strategic HR initiative for organizational change. This can either be a means of embedding the talent management system in the organization as part of a broader change process, or it can put additional pressure on the talent management process if there is widespread resistance to the change.

There are several factor affecting Talent management like recruitment, selection, training & development, performance appraisal, compensation & benefit management, reward system, retention etc. But in this project all the factors are categorized into 4 part :

Talent Acquisition

Talent Development

Talent engagement

Talent retention

### **3.1.1 TALENT ACQUISITION:**

Talent Acquisition generally includes the process of attracting & selecting candidates: recruitment & selection. Before going to the recruitment process, an organization has to make a proper planning about the whole process, because without proper planning this process is of no meaning. Talent Planning is the foundation to meet the organizations present & future capabilities. An organization should decide specific need for candidates. This should be in congruence with job specification matched with job description.

According to Dale Yoder "Recruitment is the process to discover the sources of manpower to meet the requirements of the staffing schedule & to employ effective measures for attracting manpower in adequate number to facilitate effective selection of an effective working force." In simple word according to Taylor "Recruitment is the process of locating, identifying & attracting capable applicants." Recruitment is a part of talent management process . for worlds highest performing business . the great majority of decision taken are strategic in nature delivering financial benefit & competitive leverage. Recruitment should be based on proactive strategy, not on week's emergency as it gives result in long term. Often in the most inopportunity time, a company experience the reality of new leadership needed based on new strategy, product market location, diversification & so on or the unanticipated loss of an employee when the best of succession planning suffers a gap. This critical situation demands prompt & efficient approaches by the company which will act as genuine competitive discriminator in the world market place in view of strategic perspective & long term plan. Sources of recruitment are:

#### **Internal Sources:**

In this process, employer seeks applicant from those who are currently employed in the organization. It includes several process like: former employees (some retired employee may be willing to come back to the organization or may recommend some one who is interested to work with the organization), employee recommendation (on special recommendation from employee side, eg: a team leader may be given liberty to form his team of his choice).

#### **External Sources**

It includes several processes like advertisement (brief statement about nature of the job, type of people required, procedure through the medium like newspaper, websites, magazines etc), employment agencies( government employment exchange & private consultant firms act s mediator between the employer & perspective candidates), on campus recruitment (companies directly come to the colleges, university to select prospective candidate), through walk ins (to select the person who approach on their own for the employment, candidates go to the respective companies as per their job advertisement to give interview on a specified date)

Both the sources are having their own benefit & shortcomings. It depends on the suitability of the organization & situation, based on which a source is chosen. Internal recruitment provides a moral boost for serving employee & allow them to grow & simultaneously there is a better understanding between employee & organization. It becomes the reason for promotions. But internal inbreeding creates conflict among them. In the other hand , external recruitment helps to allow fresh blood to the organization having fresh & different industry perspective, but in the other side it creates a demotivating scenario among existing employee & as new hires are

unknown about company's culture & climate, it w  
Sometimes a it costs a huge amount to the company.  
After recruitment, the process of selection starts.  
process by which candidates for employment ar  
employment& who will not. According to David &  
making process as to predict which job applicants w  
differs from organization to organization depending  
selection process includes



A number of factors represent that affects the talent  
towards a company if its feature, facility & reputa  
able to fulfill the expectation of the employee, then  
terms & condition. The important factors serving  
process are :

**Employer brand:** it denotes the reputation of the  
the case that word of mouth is strong to spread any i  
organizationloses its reputation in the eye of one e  
organization.

**Distinct organizational culture & climate:**learnin  
reason for which employee can be attracted toward  
reason for which an organization is well know &  
orgaznaitional culture & climate has a significant i  
attracting top talent to groom them.

**Recruitment system & organizational need:** the r  
organizational need, so that it can fill the gap betw  
early we understand a problem, it is moreeasy to fi

reporting its vacancies to the staff member & directly stated recruiting form outside, it will result in lack of inbreeding. In other hand it will result in lack of interest among the internal employee to do better.

**High performance environment (work culture):** if an organization promotes high performing workculture with the support from top management as well as from supervisor in a cordial atmosphere. There should be opportunity provided to engage in challenging environment to make the candidate able to get more expertise in job It will result in attraction of employee by listening the well being of the company from former employee.

**Fair & equitable compensation:** in today's scenario a good package is an attraction factor for a job searching candidate. Now a day's people want more take home pay. So in this case, if a company is providing a suitable compensation package with rewards as per performance, it is obvious that candidates will be attracted towards the organization.

**Job & employee fit:** the profile should be clear in the job description so that candidate can find whether he'll be suitable for that job or not. Job clarity should be there to overcome the ambiguity in the mind of the candidate regarding the job profile.

Induction program: well defined induction program should be there to make the newly hired candidate comfortable in the new atmosphere. So that he'll not feel nervous about the job.

**Advertisement & job matching:** As company's reputation is in stake, while making a recruitment decision, if there is a bad reality shock for an employee, it will result in loss of candidate with reputation.

**Highly job security:** it is the important feature in today's world. Job is the source of bread & butter of one's family. The half of the stress of the job is reduced, if one employee is sure about the security of the job. If a job is secured, candidate is willing to do it.

Talent acquisition is the 1<sup>st</sup> & core of the talent management process. If it is done with proper planning in proper time it will result in success. Right People in Right place in right time is the demand of today's economy. If an organization is failed to do this, it will bear a huge cost & loss in the progress of time.

### **3.1.2 TALENT DEVELOPMENT**

Once an employee is hired, he/she has to adapt the new organizational culture. As through manufacturing process, raw material is converted into finished output, development is the process where the employee gains new skill with sharpening of his existing skill & knowledge to utilize it in his current job. It is a continuous process of making the employee suitable for the current & future responsibility. Without the development process, an employee can never be perfect for the organization. The development process links the personal goal with the organizational goal leading the employee to improve his skill, raise the competencies & to make the employee a knowledge base for the organization. A number of management programs have been developed for talent development like: induction, coaching, mentoring, career planning, performance appraisal, training, challenging job, autonomy, feedback etc.

#### **Induction**

The general meaning of induction is installation/initiation. Induction is a technique in which an employee is introduced to the purposes, policies, nature of work, and practice of the organization with its norms, ethos & belief. it is difficult for an employee to suddenly embrace a new

environment. He needs some time & support by which he can mold himself according to the need of the organization. In this scenario induction plays a great role. As soon as employee becomes a part of the organization both officially & from the heart, it is beneficial for both organization & employee, because both understand the psychological contract & do as per their work. So induction is the process of developing comfort level between employees & the organization. The talent acquisition system needs an extensive investment of company resources. Without a proper & planned induction program, an employee will feel demotivated & will opt to leave, which is a great cost to organization. In this case induction plays a significant role in making talent acquisition system effective as well as initiates the development of the employee. It is a key factor in employee retention.

**Mentoring:**

Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person. Mentoring should be linked with the competencies identified & prioritized for a particular job. Once a talented employee is ready to take up a new role, mentoring program should be arranged that will help him to transfer to a capable one according to the organization need. There is an excellent opportunity to learn. Features of mentoring include the context like: career function (sponsorship, exposure & visibility, challenging assignments), psychological function (role modeling, acceptance & confirmation, counseling, friendship etc). Mentoring can succeed if there is a genuine support from top management, mentors take up their job seriously, mentors believe in the whole process & carry out things in appropriate manner.

**Coaching:**

It is a kind of daily training & feedback given to employees by immediate supervisor. It involves a continuous process of learning by doing. It may be defined as an informal, unplanned, training & development activity provided by supervisor & peer. In coaching the supervisor asks questions & through lights on how things are done the way they are, he offers model for trainees to copy, conducts lots of decision making meeting with trainees. Coaching can be used to when an employee demonstrates a new competency, an employee expresses interest in a new kind of job, an employee seeks feedback etc.

**Performance appraisal:**

Performance appraisal is a process for analyzing a person's overall capabilities & potential. According to Flippo "Performance appraisal is the systematic, periodic & impartial rating of an employee's excellence in matters pertaining to his present job & his potential for better job". To build & retain a star talent, performance appraisal is a vital component because of the following reasons:

It guides the employees, manager & personnel specialist to take appropriate action to improve performance.

It provides the base to give certain decisions like: promotion, salary hike, career planning & development etc.

It helps to find out one's strength & weakness.

It provides the training needs.

It implies strength & weakness of employees & also that of the procedures.

It helps to find out error in job design & help to modify the job.

It uncovers the problem of employee.

It builds a significant relationship between the employees.

Performance appraisal is a formal record about the quality of an employee's performance, human performance is a function of two loosely correlated areas Result & Behavior. Result means achieving the goal in terms of goals achievement, key job area, business result, measurable outcome, objective achieved, adherence to schedule, quality, quantity, cost & timeliness. Behavior provides the way to achieving the result in terms of how the individual performed : adherence to organizational value, competency factors, traits, attributes, proficiencies, personal style, manner, approach, team work, KSA etc.

An ideal performance appraisal form should be designed in such a way that all the aspects are covered. Like

behavior	Organizational competencies Limited in number Applied to every one Critical to organizational success	Job Family competencies Managerial/supervisory Professional /technical Sales Operation Administrative
Result	Keyjob responsibilities source from: job description, big rocks analysis, task & duties focus excellence in execution	Goals/major projects required time greatest payoff in most complex job focus: position transformation
	major achievement	Major achievement

Table no: 1

Source: L.A. berger, D.A.Berger, "Talent Management Handbook"

An ideal performance management system can be created by

- actively involving top management
- establish the criteria for an ideal system
- appoint an implementation team
- design the form first
- build mission, vision, values & core competencies into the form
- ensuring ongoing communication
- train all appraiser
- orient to appraise
- use the result
- monitor & revise the program

The performance appraisal system has number of approaches. Traditional approaches are confidential report, graphic rating scale, BARS, forced choice method, ranking method, field review method, essay evaluation, paired comparison, checklist method, critical incident method, group appraisal method etc. Modern methods used for performance appraisal are Management by Objective, 360 degree feedback, Human Resource Accounting, Assessment Center etc.

Implementation of performance management system will not solve the problem of identifying the superior talent. Because as per the passage of time modification is needed in each & every system to remain up to date. That's why periodic performance review is an essential part of performance management that will help the manager & employee to

think about how to develop the relationship effectively

promote meaningful dialogue & minimize on-way communication

Sibon Consulting has suggested five phase framework for developing an ideal performance review, that includes:

Establishing relationship:

- establish role accountability (who is responsible for what in the relationship)
- discuss goal for the relationship (what are the goals & how to achieve them)
- agree on frequency of check-in (how often manager & employee will meet with each other regarding the progress. e.g. scheduled monthly meeting)
- identify potential challenges in the relationship & way to overcome it.

Setting expectation:

- Clarify departmental & organizational objective
- Review current job accountabilities.
- Discuss desired result for the year
- Discuss resources & evidences for expectation fulfilment

Coaching for improved performance & career development:

- Use of feedback framework to work through an effective coaching conversation.

Restate expectation (expected result & desired behavior)

Describe observation (facts actually happened)

Provide assessment (personal interpretation & evaluation of set of observation)

Discuss consequences (known or possible effects of continued performance)

Intervening during a crisis:

- Gain an understanding about the situation from the perspective of employees
- Discuss the risks to quality, performance, customer & colleague relationship, team effectiveness & individual well-being
- Develop a plan for action

Realizing potential

- Gain an understanding about employees' interest & goal
- Discuss the business trend of the market place
- Determine professional development & support available.

## **Training:**

Training is process by which abilities & skills needed to perform a specific job are increased. Aim to training is to bridge gap between the present competencies & desired one to fulfill organizational objective. There is huge difference between Training & Development. According to Campbell “Training is designed to fulfill short term objective limited to the current job, while development aims at broader concept of long-term dealing with both current & future job”. To develop an employee as per the organizational standard, training is the vital component. Because past experience, attitude & behavior are sometime not required in the current job. So training gets must to match with the need of the organization. To face the competition of technology in the cut throat competition, members of the organization need to be updated as per the updated scenario. In general training needs are risen due to growing complexity of jobs, growing uncertainty, global competition, growing aspiration etc.

People are talented in many ways. In some cases they are having particular aptitude that is skill based, others may be gifted artistically & others may demonstrate their talent in a traditional way. But in the source of time, each employee should feel valued, so that their contribution can make any significant difference in the organization. It is the duty of the organization to recognize & develop the individual's ability by matching individual needs with organizational requirement. Training is a way to develop the newly recruit employees as well as to develop the existing one

A systematic approach to training by Moore, Rossett & Thacker includes:

### 1) Assessment:

It includes training need analysis including 3 different levels: Organizational analysis (analysis of objective, resources utilization analysis, environmental analysis, organizational climate analysis), Task role analysis (job description, specification, performance standard, work sampling, training committee etc), person analysis (performance, skill needed, work sampling etc). After analysis of training need, objective is set which is of 3 types like: innovative, problem solving & regular.

### 2) Implementation:

It includes selecting training methods & to conduct training. Training methods are of 2 types: On the job (JIT, coaching, mentoring, job rotation, apprenticeship training, committee assignments), Off the job method (vestibule training, role playing, lecture method, conference, programmed instruction, virtual organization, behaviorally experienced training etc.)

### 3) Evaluation:

Evaluation of a training program is conducted in 3 phases: before, after & during the training program. 5 levels of evaluation is generally applied developed by Kirkpatrick. It includes: Reaction (usefulness of the training including coverage of topics, method of presentation etc), Learning (training programmer, trainers ability & trainee's ability are evaluated), Job behavior (manner & extent to which trainee has applied his learning on the job), organization (measures the use of training, learning & change in the job behavior), ultimate values (measurement of

ultimate result of the contribution of training program to the company goal like survival, growth profitability etc).

. The purpose of trainings is to

Newly recruited employee requires training so as to perform their tasks effectively.

Training is necessary to prepare existing employee to higher level of job

Existing employee require fresher training to keep abreast of latest development in job operation.

Training is important in case of transfer to change job quickly, improve his performance level & achieve career goal comfortably.

Training is necessary to keep the employee mobile & versatile

It is needed to bridge the gap between what the employee has & what the job demands

It is needed to gain acceptance from others.

### **Career Planning & Succession planning:**

According to Schein (1996), "career is defined as all the position occupied by a single person during his working life. It comprises a series of work related activity in terms of increasing level of responsibility, status, power & rewards". Career Planning refers to the planning done by an individual in terms of making a career choice, advancing/growing in the career chosen or making a career shift. Career planning involves a very important step of self-assessment.

In the changing business scenario, the expectation of employee & employer are changing rapidly. Now days employees have started demanding a rewarding career in place of simple job. The days have gone, when employee just wanted a secure job without any challenges & responsibility. They want excitement, psychic satisfaction, due recognition followed by appropriate rewards. The meaning of employee loyalty has been changing. The job security is only a part of this, not the whole reason. If the organization does not offer rewarding growth opportunity, employee's don't want to spend their time in that organization to become a part of the organizational history. They are willing to go extra mile in seeking job that are in sync with their skill & competencies. In the other hand the perception & belief of the employers are also changing. Employers are also not taking any chances with the people lacking enthusiasm. Drive & energy to deliver the result. Star performers are rewarded with fast track career promotion & treated with special appreciations. Merger, acquisition & restructuring efforts have altered the thinking of both the parties. In this case, career plays an important role in both employer & employees life. Due to the high importance of career in today's business scenario, the importance of career & succession planning cannot be neglected. And also these two play a significant role in managing & retaining the top talent in an organization, hence becoming a strategies partner in talent management process. After recruitment of an employee, a newly recruited employee undergoes induction & training & then only he is allowed to do his particular task. If in this case, he leaves the job finding it is unsuitable for him for the development of career, it costs a huge amount to the organization resulting in employee turnover. From an research it is found that the cost of losing an employee in early stage is one third to 200% of his salary. It also damages the reputation of the employer in terms of no career planning. In other scenario, if an employee is

not finding suitable career path within the organization for career growth, but still he is bound to be attached with the organization due to any compulsion (burden, financially unstable etc), he will not be interested to work with enthusiasms. The performance degrades day by day resulting in depression & stress in the employee. As a result, both the employee & organization will suffer from this. So in this situation, to develop an employee up to full of its capability career planning is a significant tool, by which both the employee & organization will be benefited.

In the context of succession planning, it is something different from career planning. According to Wallum, "Succession planning is the process of ensuring a suitable supply of successor for current & future senior or key jobs arising from business strategy. So that career of individuals can be planned & managed to optimize organization's need for individuals' aspiration". People born between 1946 & 1964 are considered as baby boom generation. In an organization it is very much essential to have people of sound knowledge & experience with addition to awareness about the culture. Their loss to the organization is an irreplaceable cost. So organization should extend its hands towards development of individual replacing the baby boomer after their leave. Prospective loss of people or baby boomer is due to retirement, downsizing, immigration, retrenchment, etc. as the loss of baby boomers is a reality to the organization, it drives a compelling interest in succession planning. To cope up with the competition, organization should make ready the back up plan to face the challenges. In this scenario, succession planning plays an important role in developing the new talent according to the desired need of the organization. Career planning & succession planning are the two significant tools in developing the talent for the growth of the organization. These 2 play important roles in talent management.

**Challenging Job:**

Now the days are gone when people want a job where no challenges, no hurdles were present. Now a day's scenario has been changed completely. Today is the era of competition. In the cut-throat competition of the world, everyone wants to go forward by enhancing their competency level. In a job, when there is challenge in a job & employee will overcome it, they will feel confident & job involvement increases. Employees get rid of monotonous work & get a chance to do something new. Their creativity increases & they become innovative. When an organization provides challenging work to the employee, their interest & creativity enhances. They feel valued for performing the work. As a result they are developed by acquainting with the challenging work. An environment should be there to support the challenging work.

**Job Autonomy:** It is the degree to which job allows workers freedom in planning & scheduling & the method used to complete the job. A certain degree of autonomy is required in every employee's job dimension, because through this employee can be felt valued as being part of the decision maker. Decision making & problem solving skill is developed within the employee with enhancing confidence & innovativeness.

**Feedback:** The degree to which job itself provides workers with clear, direct & understandable knowledge of performance. It is a significant parameter of job dimension through which an employee can be aware of its strength & weakness & he will try to remove them with proper guidance from the supervisor. So if a job is providing ample scope of feedback, then the weak areas of the performance can be easily identified & removed, through which an employee can be developed.

### **3.1.3 TALENT ENGAGEMENT:**

According to Richmen (2008), "Talent engagement is defined as the heightened emotional & intellectual connection that an employer has for his job, organization, manager in turn influences him or her to apply additional discretionary efforts to work." According to Scafelli & Bakere (2002), "Engagement is defined as positive fulfilling, work related state of mind characterized by vigor, dedication & absorption." Engagement is a desirable condition, having an organizational purpose & connotes involvement, commitment, passion, enthusiasm & energy. This focus implies on emotional connection between employee & employer that is far stronger than simply satisfaction. Employee involvement is a set of management practices that extends decision making power, business information, technical & social skill, & rewards for performance to the lowest level of the origination. it includes suggestion involvement, job involvement, high involvement. Employee engagement is the byproduct of job satisfaction, organizational commitment, & job involvement. Close relationship between employee engagement & employee involvement gives rise to increased job performance, increased citizenship behavior & less turnover. Engagement is employee's willingness & ability to contribute to company success. It can be measured in 3 different dimensions like: rational (how well employee understand their role & responsibilities), emotional (how much passion & energy they bring to the work place), & motivational (degree to which they are willing to go to the extra mile). So as a result engaged are those employees having very high score on all three dimensions willing to invest full directionary effort. Today's environment of business is so dynamic. Change is the only constant in this case. Employee perception & expectation from employer is changing & same in case of employer. In a strong competitive world consistently strong individual performance is expected & job security can't be granted. Employees increasingly look to their organization to contribute to their sense of worth in 3 areas. Like : social worth (which springs from employees belief that they are performing meaningful work for an organization that demonstrate social, environmental & communal responsibility and working for a company who cares about their individual growth & success and for senior leaders who genuinely care about their well being), Self worth (which combines psychological, physical & social health with the capability to achieve work life balance & manage stress with the aid of employer program, resources & tools), financial worth (which is supported both by traditional reward programs & by information. Resources based on the need to build for future.) The main aspect of employee engagement includes job itself, opportunities, quality of life, work culture, talent & skill utilization, rewards & recognition, feedback etc.

#### **Job Itself**

Job is having significant impact on employee engagement. Employee is encouraged to work in a particular job when he finds the work is suitable for him in all respect. Employee absenteeism, turn over & productivity are affected by the job scope. When an employee is satisfied with his job, he will be more engaged with the organization & job. The employee can be engaged with the job more when there is role clarity, clear job description, realistic deadlines so that employee is cleared about what he has to do, how to do & when to complete. So that he will have a clear

plan to do all the work. Autonomy should be given in the respective area of the job so that he will be able to take decision without including the superior. So that he will be feel valued. Empowerment can be possible when the employee is engaged in decision making, provided with understandable & clear assignments in realistic dead line, sufficient feedback is taken & required support is given. In this way employee will be empowered & more engaged in the desired job. Sense of accomplishment results in job satisfaction which is a major driver of the employee engagement.

**Opportunity:**

In the competitive world, only job cannot make an employee to engage with a particular organization. Because an employee requires more than to do only a particular job. Opportunity should be provided to an employee in terms of both career opportunities & learning & development. When there is sufficient scope for an employee to grow in the career ladder, he will be more involved in the organization with his job. Career opportunity may be in term of promotion, recognition, higher responsibility or grooming for betterment. In other context he should be given ample scope for learning & development, so that he will find an area of development for himself. he can learn further simultaneously developing himself by the help of the organization. So that he will be engaged. A motivated talent always seeks an opportunity to extend his ideas beyond the routine work done. If such an employee is not allowed to express his ideas freely, he will get frustrated & the alignment with the job & organization decrease. As a result the engagement reduces. So proper talent & skill utilization should be given priority.

**Quality of work life:**

As human resources are the most important capital in an organization, they should be treated with the utmost care. The personal life & professional life, both are two sides of a coin, i.e of the job. Without maintaining a proper balance between them a job cannot be done successfully. So the social & job life, both should be taken care. A person having a unbalanced work life is not able to concentrate on his particular job. So he becomes stressed & goes to depression. A person should be given workload under his capability & should be given proper time to take care of personal issues. Flexibility in the timing is most important criteria helping the people to maintain the work life. A good quality of work life is the right of every employee. The employees are becoming loyal to the organization who is providing a better quality of life to them having priority to both the sides. In the changing environment job security matters a lot to the employee. Because it impacts the bread & butter of the employee along with its family. Safety at the work place is right of every employee. Workplace environment effects a lot to the work done, because congenial environment promotes the work done, while the conflicting environment degrades the performance. Similarly to cope up with the stress in the work & family life, work place counseling has become an important part of today's work life. So that employee will feel comfortable to find out their solution to the issues with doing the work. A better quality of life can be achieved only when a person is provided with job security, safe work place & a work life balance.

**People:**

As organization is formed by a group of people having some common pre defined objective, they have to work with hand in hand to attain the goal as soon as possible by utilizing the resources available. As human being is a social animal, it is impossible for an employee to perform in isolation. The performance is effected by the surroundings of group of people within the

orgaznaition. Quality of supervision is an important ingredient in talent integument. Because most often, people resign from the manager/supervisor than the job. If they find no proper support by the supervisor regarding the work done, they will feel neglected & hence motive towards the work done degrades & reduction in performance. As leader directs the group towards attainment of goal, in the today's competitive scenario, the leadership should be transformational in nature, because it is the process through which each employee is valued & involved in the process of work. I the same point of time feedback is welcomed from the employees Collaboration is a tool to success in today's work environment. An employee feels comfortable to do the work when the stress is shared among the group members. So as a whole people in the organization have a significant impact on the engagement of an employee in terms of supervision, leadership, collaboration etc.

### **Company Practices**

The practices followed in the company has a significant role in employee engagement that whether it is in favor of employee of in against of it. Ultimately the aim of business is profit making. But in due course of making profit, the well being of the employees cannot be neglected. Because they are the real growth driver in an orgaznaition. So company practices should not hamper their values & well being. It includes the high degree of internal communication to sort out different problems, free flow of communication between top management & lower level to shorten the gap between them, innovation should be in the blood of the organization, so that innovative culture can be followed, where the innovative employee is encouraged to do & another employee is encouraged to do so. Customer focus should be the heart of every business. Talent & staffing are two important ingredients in company practices that make a significant differences in the work done. Loosing a talented employee is a high cost to the orgaznaition. So the practices should be like that where a talented employee is always being notices & should be given sufficient exposure to develop his skill set.

### **Total Rewards**

Rewards not only includes the monetary benefit. It includes the intrinsic & extrinsic benefits in terms of monetary & non monetary aspect of rewards. It comes in form of pay, reputation of the organization, recognition & benefits. According to Kirkland (2007) "the manner in which rewards are administered can promote the talent management drive or discourage it and adds that managers today have great apprehension concerning attracting, recruiting, and selecting new employees as well as retaining present ones." Their great focus is meticulously talented staff with high competences and productivity. For that reason, the rewards and compensation factor of talent management has become progressively essential to retention and engaging valued employees. In today's competitive scenario the concept of performance related pay (PRP) has been developed through which the compensation & reward are linked with the performance of the employee. as a result it serves as a tool for inspiring employee to perform better. According to Locke and Latham (1990:13), "when rewards are given by merit to the deserving employees they can become a useful instrument to encourage the continuance of the desired behavior". According to Coetsee (2004), "the significance of linking rewards, which he terms as outcomes to good performance and explains that this giving of compensation to deserving employees will encourage the employee to work harder and therefore affect their behavior by motivating them. Indeed, good performance comes from gifts an employee poses and this will distinguish them." For that reason, management should ensure that the

rewards and recognition given to employees are indeed valuable to the employee. Money is not a factor of motivation, so in addition to the compensation incentives must be provided to the employee with appreciation of their contribution to the organization. or talent to be cultivated, an employee must be able to experience both intrinsic and extrinsic rewards from their job. Should the employee find his job interesting and challenging, they will exert all the necessary effort in doing the job and therefore increase productivity. This application of oneself needs to be rewarded to foster talent development. Extrinsic rewards on the other hand can be counter-productive in that an individual would hurriedly do a job to reach the given goal so that they can enjoy the reward. This also causes employees to feel that a lot of hard work is only necessary so they can be paid a salary. There should be a balance between the intrinsic & extrinsic reward. According to Kirkland (2009) "Offering an attractive, competitive, benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization."

When an employee is engaged fully with the job & organization, he/she becomes an inevitable part of the organization. Engaged employee is a valuable asset for the organization & engagement in later is converted to the retention of the employees.

#### **3.1.4 TALENT RETENTION:**

As per the dynamic change in the business scenario, the strategies are also changing among the organization. In the era of globalization, the inimitable knowledge & skill of a knowledge worker are competitive advantage for an organization. Importance of human resources has increased manifold because of scarce availability & due to growing number of business units seeking talent. In the context of ability of an organization to keep hold its position, human resources play a critical role. When an organization hires a person, he becomes a part of the organization. He is trained & developed as per the organizational need. And after that if he leaves the organization it is a huge loss to the organization. According to Allen (2008), Cascio (2010) & O'Kunneel & Kung (2007) "a survey has suggested that the cost of employee turnover is 50 to 200% of annual salary of an employee depending on the type of job he/she is performing. Key talent contributes to organization's current & future performance & hence become organizational leaders for the growth. Even when there is a high unemployment rate in many parts of the world, key talent is always in demand & improving economy will exacerbate the challenge of holding the most capable employees having unique or critical skill. ". Top talents having critical skill & highest potential in some area are important not only for steady growth of the organization, but also they are important weapons during the economic recoveries when organization competes aggressively for market share & talent. So in this scenario talent retention is an important part of talent management as well as of the growth of the organization.

In general, retention means retaining employees in a company. But all the employees are not contributing to the organization. According to Hausknecht, Howard and Rodda (2009:269) "Employee retention is defined as policies and practices companies use to prevent valuable employees from leaving their jobs." The challenge to maintain skilled employees is one of the greatest problems that plague companies in the competitive marketplace. Although employing valuable employee is most important, retaining them is more important. According to Iles, Chuai and Preece (2007) "employee retention as a systematic effort by employers to build a

conducive working atmosphere that fosters a culture of retention. This is achieved by the organization implementing policies and procedures that concentrate on various needs. It also addresses the cost associated with employee replacement, turnover, loss of productivity, etc.” According to Manion (2004) “Retention begins with building a preservation culture. The ultimate is to create a friendly ambience where employees enjoy work and each other’s company. In such an environment, employees will enjoy the work and relate well with their co-workers, resulting in increased performance and productivity.” According to Wagner (2006), “research confirms that an employee-manager relationship is very important for the motivation of employee’s. Where managers have a good relationship with the employees, their satisfaction level and how long the employee remains with an employer will improve.”

In today's scenario of competitive business world, there is need for retaining valuable employees, because of different reasons.

**Hiring is not an easy process:** The HR Professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time consuming process.

**An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture:** A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy; a mere duplication of work. Finding a right employee for an organization is a tedious job and all efforts simply go waste when the employee leaves.

**When an individual resigns from his present organization, it is more likely that he would join the competitors:** In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new hire is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.

**The employees working for a longer period of time are more familiar with the company’s policies, guidelines and thus they adjust better:** They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.

**Every individual needs time to adjust with others:** One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an

existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new hired with the previous employees and always find faults in him.

**It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization:** They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favour of the management. For them the organization comes first and all other things later.

**It is essential for the organization to retain the valuable employees showing potential:** Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

There are number of factors affecting the employee retention like: organizational culture, work, salary, communication, policy, justice etc. The factors are categorized as:

#### **Financial Benefit**

It can be categorized under 2 segments. Direct & indirect. Direct financial benefit includes basic salary, incentives, cash recognition, ownership etc. it generally comes in monetary form. As job is the medium through which an employee can give bread & butter to his family. In 21<sup>st</sup> century due to instability in market demand & increasing price level in every area, an employee wants more take home than investing in other areas like pensions & all. Because he has to feed his family & take the responsibility so he has to do this. Compensation plays significant role in attracting and retaining good employees, especially those employees who give outstanding performance or unique skill which is indispensable to the organization because company invest heavy amount on their training and orientation. According to Lawler (1990); “company adopt the strategy of low wages if the work is simple and requires little training and companies competing in high labor markets, adopt the high wages strategy. Some researchers argue that competitive compensation package is the only strong commitment and also build strong commitment on the workers side.” However, the contribution of compensation towards retention, help in retention of employee irrespective of their skill and contribution to the company and it likely affect both turnovers desirable and undesirable. The total amount of compensation offered by other companies also affects the turnover. According to Lawler (1990), “Organization who offers high compensation package who is being compared to others would attract a large number of candidates applying for induction and have lower turnover rate. Moreover, the high compensation package, the organizations would create culture of Excellence”. According to (Harris and Brannick, 1999), “The company objective to retain their valuable employee performance pay is considered important factor for it, Compensation is considered the most important factor for attracting and retaining the talent (Willis, 2000). Fair wages are the key element of the implied and contractual bond between employers and employees, the underlying supposition being that monetary can persuade behavior. According to Parker and Wright (2001), “Organizations often offer high pay packages i.e. stock options, special pay, retention pay, gain share pay, performance base pay and bonus etc. for attraction and retention of talented employees of the market.” But money

is not only factor of motivation; it prevents dissatisfaction, but does not provide satisfaction. It is considered as the hygiene factor rather than motivation. According to Smith (2001) “ money brings the workers in the organization but not necessary to keep them.” According to According to Ashby and Pell, “money satisfies the employee but it is not sufficient to retain the employee means it is a insufficient factor.” According to Brannick, (1999); “Money is not considered as primary retention factor.” According to Pfeffer, (1998) “ Many organizations implement very good employees retention strategy without offering high compensation or pay based retention strategy,” In such circumstances, a wide number of factors seems successful retention of employees. The existence of other retention factors cannot be ignored. So direct financial benefit is not the only factor of retention. Indirect financial benefit has also to play a major role in form of retention. Indirect financial benefit includes non cash benefits, rewards & recognition, award scheme etc. these motivate the employee to to better in order to get recognized. According to Agarwal, (1998) “it is something the offered by the organization to the workers in response of their performance and contributions which are expected by the workers” . That amount of pay, benefits, or equivalents employee received in return for the services which employee render to organization. A reward can be intrinsic or extrinsic, it can be in form of cash i.e. bounces etc or reward can be in form of recognition / certificate such as commendation certificate or worker of the month etc. In business environments rewards are offered in several forms e.g. recognition, cash bonuses, awards, free trips and free merchandise etc. However, reward is the thing which offers by the organization in any form in response of employee’s contribution, to become employees motivated for doing well with positive behavior in future. According to Silbert, (2005) “Reward is very important because its has enduring impression on employees and support the perception of employees that they are valued.”

#### **Job Contents:**

job contents should be in the way in which employee can enjoy the job, not take the job as the burden. Employees personal value should be in congruence with the job. According to Lofquist and Dawis, (1969) & Edward (1999) “The concept of employee value match with job means jobs matching with employees in terms of skill, knowledge, qualifications, ability and other characteristics of employees which match and suitable for the job.” The psychological driver, in the past the focus was more on money, but now the prime positive reinforce is self. The generational driver, a new generation is entering more and more at the workplace, it consists of 70 million people and is referred to as generation Y. The knowledge work driver, science and technology have been two important variables and are expected to continue in the future. To gain competitive advantage, organizations have to innovate and managers have to search for employees with useful knowledge who are motivated to use it for the benefit of the organization. The cultural driver, have been brought up due to globalization in the world. The cultural differences have a special emphasis in order to understand how to retain the talented workers. The job should be challenging enough to motivate employees to learn & do the new things. According to Brown (1969); Kidron, (1978); Steers, (1997), “organizational fit concept identifies confluent goals and recognized the employee and organization value as an important aspect of affective commitment.” Research explained organizational fit as employee cooperation and willingness toward organization and proposed that requisite disposition to work together (Barnard, 1938). According to Cable and Judge (1997),

“employee selection process should also consider improving congruence between employees values and corporate culture.”

### **Career Opportunities:**

In 21<sup>st</sup> century, the young people are much serious about their career. Being merely a job getting salary is not the meaning of a job in now a days. It is more than only job security, & compensation. Employees are willing to adopt a career having opportunities for further advancement. So they are willing to be with the organization which provides them advancement opportunity with all areas including the learning environment. According to Greller (2006), “people always work for a reason and the cause should be provided by work, organization, co-workers or from within.” Findings showed that when employees want to advance in their careers, a motivational factor, it does not matter how old one is, a lot of stay in the organization as a way to advance. Employee’s career advancement is a phenomenon which is formalized, organized and it is planned effort to accomplish the balance between requirement of organization workforce and individual career needs. The rapidly rising awareness makes it evidence that employees can give leading edge to the organization in market place. According to Graddick,(1988), “It is challenge for today HR Managers to identify the organization developmental strategies which enthralls the employee commitment to the organization vision and values to motivate the employees and help the organization to gain and sustain the competitive advantage According to Hall, 1996, Kyriakidou and Ozbilgin,(2004), “Career development is mutual beneficial process because it gives imperative outcomes to employer and employees.” According to Prince, (2005), “To gain and maintain competitive advantage organizations required talented & productive employees and these employees need career development to enhance and cultivate their competencies .” According to Messmer,(2000). “Investment on employee Training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment”. According to Clark (2001), “organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action.” According to Storey and Sisson (1993), “training is a sign of organization commitment to employees.” Training also reflects organization strategy that is based on value adding rather than cost lowering. According to Bassi and Van Buren(1999) Accenture(2001), “Leading firms of the industry recognized that comprehensive range of training, skill and career development are the key factors of attraction and retention the form of flexible, sophisticated and technological employees that firms strategy to succeed in the computerized economy .” According to Frazis et al. (1998), “it is found that employees working in organization have low turnover rate, normally spent 59 percent time, on formal training from total training period, as compared to organization spent 18 percent and have high turnover rate.” According to Wetland (2003), “ training help to lower turnover rate and considered as important factor in employee retention .”

### **Work Life balance:**

Employee being a social animal, he/she has a world of himself outside the office premises. He has to maintain the balance between the personal life & professional life. In the era of cut throat

competition, due to heavy work load, it is not possible for an employee to give sufficient time to the family as a result stress & disturbance is at his mind which effects the work performance. Both the life gets distorted due to the imbalance. In this scenario, the organization which is providing facility to maintain a good quality of life, it is obvious that mobile employees are inclined towards it. Hence it serves as a factor of retention. It includes flexible work arrangement, location, access to family, supervisor support in work etc. According to (Gaan, 2008), “ Research indicates that the existence of family support (such as alternative schedules, supervisor support, co-worker support, flex time, work-family culture and family benefits etc) within the organization helps a lot in the retention of talented employee”. According to Allen,(2001), “Research also recognizes that organization who support their employees in integrating between family responsibilities and work reduce the employee intention regarding leave the job .” According to Yanadoria and Katob (2010), “the family support effects at workplace and concluded the statistical importance of relationship between work family support and employee retention.” The recent research recognized that existence of family support within the organization reduce the turnover intention and help the retention of talented employees in the organization. According to Pasewark and Viator (2006),”flexible work arrangement a very important part of work family support that plays pivotal rule in the retention of employees.” Flexible work arrangements includes compressed works week, tele commuting, work from home etc. by which it is easier for an employee to do the work while dealing with family responsibility. During the work process an employee needs various support. If during the complex work, he gets some kind of assistance from his supervisor he will be felt safe & can conduct the process in well manner. The relationship between supervisor and worker play pivotal role in employees’ turnover intention. The organization “human face” is supervisors. According to Greenhaus, (1994), “ If supervisor support, open communication and have good relationship with employees, the employee’s turnover intentions are likely less and more engaged with organization,” Leaders interact as a bond to perform application between expectations and stated goals. By harmonizing the rivaling demands supervisor support and manage the inside / outside work environment. According to Ontario (2004) “If the relationship among workers and supervisors are exceeding / strong the workers will never seek to any other new employment opportunity rather than stay in the organization and vice versa. Employees leave the leaders not jobs so leader support is also essential in this regard.” So as a whole work life balance contributes to a large extent to retain the talented employees in an organization.

**Affiliation:**

Apart from the benefits & facility provided by an organization, there are several factor that affects the retention of an employee. Like organizational commitment, work environment , organizational culture, justice & so on.

work environment characteristics in services sector is differ from production sector, because services sector directly deal with consumers / clients (Normann 1986). The interactions depend on the kind of job or / and kind of business, it may be more or may be less. The interaction between employees and clients / consumers move from physical to psychological dimension. Psychological work environment consist of work load, decision, support, stressors, latitude and decision etc. It is of much importance to know and recognize the emerging needs of employees and providing good work environment in order to keep the

employees committed with organization. According to Ramlall,(2003), “people strive to work and to stay in those corporation that provides good and positive work environment, where employees feel that they are valued and making difference.” Proficient employees of such organizations are dragging together to push the organization forward. According to a research conducted by ASID found that physical & work environment play pivotal role in employee’s decision employees are willing to stay with the organization having such kind of congenial work environment. whether to leave the job or to stay and consider as a major factor in employee’s retention. the, collaborative, cordial & congenial environment helps the employee to do his work in a more proficient manner .Organizational culture is having high importance in retaining a talented employee. A fearless & friendly culture is the main ingredients in grooming an employee after its selection process. If an employee gets paternalistic behavior from seniors & friendly behavior from colleagues he will feel relaxed & happy for doing his work. A fearless culture means as "The extent to which the organization encourages you to challenge the way things are done." Being able to speak up and speak against the status quo would be possible only in a culture where there was no fear of retribution.

**Organizational justice:**

It is a natural phenomenon being a human beings to compare himself with the others. It matters a lot in the continuity of an employee regarding whether he is treated fairly or not in the organization. So organizational justice comes into play which means the just & ethical employee treatment within the organization. According to Cropanzano(1993), Greenberg (1990), “organizational justice term refers to the treatment of employees by the organizations in just and fair manner.” According to Aristotle reprinted in Frost(1972); Colquitt et al., (2001), “Every organization formulated their own rules and implemented on their employees”. Social psychological researches give importance to the fairness in the concept of attitudinal. According to Bies (1987), “An action, event or decision which judged as fair or unfair on the basis of individual attitude about the decision and his/her normative / value system which is associated to those beliefs.” It comes in the form of distributive & procedural.

**TALENT MANAGEMENT:**

The combination of the major practices like acquisition, development, engagement & retention gives rise to Talent management. Hunt for talent can be successful only after realizing, gaining & developing the talent & also to retain them for the long term which results in mutual benefits for the organization. All the four process should be interlinked & aligned with prior strategy to result in effective talent management process. An effective talent management process can result in attracting highly skilled workforce having adaptability to change & new scenario, developing multi skilled talented employees contributing to a great amount in the success of the organization, engaging employees with the job & organization in holistic way & above all to retain the top talents by satisfying their physical, social & psychological needs. As a result a well developed work force can be resulted from the effective talent management process.

**EMPLOYEE COMMITMENT:**

The outcome of the talent management process is the employee commitment. Commitment is both to the job & to the organization. The employee commitment is defined in terms of say, stay & strive.

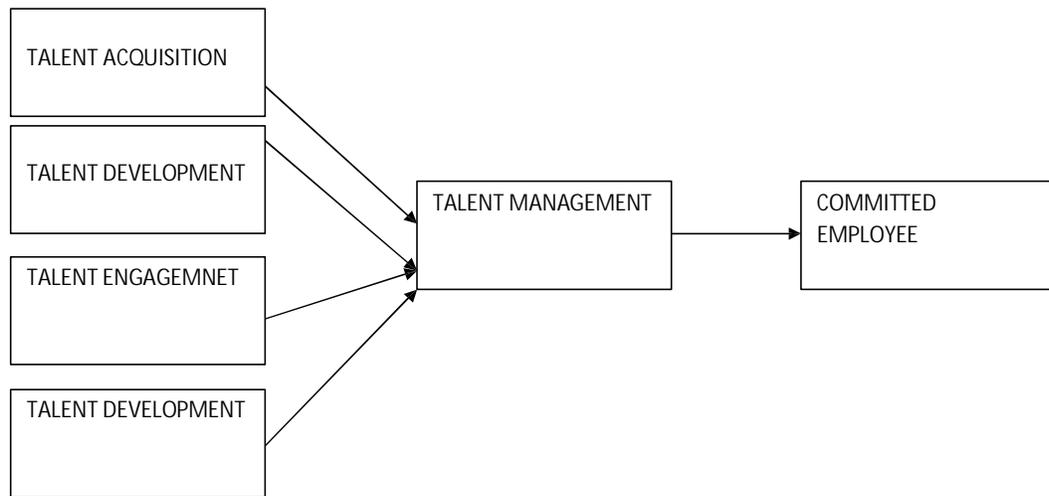
**Say:** speak positively about the organization to the co workers, potential employee & customer. Word of mouth is a strong weapon to spread the information. Hence the reputation of the organization increases in terms of high & strong brand image.

**Stay:** have an intense sense of belonging & desire to be a part of the organization. As a result job involvement, employee engagement & employee retention increases by the satisfied employee in terms of loyalty.

**Strive:** employees are motivated & exert efforts towards success in their job & for the company. sense of ownership is developed among them .

As a result it contributes to the success of the organization. Because the committed employees are inimitable assets for the company providing competitive advantage than the competitors in the world of cut throat competition.

From the review of literature, the following model is developed for talent management relating to the factors of talent management with the committed employee.



This model has been inferred on the basis of the literature review done. According to this model, there is a link between talent acquisition, talent development, talent engagement & talent retention with the talent management process which is linked with the employee commitment. In an organization talent is either required which has then to be acquired or it is already present which has then to be developed.. It is only through proper coordination and efforts of the organization that it gets a pool of committed professionals who not only increase business performance but are also loyal towards the organization.

### **CHALLENGES FOR TALENT MANAGEMENT IN IT INDUSTRY:**

Corporate workforce in IT industries are becoming global, but talent management is not keeping pace.

Stiff competition in IT industries requires to retain top talent in an organization.

Measuring the effectiveness of talent management is still a challenge for an IT industry.

The skills & competencies are changing day by day as per the requirement

Diversity in the organization is a big problem due to employees of different culture & different background.

To keep all the employee (traditionalists, baby boomers, gen X & Gen Y) is a difficult aspect for the organization.

### **INNOVATIVE APPROACHES TO TALENT MANAGEMENT:**

As talent management is one of the most critical concept in today's business scenario & an emerging topic in context of human resources. The scenario of the business is so dynamic that it is changing in each & every second according to the global market. In this situation, the traditional method cannot play a major role in creating & retaining the top talent in the organization. So an organization needs to update in its every factor of talent management to remain up to date with the changing environment & to move faster in the ladder of success in than the competitor. So it is in search of competitive advantage that will multiply the scope of talent management upto many extent. The major change in the area of talent management is the introduction of Social Media. The role of social media has increased the value of talent management . but not successfully implemented in every place till yet. In 2012, the market force & external environment has challenged the talent management professional to develop new mindset & adapt new capabilities as per demands of the situation. According to the article "The state of Talent management in 2013", Importance of social media in talent Management are:

Social media is causing a seismic shift in the business environment, as companies attempt to leverage the benefits of this technology.

Main reason for using social media in work place are connect with the co worker, fun with the work place &to connect with thecustomers.

Recruiting and Hiring is the hottest space for social technology in talent management.

For an organization to remain compliant, employees and managers must know upcoming training milestones, and talent management professionals must be able to generate reports easily for auditors.

Talent management becomes even more social driven by tablet & mobile computing.

Organizations are either incorporating partial or complete cloud-based approaches into their Human Resource Management Systems.

Integrated talent management should provide a clear picture of the workforce across the organization.

Many companies are managing compliance tracking and reporting using a patchwork of technologies and processes. Professionals can build a stronger business case for

improving the process by “hooking” compliance, learning, and reporting to business objectives that demonstrate productivity and time savings. Companies also stand to time saving.

Far-seeing companies are using onboarding tools and techniques to manage talent and acculturate workers beyond initial hiring stages. These organizations have automated forms management, are providing employees with personalized portals, and in a few cases, are experimenting with social technology.

Organizations stand to benefit by providing managers with self service systems

in now a days, companies are with increasing pressure to minimize cost while maximizing productivity & engagement to their staff. So companies are adopting new approaches to talent management to increase the productivity of the organization. One of the most growing IT company “CGI Inc” has developed a cloud based HR solution to quick to deploy, easy to use and don’t require big up-front spend. They do however need highly experienced HR consultants to guide customers in how to implement and embed them to provide maximum benefit for the organization.

CGI’s best practice Cloud HR solution based on SuccessFactors enables organization to: Quickly deploy a class-leading HR solution without large up-front outlay, Cut costs of ongoing HR operations, Realize the benefits of user friendly and effective processes accessed via highly intuitive ‘toy-like’ screens & connect employees to business needs and strategy, report and manage Key Results Areas for HR. This approach helps organizations run a best practice HR function that engages managers and employees.

This approach will ensure you reap the business value from:

- An enterprise-grade Core HR solution with employee records, organizational and pay structures

- An end to end recruitment system including social media capability

- Comprehensive learning capability including iContent, social learning, learning management and analytics

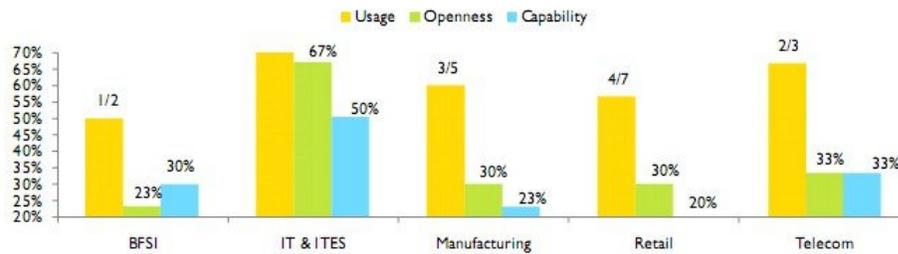
- Clear and engaging performance management processes including goal libraries, cascading goals, 360 degree reviews and calibration

- Succession planning tools to identify and anticipate and bridge the talent gaps in your organization

- Compensation management to dramatically improve budget accuracy, reduce risk, and tie the major expense of pay to actual business results

- Advanced business analytics providing actionable insights by means of over 2,000 pre-defined metrics and reports .

According to a survey conducted by WIPRO, Of all the industries only IT & ITES stated they used social media to a considerable extent in this area and were open to using it further, though they were not sure of their capability to implement. The other industries were unwilling to use social media and extremely unsure of their capabilities as well.



Source: survey conducted by WIPRO ltd

IntraIT provide emphasis on development process as to strengthen the talent management process. IntraIT places special emphasis on people development. Included among the organizational initiatives is incorporation of best practices aimed at personal and professional growth of an IntraIT-ian. The IntraIT value system is ingrained into the work ethic of every employee. Sky is the limit for each and every IntraIT-ian – one who is characterized by the twin values of Individualized Cooperation and Risk Taking. While the philosophy of Individualized cooperation provides excellent opportunity to the IntraIT-ian to embrace entrepreneurship & ownership leading to confidence and accelerated learning, it also allows the employee to hone his or her generic skills. Risk taking as a value instills the spirit of taking up challenges among the ones with desire to excel. This coupled with freedom to innovate lead to great efforts, which allow turning of ideas into reality beside putting these employees on a fast track career growth path. The career growth initiative taken by this company are mentoring, learning & development, competency development approach, job redesignetc. In addition to these approach, innovative methods are adopted for development like: toastmaster & buddy process.

**Toast Master Initiative:** IntraIT is amongst a handful of Indian companies to have its own in-house Toastmasters Club. What is unique about Toastmasters? There are no teachers. Members learn by doing and observing. It is NOT a training program . Members take ownership over their personal growth and learning. Members work at their own pace and convenience.How are the results achieved? The club creates a non-threatening, mutually supportive positive learning environment where members learn and practice speaking skills, listening skills, evaluation skills, facilitation skills, teamwork, leadership and humor.

**Buddy Process:**Each new recruit irrespective of being a fresher or an experienced recruit is allotted a buddy in his or her functional area, who extends hand holding support for the initial weeks. This allows the new recruit to feel comfortable not only in the project he or she is assigned to but also in the organization.

One of the largest IT firm WIPRO has adopted somenew innovative approach towards talent management known as **People Capability Maturity Model(PCMM)**.The model is an attempt to holistically align employee development with accelerating the business of our corporate enterprise. The model will integrate people, processes and technology to trigger the culture of gaining market supremacy amongst our professionals.” To make this happen, the company is enforcing PCMM as a core corporate strategy. This implies that HRM will be aligned with all the key business initiatives. According to the company, it would in turn enable the business in becoming the frontrunners in the global marketplace. The levels of the model are:

Level 1: Initial” where the thrust will be on enhancing the established practices in people management.

level 2, “Repeatable” where there will be tailored initiatives by HR to enforce competence management.

Level 3, titled “Defined” that will put a thrust on team management that would be facilitated through measured and aligned people practices

Level 4 is “Capability Management” followed by

Level 5 called “Optimizing” where the constant effort will be to continuously improve the practices from a larger perspective of People Management.

Wipro has started a **WISEPRO program** which is a method impart communication and soft skills training to undergraduate students, predominantly from non-engineering colleges in India, with the aim of improving their employability in the IT and Business Process Management (BPM) sectors. Enhancing employability to role-specific requirements in the IT, BPM and other services sector is a step in the right direction. It is imperative that companies, academic institutions and the government work closely towards improving the employability of young people in India and help to scale up a readily deployable talent pool. It is a way to attract the real talentby grooming them in advance.

**CHAPTER 4**  
**OBJECTIVE & SCOPE OF THE PROJECT**

## **OBJECTIVE & SCOPE OF THE PROJECT**

### **4.1 OBJECTIVE OF THE PROJECT:**

To study the factors affecting the talent management.

Impact of talent acquisition, talent development, talent engagement & talent retention towards talent management.

Identifying the problems faced by the organization towards implementation of talent management process.

Innovative approaches taken by IT industries under study toward the talent management process.

### **4.2 SCOPE OF THE STUDY:**

The scenario in IT industry is so dynamic, that uncertainty always exists. In this situation top talent is the top most priority in the organization. This study would enable the organization to acquire, develop, engage & retain superior talent by means of effective talent management program & to develop the relationship between talent management & employee commitment. This study is conducted within the IT companies in India. Wipro Ltd (Pune), TCS (Bangalore), CGI Group (Bangalore), INterait(Noida) are the companies considered for this study. This study will also help in determining the importance of factors affecting talent management process directly/indirectly which will ultimately result in employee commitment. Some changes can be made in existing practices by this study. In addition to this the study will help in clearing the concepts of talent management in IT industry.

**CHAPTER 5**

**RESEARCH METHODOLOGY**

## **RESEARCH METHODOLOGY:**

Research is a journey from unknown to known. According to Clifford Woody, “Research comprises defining & redefining problems, formulating hypothesis, collecting, organizing & evaluating data, making deductions & reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis”. Thus research is an original contribution to the existing stock of knowledge making for its advancement.

Research studies can be of following types.

**Exploratory Research :**The main purpose of this type of studies is to formulating a problem more precisely & developing a hypothesis from an operational point of view. The main emphasis of this study is on discovery of ideas & insights. To gain clear idea about a problem, exploratory study is useful. It helps to develop the concept clearly & establishes priorities improve final research design. It is done by secondary data analysis by reading the research articles & website of the company. And also it has been done by experience survey employees of the organization through telephonic interview.

**Descriptive Research:** Descriptive kind research includes survey & fact finding techniques as the researcher have no influence on variable. The researcher can only report what is happening or what has happened. this kind of research studies are concerned with describing the characteristics of a particular individual or of a group. It must focuses on formulation of objective of the study, designing methods of data collection, collecting the data through various methods, processing & analyzing the data & reporting the findings. The studies are also concerned with certain kind of variables associated., Narration of facts & characteristics concerning individual, group or situation. After carrying out exploratory study to gain knowledge about the talent management process, descriptive study has been carried out to find the actual happenings on talent management process. Different fact finding techniques like questionnaire & personal interaction has been used in this method & also comparative graphs .

**Experimental Research:**This is also called as hypothesis testing research where the researcher tests the relationship of casual variable. this study require procedures to reduce biasness & drawing inferences about causality. After getting an idea about the talent management process in IT industry, objectives are formulated. Then pre assumption was done to find out the relationship between variable & after the research the hypothesis is tested whether the hypothesis is true or not.

In this project, the research methodology used are:

Research design: This empirical study is based on primary and secondary information collected from five major manufacturing and mining industrial units. This study will be conducted through diagnostic research, case study, and survey method.

Research universe: IT industries in India

Research Population: four major IT company (Wipro, TCS, CGI Group Inc, Intrait)

Sample : selected employees of four IT companies

Sample Size: 251

Sampling Technique: random sampling

Data Collection: data are collected from primary & secondary sources. Primary sources of data collection are through mail questionnaire & telephonic interview, Secondary sources of data collection are research journal, magazines, company website, press release etc.

Analysis Tool: will be analyzed through statistical package (SPSS) version 20 to set the cause and effect relationship in order to draw the conclusion. Reliability shows how consistent the findings are while validity is concerned with whether the findings are really about what they appear to be. Descriptive statistics, correlation, regression and structural equation modeling will be done in order to analyze the data.

Limitation:

- Only few companies of IT sectors are covered
- Time constraints
- Personal interview was not possible due to time & distance
- Busy schedule of the employees

### **HYPOTHESIS:**

H1: there is a significant relationship between talent acquisition & talent management.

H2: there is a significant relationship between talent development & talent management.

H3: there is a significant relationship between talent engagement & talent management.

H4: there is a significant relationship between talent retention & talent management.

H5: there is a significant relationship between talent management & employee commitment.

### **RESEARCH GAP:**

The inferences drawn from the review, point towards various factors which require further research. Some of the grey areas found on which the literature gives few or no recommendations which this study aims to fill are:

Talent management in IT industries.

The present articles have focused more on talent acquisition only.

To examine the extent of initiatives taken by organizations in the manufacturing and mining sector to manage talent in this highly competitive environment.

Efforts under the ares of other factors like development, retention & engagement for better management of talents.

**CHAPTER 5**  
**DATA ANALYSIS & INTERPRETATION**

## **DATA ANALYSIS & INTERPRETATION**

### **Reliability statistics**

The result shows that the alpha value is 0.967 which suggests the internal validity of the instrument is highly satisfactory.

<u>Chronback Alpha</u>	<u>No.of items</u>
<u>0.967</u>	<u>70</u>

Table no: 1

**Descriptive Statistics:**descriptive statistics provide the mean of the responses according to the perception of the employee, which helps to find out the highly & lowly scored questions. It provides a scope to evaluate the question of high importance. It also provides the standard deviation of the questions according to the responses. Here the descriptive statistics are provided for each of the factors like:

#### **Talent acquisition:**

	N	Minimum	Maximum	Mean	Std. Deviation
A1	251	2	5	3.97	0.86
A2	251	2	5	3.82	0.605
A3	251	3	5	4.31	0.537
A4	251	2	5	4.12	0.531
A5	251	2	24	3.9	1.906
A6	251	2	4	3.11	0.629
A7	251	2	4	2.99	0.395
A8	251	2	4	2.85	0.381
A9	251	3	4	3.64	0.481
A10	251	2	4	2.69	0.566
A11	251	2	4	3.42	0.577
A12	251	2	4	2.68	0.539
A13	251	2	4	3.47	0.508
A14	251	2	5	3.85	0.592
A15	251	2	4	3.68	0.5
A16	251	2	5	3.74	0.665

Table no: 2

From the table it is clear that all variables are having mean score near 3, while some of them are having comparatively low score like A10 (opportunity to engage in challenging environment) & A12 (induction program is well developed)

### **Talent Development:**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation

D1	251	2	4	2.99	0.69
D2	251	2	4	2.67	0.541
D3	251	2	4	3.2	0.626
D4	253	2	5	3.16	0.536
D5	253	2	5	3.22	0.461
D6	253	2	5	2.92	0.608
D7	253	2	5	3	0.661
D8	253	2	5	3.64	0.565
D9	253	2	5	3.66	0.506
D10	253	2	4	3.44	0.625
D11	253	2	4	3.04	0.461
D12	253	2	4	3.49	0.575
D13	253	2	4	3.39	0.571
D14	253	2	5	3.35	0.533

Table no: 3

From the table it is clear that all variables are having mean score above 3, which is a good score except D1(fair performance appraisal system), D2 (counselling is provided after every appraisal)& D6 (adequate training are provided).

**Talent Engagement:**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
E1	253	2	5	3.53	0.645
E2	253	2	5	3.34	0.594
E3	253	2	5	3.63	0.721
E4	253	2	5	2.76	0.909
E5	253	2	5	3.06	0.932
E6	253	2	5	4.06	0.915
E7	253	2	4	2.95	0.706
E8	253	2	4	2.9	0.401
E9	252	2	4	2.65	0.589
E10	251	2	4	2.86	0.605
E11	251	2	5	2.72	0.771
E12	251	3	4	3.42	0.494

Table no: 4

From the table it is clear that only 1 variable has score above 4 that is E6 (heavy workload is present) while others having score nearby 3

**Talent Retention (Descriptive statistics)**

	N	Minimum	Maximum	Mean	Std. Deviation
R1	251	2	4	3.41	0.771

R2	251	2	4	3.59	0.588
R3	251	1	4	2.84	0.718
R4	251	2	4	3.01	0.482
R5	251	2	4	2.55	0.573
R6	251	2	5	2.71	0.705
R7	251	2	5	2.67	0.6
R8	251	2	5	2.71	0.738
R9	251	2	5	2.96	0.362
R10	251	2	5	3.16	0.548

Table no: 5

From the table it is clear that all variables are having score near by 3.that means all the factors are aversely present in the organization according to the perception of the employees.

**Talent management:**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TM 1	251	3	5	4.29	0.542
TM2	251	2	4	3.04	0.602
TM3	251	2	4	2.75	0.572
TM 4	251	2	4	2.64	0.536
TM5	251	2	4	2.69	0.68
TM6	251	1	4	2.92	0.344
TM7	251	3	5	3.23	0.432
TM8	251	2	5	4.27	0.703
TM9	251	2	4	3.13	0.586
TM10(D)	251	1	4	2.63	0.56

Table no: 6

Two factors under talent management agree highly rated like: TM1 & TM8. i.e employees in the organization are agreed with the point that talent aquisition results in selecting the best candidate & satisfactory compensation is present within the organization.

**Employee commitment:**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
C1	251	2	4	3.56	0.543
C2	251	2	4	3.02	0.629
C3	251	2	4	3.16	0.817
C4	251	2	4	2.98	0.525
C5	251	2	5	3.24	0.65
C6	251	2	5	3.81	0.723
C7	251	3	4	3.43	0.496
C8D	251	2	5	3.82	0.696

Table no: 7

it is clear that employee are agreed with the concept of generating committed professional as a result of effective talent management process.

**Correlation:**

In this research project, the four factors are considered for talent management like: talent acquisition, talent development, talent engagement & talent retention. Within each factor, numbers of sub factors are taken. In analysis, co relation & regression are done to find out the relation between the factors & talent management.

Correlation 1:

variables	A1	A2	A3	A4	A5	A6	A7	A8
	1							
A2	.236**	1						
A3	0.063	.300**	1					
A4	-0.093	.398**	.352**	1				
A5	0.098	.505**	0.103	-0.039	1			
A6	.200**	.311**	.269**	.242**	.379**	1		
A7	.254**	.280**	.162*	.148*	.275**	.546**	1	
A8	.221**	.319**	.366**	.355**	.370**	.499**	.528**	1
A9	0.08	.422**	.351**	.476**	.175**	.260**	.338**	.580**
A10	-0.073	.282**	.330**	.482**	.176**	.301**	.434**	.721**
A11	0.083	.265**	.456**	0.05	.444**	.370**	.398**	.330**
A12	0.121	.464**	.428**	0.055	.358**	.189**	0.008	.244**
A13	.152*	.195**	.197**	0.123	-0.022	.309**	.284**	.135*
A14	-0.052	.416**	.280**	.158*	.289**	.437**	.315**	.303**
A15	0.059	.173**	.259**	0.075	.193**	.361**	.267**	.588**
A16	0.003	0.047	.326**	.208**	0.1	.491**	.450**	.605**
TM10(D)	0.046	.296**	.371**	.320**	.462**	.391**	.467**	.646**

Table no :

Correlation 1 (contd)

Variables	A9	A10	A11	A12	A13	A14	A15	A16	TM10(D)
A9	1								
A10	.643**	1							
A11	.204**	.284**	1						
A12	.289**	0.066	0.074	1					
A13	0.011	-0.093	0.116	.321**	1				
A14	.223**	.292**	.221**	.539**	.492**	1			
A15	.410**	.397**	0.091	.487**	.167**	.674**	1		
A16	.563**	.373**	.202**	.257**	0.104	.350**	.664**	1	
TM10(D)	.594**	.643**	.268**	.418**	.137*	.392**	.452**	.497**	1

Table no: 8

The 1<sup>st</sup> hypothesis states that: there is a significant relationship between talent acquisition & talent management. To prove that the factors under talent acquisition are taken as independent variable & talent management is taken as dependent variable. independent variable are: A1, A2, A3, A4, A5, A6, A6,A7,A8,A9,A10,A11, A12, A13, A14, A15, A16 & dependent variable is

TM10(D). From the correlation it is clear that all variables are positively correlated with the independent variable. A8(job fits employee profile) (0.646), A9(clarity about job role)(0.594) & A10 (opportunity to engage in challenging environment)(0.643) are highly correlated with the dependent variable (committed professionals are produced as a result of talent management process) while A1( being proud of of employer brand) has very little correlation with the talent management process. As a result the change in this factor will make change in acquisition & alter the management process.A7 is highly correlated with A6 that means , competitive salary in an industry is a reason for fair & equitable compensation which is the driver of attraction of talent in an organization, thus resulting impact on talent management. Similarly A8 is highly correlated with A7 & A9, that implies clarity about job role makes the employee to be fit the job & he can be encouraged to do the work. A9, A10, A15 are highly correlated with A8, that means job can be fit with the employee profile only when he is clear about what to do, given enough chances to do challenging work in a cordial environment . so that he will be encouraged to do the job. A10 & A16 are highly correlated with the A9, it indicates that proper talent acquisition in an company & challenging environment brings clarity about the job role by taking initiative in each challenges. A14 is highly correlated with A2 & A15. A16 is highly correlated with A9 & A 15, which indicates that proper talent acquisition strategy is a result of clarity about the job role & cordial working atmosphere.

Correlation 2

VARIABLES	D1	D2	D3	D4	D5	D6	D7
D1	1						
D2	.717**	1					
D3	.664**	.655**	1				
D4	.575**	.703**	.841**	1			
D5	.603**	.676**	.798**	.760**	1		
D6	.405**	.500**	.702**	.669**	.765**	1	
D7	.534**	.555**	.803**	.738**	.767**	.783**	1
D8	.512**	.642**	.638**	.694**	.604**	.510**	.640**
D9	.453**	.340**	.402**	.309**	.376**	.375**	.392**
D10	.284**	.251**	.513**	.516**	.494**	.532**	.522**
D11	0.114	.215**	.291**	.423**	.264**	.127*	.213**
D12	.613**	.625**	.457**	.519**	.532**	.310**	.573**
D13	.482**	.575**	.479**	.508**	.558**	.456**	.603**
D14	.583**	.594**	.511**	.534**	.614**	.610**	.500**
TM10(D)	.407**	.520**	.598**	.626**	.627**	.652**	.565**

Table no: 9

Contd....table no 10

	D8	D9	D10	D11	D12	D13	D14	TM10(D)
D8	1							
D9	.520**	1						
	.380**	.505**	1					

D10								
D11	.529**	.272**	.543**	1				
D12	.467**	.299**	.343**	.193**	1			
D13	.449**	.362**	.248**	0.108	.622**	1		
D14	.656**	.451**	.476**	.343**	.357**	.427**	1	
TM10(D)	.569**	.353**	.419**	.305**	.417**	.407**	.367**	1

The 2<sup>nd</sup> hypothesis states that : “there is a significant relationship between talent development & talent management”, to prove this the factors under talent acquisition are taken as independent variable like D1, D2,D3 ,D4 ,D5 ,D6, D7 ,D8,D9 , D10 & dependent variable under talent management is TM10(D). From the correlation its is clear that all variables are positively correlated . D2(Proper counselling are conducted after appraisal), ,D3 (Performance review evaluates competencies), D4 (training are provided as per training need), D5 (Feedback system is present to analyse training needs), D6 (Adequate trainings are provi d),, deD7 (Proper emphasis on individual career planning & development) , D8 (Sponsorship for career development) are highly correlated with independent variable (r=0.520, 0.598, 0.626, 0.627,0.652, 0.565, 0.569) . D2 is highly correlated with d1, which means that proper counselling with the employee after performance appraisal make the appraisal system fair by eliminating the biasness & helps in development of employee. D3, D4, D5, D7, D8, D12 & D14 are highly correlated with D1 which indicates that fair performance appraisal, challenging job, training, feedback, carer planning are important parameter in development of an employee which contribute to the talent management process. It is clearly seen that all most of the variables are highly correlated with each other, which indicates taht these parameters are essential for development of an employee.

Corelation 3:

variables	E1	E2	E3	E4	E5	E6
E1	1					
E2	.525**	1				
E3	.407**	.399**	1			
E4	0.11	.400**	.281**	1		
E5	.462**	.140*	.420**	.196**	1	
E6	0.065	0.049	.367**	.290**	-0.084	1
E7	.284**	.134*	.498**	.336**	.532**	.438**
E8	0.018	.160*	0.088	.312**	.326**	0.07
E9	.459**	.489**	.271**	0.019	.339**	.211**
E10	.310**	0.029	-0.013	-0.112	.496**	-.168**
E11	.172**	-0.081	.199**	.135*	.246**	.318**
E12	-0.105	.194**	.276**	.445**	.271**	0.122
TM10(D)	0.547**	.285**	.419**	.193**	0.533**	0.089

Table no: 11

Contd....

Variables	E7	E8	E9	E10	E11	E12	TM10(D)
E7							
E8	.499**	1					
E9	.239**	.231**	1				
E10	.244**	.431**	.300**	1			
E11	.467**	.495**	.245**	.441**	1		
E12	.322**	.501**	.162*	.149*	.457**	1	
TM10(D)	.0.123**	0.077	.219**	.302**	.242**	.164**	1

Table no: 12

The 3<sup>rd</sup> hypotheses states that “there is a significant relationship between talent engagement & talent management. To prove this the independent variables are the factors under talent development like : E1, E2, E3, E4, E5, E6,E7,E8,E9,E10,E11 & dependent variable is TM10(D). From the correlation it is clear that all variables are positively correlated with independent variable, but some are highly correlated & some are lowly co related. E1 (enjoy the work done) & E5 (supervisor is open to feedback) are highly correlated ( $r= 0.547, 0.533$ )while E4 (deadlines are realistic), E7(able to manage both family &work life), E8 (rewards a& recognition are provided according to performance) & E12 (I am committed & enaggaed towards goal attainment) are lowly co related ( $r= 0.193, 0.123,0.077, 0.164$ ). E2 is highly correlated with E1 which indicate that job can be enjoyed when employee can be proud of the organization, so that he feels good to work at that place.E7 is highly correlated with E5, which indicates that when there is a supportive work environment, so that employee can feel comfortable to share his opinion & provide feedback, some of his stress will be resolved & he will be able to maintain a good quality of work life. E12 & E9 are highly correlated which indicate that when there is an opportunity to get flexible time, he is more engaged to work at that organization.

Corelation 4:

VARIABLE	R1	R2	R3	R4	R5	R6
R1	1					
R2	.668**	1				
R3	.621**	.479**	1			
R4	.356**	.269**	.435**	1		
R5	0.051	.238**	.131*	.370**	1	
R6	.180**	.272**	.315**	.424**	.848**	1
R7	.178**	.157*	.194**	.318**	.474**	.667**
R8	.509**	.644**	.485**	.447**	.209**	.304**
R9	.529**	.515**	.487**	.399**	.294**	.425**
R10	.178**	.214**	.359**	.267**	.177**	.286**
TM10(D)	.155*	.223**	.347**	.209**	.459**	.563**

table no: 13

contd...

Variables	R7	R8	R9	R10	TM10(D)
R7	1				
R8	.269**	1			
R9	.471**	.503**	1		
R10	.225**	.450**	.521**	1	
TM10(D)	.363**	.336**	.220**	.288**	1

Table no: 14

The 4<sup>th</sup> hypothesis states that there is a significant relationship between talent retention & talent management. To prove this the factors under talent retention are taken as independent variable (R1, R2, R3, R4, R5, R6, R7, R8, R9, R10) & dependent variable is talent management (TM10(D)). From the correlation it is found out that all variables are positively correlated, but not all are highly correlated. R5 (Effective communication between top management & employee) & R6 (Management promotes care & welfare of the employee) are highly correlated ( $r = 0.553$  .563) while R1 (Supportive work environment is present), R2 (Good interpersonal relationship is present) & R4 (Incentives & benefits plan are satisfactory) are lowly correlated with dependent variable. ( $r = 0.209$  .0.223). R2, R3, R8 & R9 are highly correlated with R1, that means when there is a good interpersonal relationship among the employees, uniform rules & regulation & quality of work life is present, then it leads to a supportive work environment. And if with this employees are provided with good salary package, they will be encouraged to remain with the organization. R8 & R9 are highly correlated with R2, which indicates that when there is uniform policy in an organization, everybody is treated with fairness, quality of life is taken care by management, it leads to presence of good interpersonal relationship in the organization which ultimately leads to the talent retention & contributing to talent management. R7 is highly correlated with R6 i.e., when there is a concern of management towards the quality of life of employee, then all problems of the employee are solved satisfactorily in the organization. R9 is highly correlated with R8 which suggests that, uniform policy leads to maintaining a good quality of work life.

Correlation 5:

VARIABLES	TM 1	TM2	TM3	TM 4	TM5
TM1	1				
TM2	.579**	1			
TM3	.664**	.581**	1		
TM4	.511**	.530**	.667**	1	
TM5	.589**	.622**	.689**	.843**	1
TM6	.532**	.467**	.660**	.635**	.737**
TM7	.498**	.572**	.672**	.578**	.537**
TM8	.559**	.619**	.712**	.554**	.588**
TM9	.517**	.452**	.594**	.564**	.577**

C8(D)	.230**	0.553	0.653	.222**	.285**
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Table no: 15

Correlation 5 contd...

VARIABLES	TM6	TM7	TM8	TM9	C8D
TM6	1				
TM7	.633**	1			
TM8	.577**	.778**	1		
TM9	.697**	.709**	.607**	1	
C8(D)	.139*	.126*	.176**	0.057	1

Table no: 16

The 5<sup>th</sup> hypothesis states that “there is a significant relationship between talent management & committed employee”. To prove this, the factors under talent management are taken as independent variable like (TM1, TM2, TM3, TM 4, TM 5, TM6, TM7, TM8, TM9) & dependent variable is from committed employee C8 (D). From the correlation it is clear that TM2( confidence & motivation level increases after the development program ) & TM 3 (highly skilled workforce is generated as a result of proper recruitment) are highly co related (r=0.553, 0.653) while Tm6( planned career program is achievable), Tm7 (quality of work life is increased), TM 8( satisfied with rewards & recognition policy) are lowly co related with independent variable (r= 0.39,0.126, 0.176). TM2, TM 3, TM 4, TM5, TM 6. TM 7, TM8, TM9 are co related with TM1, that indicates that proper development program, selecting highly skilled work force, initiative, quality of work life etc are generated as a result of proper acquisition process. TM3, TM4, TM5, TM7 & TM 8 are highly correlated with TM2 which indicates that when a highly skilled workforce is hired by a company, the initiative is developed with in them. And when this type of workforce is excelled with career plan while aligning personal & professional goal together with maintain a proper work life balance, it will lead to developed employee having higher level of confidence & motivation to work. TM4, TM5, TM6, TM7, TM8 & TM9 are highly correlated with TM 3 indicating that alignment of personal & professional goal together, satisfactory compensation, good quality of work life, initiative are the reason of generating highly skilled work force. Similarly most of the variables are highly correlated with each other.

**Regression Analysis:**

The following table depicts the goodness of fit of the model. It is evident from the table that only these six independent variables influence the dependent variable to a greater extent. 4 regression model have been developed depending upon the hypothesis.

**Regression 1:**

**Model Summary**

Influencing Variable	R	R square	Adjusted R square	Std error of estimate
A5,A7,A9,A10, A11,A12, a13, A16	0.865	0.748	0.731	0.561

Table no: 16

In relation between talent acquisition & management, it is inferred that From the R square value we can infer that 74% of the variance in the dependent variable is explained by the independent

variables. These are those variables which are directly correlated with the dependent variable. It can be seen that only a small margin of error ( $e=.56$ ) is involved in the regression line. It can be seen that this model fits best as all the p values are less than 0.05. This supports our hypothesis which says that talent acquisition has significant relationship with talent management

Coefficient Table: (table no: 17)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.571	0.476		-5.403	0
A2	-0.527	0.079	-0.378	-6.673	0
A5	0.718	0.078	0.515	9.214	0
A7	0.174	0.054	0.168	3.235	0.001
A9	0.221	0.062	0.202	3.58	0
A10	0.573	0.081	0.521	7.061	0
A11	-0.2	0.059	-0.164	-3.425	0.001
A12	0.33	0.067	0.279	4.951	0
A13	0.136	0.052	0.139	2.616	0.009
A16	0.19	0.085	0.152	2.235	0.026

The variables with positive B value are positively influencing the dependent variable. In above case, all variables are having positive value except the variable A11. This implies that Vacancies are immediately reported, Maintains a high performance environment, Fair & equitable compensation is present, Clarity about the job role, Opportunity to engage in challenging environment, Induction program is well developed to help the employee I settle down, There is a match between advertisement & real job scenario, Talent acquisition is implemented with a proper strategy are having significant impact in talent acquisition & are influencing the dependent variable in a positive way. While Able to get more expertise in job is not essential for talent acquisition & does not influence the talent management process. Hence from this the regression model follows as:

$$\text{Talent Management} = -2.572 - 0.527 A2 + 0.718 A5 + 0.174 A7 + 0.221 A9 - 0.220 A11 + 0.330 A12 + 0.136 A13 + 0.190 A16$$

Regression 2

In relation between talent developemnt & talent management, it is inferred that From the R square value we can infer that 80% of the variance in the dependent variable is explained by the independent variables. These are those variables which are directly correlated with the dependent variable. It can be seen that only a small margin of error ( $e=.32$ ) is involved in the regression line. It can be seen that this model fits best as all the p values are less than 0.05. This supports our hypothesis which says that emphasis on talent development has significant relationship with talent management.

Model Summary :

Influencing Variable	R	R square	Adjusted R square	Std error of estimate
D1, D6, D7, D8, D14	.895	.801	.335	.320

Table no: 18

Coefficient Table:

Influencing variable	Unstandardized coefficient		Standardized coefficient	t	significance
	B	STD ERROR	Beta		
CONSTANT	0.15	0.259		0.58	0.562
D1	.156	.72	0.173	2.166	0.031
D6	0.772	0.086	0.819	8.993	0
D7	-.450	.95	-.481	4.757	0
D8	.77	0.07	0.067	1.103	0.271

Table no: 19

The variables with positive B value are positively influencing the dependent variable. All the variables except two are positive. This signifies that performance appraisal system is fair, adequate trainings are provided, sponsorship for career development are essential in talent development process & having significant impact in talent management, while Proper emphasis on individual career planning & development, Employees are involved in the decision making process are not very much essential in case of talent management. Hence Regression model derived from the table is as follow:

$$TM = 0.150 + 0.156D1 + 0.772D2 - 0.450 D7 + 0.485 D8 - 0.513 D14$$

Regression 3:

In relation between talent engagement & talent management, it is inferred that From the R square value we can infer that 71% of the variance in the dependent variable is explained by the independent variables. These are those variables which are directly correlated with the dependent variable. It can be seen that only a small margin of error (e=.36) is involved in the regression line. It can be seen that this model fits best as all the p values are less than 0.05. This supports our hypothesis which says that emphasis on talent engagement has significant impact in talent management

Model Summary:

Influencing Variable	R	R square	Adjusted R square	Std error of estimate
E2, E5, E8, E9, E10, E11	.842 <sup>a</sup>	.719	.224	.366

Table no: 20

Coefficient Table:

Influencing variable	Unstandardized coefficient		Standardized coefficient	t	significance
	B	STD ERROR	Beta		

CONSTANT	-.732	.562		-1.302	.194
E2	.379	.166	.217	2.275	.024
E5	.473	.132	.339	3.581	.000
E8	-.320	.114	-.220	-2.820	.005
E9	-.200	.101	-.150	-1.987	.048
E10	.217	.092	.179	2.364	.019

Table no: 21

From the coefficient table, the variables having positive B value are positively influencing the dependent variable. In this model some of the values are positive & some are negative. Proud of the organization & the work, supervisor is open to feedback & opinion, spirit of cooperation is present, I am committed and engaged towards goal attainment are having positive impact on talent engagement process & thus significantly related with talent management process. In the same time, the variables like Rewards & recognition are provided according to the performance, Job provides the flexibility to engage myself in other productive activities like part-time studies are not influencing the talent management process having no impact on engagement process. Thus the regression model derived is as follow:

$$\text{Talent management} = -.732 + 0.379 E2 + 0.473 E5 - 0.320 E8 - 0.200 E9 + 0.217 E10$$

#### Regression 4

In relation between talent retention & talent management, it is inferred that From the R square value we can infer that 60% of the variance in the dependent variable is explained by the independent variables. These are those variables which are directly correlated with the dependent variable. It can be seen that only a small margin of error (e=.48) is involved in the regression line. It can be seen that this model fits best as all the p values are less than 0.05. This supports our hypothesis which says that emphasis on talent engagement has significant impact in talent management.

Model summary:

Influencing Variable	R	R square	Adjusted R square	Std error of estimate
R3, R4, R6, R8, R9	.778 <sup>a</sup>	.605	.385	.487

Table no: 22

Coefficient Table:

Influencing variable	Unstandardized coefficient		Standardized coefficient	T	significance
	B	STD ERROR	Beta		
CONSTANT	1.522	.327		4.649	.000
R3	.379	.166	.217	2.275	.024
R4	.072	-.159	-2.527	.012	-.183
R6	.111	.465	3.761	.000	.419
R8	.092	.212	2.782	.006	.256
R9	.109	-.207	-2.676	.008	-.292

table no: 23

. From the above table, it is clear that all values of teh variables are having positive value. This implies that Salary hike at regular interval, incentives & benefits plan are satisfactory, management promotes care & welfare of the employee, policies & rules re uniform to all, management is much concerned about quality of life of the employees are significant factor in talent retention & having positive impact on talent management process. Thus the regression model developed is as follow:

$$\text{Talent management} = 1.522 + 0.379 R2 + 0.072 R4 + 0.111 R6 + 0.092 R8 + 0.109 R9$$

Regression 5:

In relation between talent management & committed employee, it is inferred that From the R square value we can infer that 60% of the variance in the dependent variable is explained by the independent variables. These are those variables which are directly correlated with the dependent variable. It can be seen that only a small margin of error (e=.48) is involved in the regression line. It can be seen that this model fits best as all the p values are less than 0.05. This supports our hypothesis which says that emphasis on talent engagement has significant impact in talent management.

**Model Summary:**

MODEL	R	R SQUARE	ADJUSTED SQUARE	STD ERROR OF ESTIMATE
TM2, TM 3	0.521	0.663	0.622	0.648

Table no: 24

**COEFFICIENT TABLE:**

coefficient					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.446	0.256		9.543	0
TM2	0.485	0.081	0.486	5.979	0
TM3	0.322	0.084	0.379	3.831	0

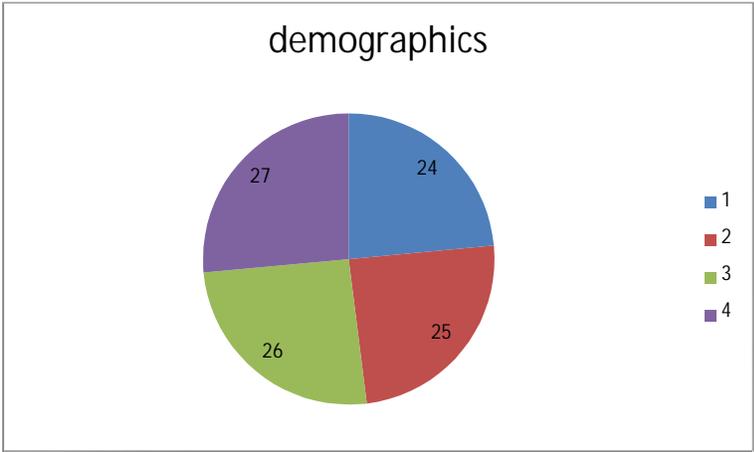
Table no: 25

The variable having higher value is having positive impact on dependent variable. From the factor of talent management confidence & motivation increases after the training program & highly skilled workforce are generated after the successful recruitment program are having significant impact on talent management & thus these factors are having significant relationship with the dependent variable “committed professionals are generated as a result of talent management process.” Thus the regression model derived from this is

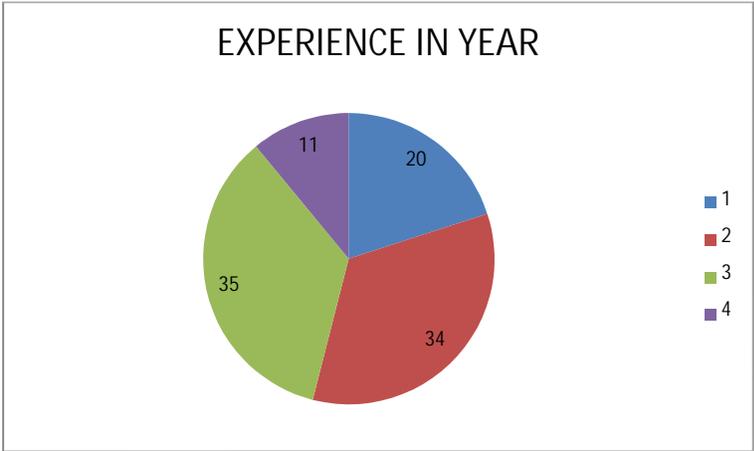
$$:\text{Committed professionals} = 2.446 + 0.485 \text{ TM2} + 0.322 \text{ TM3}$$

From the perception of the employees, the variables which are important are given below.

Age group:



Experience:





**CHAPTER 7**  
**FINDINGS & SUGGESTIONS**

## **FINDINGS & SUGGESTION**

The study was aimed at finding out the extent, talent management is impacted by different factor & how it leads to develop committed employee who is the reason of organizational success. The initiatives taken by organizations in the line of talent development interventions, decide the future growth and survival of an organization. From the study it is clear that, the four factor talent acquisition, talent development, talent engagement & talent retention have significant impact on talent management. in case of talent acquisition job fits employee profile, clarity about job role & opportunity to engage in challenging environment are highly correlated with talent management process. Some factors don't have impact on acquisition like employer brand. The sub factor under talent development are highly correlated with talent management process like Proper counseling are conducted after appraisal, performance review evaluates competencies, training are provided as per training need, feedback system is present to analyze training needs, adequate trainings are provided , proper emphasis on individual career planning & development, Sponsorship for career development . These factors play a significant role in development of an employee & thus contributing to the talent management. The talent engagement process is having some variable highly correlated with the talent management process like: supervisor is open to feedback, enjoy the work done. these factors contributes a lot to the talent management process. Because when an employee feels free to work with enjoying the work, he will be more engaged with the job. Similarly in case of talent retention, Effective communication between top management & management promotes care & welfare of the employee plays a significant role in talent management. the factors under talent management confidence & motivation level increases after the development program , highly skilled workforce is generated as a result of proper recruitment are having significant contribution in generating committed employee. as per the hypothesis talent management has significant relationship with committed employee which implies that as a result of effective talent management process employee becomes committed & results in organizational success. The factor contributing the most in talent management process are : confidence & motivation increases after the development process and highly skilled employee are generated as a result of effective recruitment process. This implies the most important factor contributing to talent management process are talent acquisition & talent development. From the study it as clear, opportunity to engage in the challenging environment & well developed induction program is absent in some of the company which effects the acquisition of right candidate. In other side absence of counseling after the performance appraisal & adequate training hamper the growth of the individual. It is clear from the study that employees are having heavy workload in the IT company for which they fail to maintain the quality of work life resulting to stress & disturbance both in professional & personal life. Effective communication between employee & top management is missing sometime, so that employee feel dishearten by their unsolved problem. It leads to creation of barrier between them. It is clear from the study that staying with the organization is not due to desire of people, but due to necessity upto many extent.

### **SUGGESTIONS:**

Induction program plays an important role in acquainting the newly hired with the organization. So well developed induction program should be designed & implemented.

Job profile & job role should be clear to the candidate, so that he can decide easily what he wants & job clarity helps to attract the candidates.

After selecting a candidate, back ground verification should be done to find out the social linkage of the candidate.

Ample opportunity should be provided to develop them through the challenging work by allowing them to take risk. So that the employee will be able to take his own decision a per requirement & problem solving skill can be developed.

Performance appraisal should be fair, so that employee can be able to find out his weakness by the help of supervisor & action should be taken to overcome it. A committee should be developed to monitor the performance review process & to avoid the biasness of the rater. To do this rater should be trained & rate should be oriented about the process of what is going on.

As per the tough competition of 21st century with dynamic changes in the workplace, the IT organizations are bound to remain competitive. In this situation a heavy work load is present on the shoulder of employee, sometimes it becomes out of his capability. But he has no other option except to do this. The workload should be according to the competency of the employee. so that he can enjoy the work, not take as a burden. In addition to that, the time bound provided should be realistic according to the suitability of the employee.

Co operative environment should be created so that by the sharing of work load stress can be reduced.

With addition to training on specified skill, some other training like stress management, time management, spirituality should be provided which will help the employee to boost the morale with higher speed.

There should be an developed internal talent pool for urgency so that it might save the cost of recruitment to a great extent for that reason succession planning should be given importance.

Before going for a recruitment, management should take concern of the employee of the department in which vacancies are present. By conducting a joint discussion on need, recruitment process should be carried out. Some of the top performer should be involved in the recruitment process.

Quality of work life is not very good in IT industries. Mostly it creates a problem to the dual career couple. In this scenario different options should be adopted to provide the work life balance. Dual career couple should given a scope to work together in same company. In addition to this flexi timing, compressed work week, tele commuting are measures to maintain the work life balance. Work place counseling can never be avoided to reduce the stress of the life.

Career development is a vital part in ones job life. Company should provide some sponsorships for higher studies, facilities to do innovation without any fear & to guide them for the development.

Generally it is believed that IT industries pay a huge amount to the employee. but in case of fresher's, the take home is comparatively low . the expectation of salary form differ from gen X to gen Y. so company should design a policy to increase the take home in junior level & saving at higher level. So that both can be benefited.

Comparative study of different policies between competitors can be done to know own drawbacks, then with consultation with employees, it should try to overcome from it. Employees of different generation are there to work in an IT industry like traditionalist, baby boomer, gen X & gen Y. They differ from each other in every context. So to retain them in a single space is very difficult. It is the duty of management to create a congenial atmosphere with a fearless culture in which all can be accommodated according to their need & expertise.

Pay for performance culture is a new way to be adopted in such industry in which the enthusiasm to do more will be encouraged among the employees.

In addition to salary, appreciation for contribution of the employee toward the company can be provided in form of monetary or non-monetary gift like: gift hampers, holiday packages etc.

Strategies should be made with the involvement of all employees for investment in talent management process, so that it will result in effective talent management. High involvement of everyone is needed for this.

#### FUTURE ROADMAP:

Managing talent in the present competitive business scenario is one of the most vital issues in which HR professionals/practitioners are involved. As a result of the dynamic nature of work, changing demographic patterns, the rapidly advancing technology, the shift to knowledge-based economies and the need for innovation, productivity of the job, to plan and acquire, develop, engage and retain talent for the organization has become even more difficult for managers. This study provides a practical and rational view of talent management of executives in these organizations which will provide support to the researcher & practitioners enabling to enhance the process in the following ways:

Focuses on the four main aspects i.e., acquisition, development, engagement and retention which leads toward better talent management.

Mutual relationship between the four parameters can be developed in further research.

This will help the practitioners to bring in at least some changes in their old and traditional methods of talent management.

Different sectors of IT industries can be taken individually for the study.

Comparative study about the practices can be possible by comparing Indian & foreign companies.

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It is concluded from the research that talent management has a significant relationship with the employee committed. The four factors like talent acquisition, development, engagement, & retention are having impact on talent management process. One of the most growing part in service sector is IT industry that is keen to tough competition. Due to the dynamic nature of competition, organizations should accelerate their pace of talent development. It has become difficult for organizations to retain employees due to higher growth expectations & high mobility of the employee. so organization has to achieve the competitive advantages that can be not copied by the competitors. In this situation, a multi skilled adaptable workforce is essential for each company whose unique skill &

capability cannot be imitated by the competitors. So organization should be careful about acquiring & developing talent by engaging them according to their skill & fulfilling their social & psychological need which ultimately results in talent retention & linked to talent management. It is derived that talent acquisition & talent development are having significant impact on talent management which ultimately leads to the engagement & retention of top talent & generating commitment within the employee towards the organization. Thus, it becomes imperative to develop talent and provide them with lucrative career opportunities within the organization to achieve organizational success.

## QUESTIONARIE

PERSONAL PROFILE	
ORGANZIATION	:Interrait
DESIGNATION	: Member of Technical staff
AGE	: 25
NO. OF YEARS IN THIS ORGANZIATION	:3 years
CONTACT NUMBER:	9776555506
EMAIL ID:	soumyas@interrait.com

*Declaration: Information which is collected through this schedule to be used for academic purpose only.*

**Scale: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree= 1. Please write the number according to your perception in the appropriate box.**

### SECTION 1: TALENT ACQUISITION

		1	2	3	4	5
1	Being proud of employer brand					
2-	Distinct organizational culture & climate is present					
3	Vacancies are immediately reported					
4	Recruitment system is suitable for organizational need					
5	Maintains a high performance environment					
6	Competitive salary according to industry standard					
7	Fair & equitable compensation is present					
8	Job fits employee profile					
9	Clarity about the job role					
10	Opportunity to engage in challenging environment					
11	Able to get more expertise in job					
12	Induction program is well developed to help the employee I settle down					
13	There is a match between advertisement & real job scenario					
14	Job security is highly present.					
15	Work atmosphere is cordial					

16	Talent acquisition is implemented with a proper strategy.					
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	SECTION 2: TALENT DEVELOPEMNT	1	2	3	4	5
1	Performance appraisal system is fair					
2	Proper counselling are conducted after appraisal					
3	Performance review evaluates competencies					
4	Training is imparted based on training needs					
5	Feedback system is present to analyse training needs					
6	Adequate trainings are provided					
	Proper guidance is given to complete the assignments					
7	Proper emphasis on individual career planning & development					
8	Sponsorship for career development					
9	Encouraged to take initiative on the job					
10	Promotion is based on seniority cum merit basis					
11	Opportunity for promotion is widely available					
12	Challenging job assignments are given					
13	Employees are involved in the decision making process					
14	Individual career planning & development is a part of organizational practice.					
	SECTION 3: TALENT ENGAGEMENT	1		3	4	5
1	Enjoy the work done					
2	Proud of the organization & the work					
3	The scope of the job is interesting with proper utilization of skill & abilities.					
4	Deadlines are realistic					
5	Supervisor is open to feedback & opinion.					
6	Heavy workload is present					

7	Able to manage both family & work life effectively					
8	Rewards & recognition are provided according to the performance					
9	Job provides the flexibility to engage myself in other productive activities like part-time studies.					
10	Spirit of cooperation is present					
11	Work place counselling is provided to sort out different issues					
12	I am committed and engaged towards goal attainment					
	<b>SECTION 4: TALENT RETENTION</b>	1	2	3	4	5
1	Supportive work environment is present					
2	Good interpersonal relationship is present					
3	Salary hike at regular interval					
4	Incentives & benefits plan are satisfactory					
5	Effective communication between top management & employee					
6	Management promotes care & welfare of the employee					
7	Problems with the employees are handled satisfactorily					
8	Management is much concerned about quality of life of the employees					
9	Policies & rules are uniform to all.					
10	I want to stay for more than 3 year in this organization					
	<b>Employee Commitment</b>	1	2	3	4	5
1	Feeling of belongingness toward the organization					
2	Try to put a great deal of efforts beyond what I do to get the objectives					
3	Staying with the organization is matter of necessity					
4	Staying with the organization is a matter of desire					

5	Overall I am satisfied with the company as a place to work					
6	Proud to be a part of this organization					
7	Believe in organizational vision & value					
8	Sense of committed professionals towards organizational well being					
	<b>TALENT MANAGEMENT</b>	1	2	3	4	5
1-	Acquisition process results in selecting the best candidate.					
	Confidence & motivation level increases after the development program					
	High skilled work force are created as a result of proper development & recruitment process					
	Personal objective are aligned with business goal.					
	proactiveness has been developed in employees behaviour.					
	Planned career program is achievable.					
	Quality of worklife is increased.					
	Satisfied with reward & recognition policy					
	Satisfied with compensation					
	Committed professional are produced as a result of effective talent management process.					