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A SURVEY ON TALENT MANAGEMENT PRACTICES AND THEIR EFFECT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Talent management is a developing concept but difficult phenomenon to measure. The impact of talent management on organizational performance is a problem especially where only strategic staffs is treated as talents of the firm. The purpose of the study is to examine the effect of talent management on organizational performance. The study recommends that talent management scheme should be used for all categories of staff within the firm that have special talent and that firms should separate between their talent management scheme and the total human resources management style of the firm.

Keywords: Recruitment, Training, Retention, Requirement, Strategic, Demographic, Competitive, Entrepreneurial, Humanistic.

I. INTRODUCTION

Talent Management can act as a tool for human resource management and also look a lot similar to the workforce planning, but where it can provide an opportunity to organization is the implementation supporting the plan because managing workforce is a challenge, it is mobile, diverse and not bound by boundaries.

Talent management has been major priority for many organizations; and they are no more focused on effectively managing the individuals who are most important to the strategic success of companies, both domestic and international because success of today's organization directly link with the use talents. Talent identification and development, which is known as talent management referred to the process by which the organization identifies employees who are capable to play leadership role in future. As organizations are seeking for almost same kind of the talent so sometimes crucial issue of retention is caused, to void this care has to be taken to ensure that right approach is taken for better results.

“Corporations have learned that, depending on what your business strategy is and what challenges you may face at any given time you need the right talent to execute that strategy or deal with that challenge.” (Gebelein, 2006)

The major objectives of the survey are

- 1) To understand the importance of Talent Management.
- 2) What role Talent management is playing in driving

the organizational performance. 3) Review of the work done on the policies and practices in HR, including the attraction, development, retention, and mobilization of global talent. An extensive set of references utilized in the preparation of this survey is found at the end.

As talent management is an emerging area, so the boundaries and the definitions are vague, rather there is a considerable debate around the definition of the terms, but mostly defined in a similar way.

Talent consists of those individuals who can make a difference to organizational performance either by demonstrating the highest levels of potential or through their immediate contribution.

Talent management is the systematic attraction, identification, retention, engagement, and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business critical roles.

Many organizations are now broadening their definitions, by looking at the talent they have in their staff and are also working on ways to develop more. At its broadest, the term 'talent' may be used to cover the entire workforce of an organization.

II. TECHNIQUES USED FOR TALENT MANAGEMENT IN ORGANIZATIONS

2.1 A STUDY ON EXISTING TALENT MANAGEMENT PRACTICE AND IT’S BENEFITS ACROSS INDUSTRIES (M. Dhanabhakym and K. Kokilambal, International Journal of Research in Business Management (IMPACT), 2014)

The term “Talent management” is not clear which makes the researchers confuse in defining the term so that which better suits their requirements. According to Lewis and Heckman: talent management is comprises of three concepts:

- 1) Practices of human resource department
 - 2) Throughout the organization flow of human resources,
 - 3) Employee talent development, sourcing and rewarding.
- Major adopted practices by the organizations to manage talent are identifying talent, talent development, team building, and constant feedback etc.

The common talent management practices that were identified across industries are:-

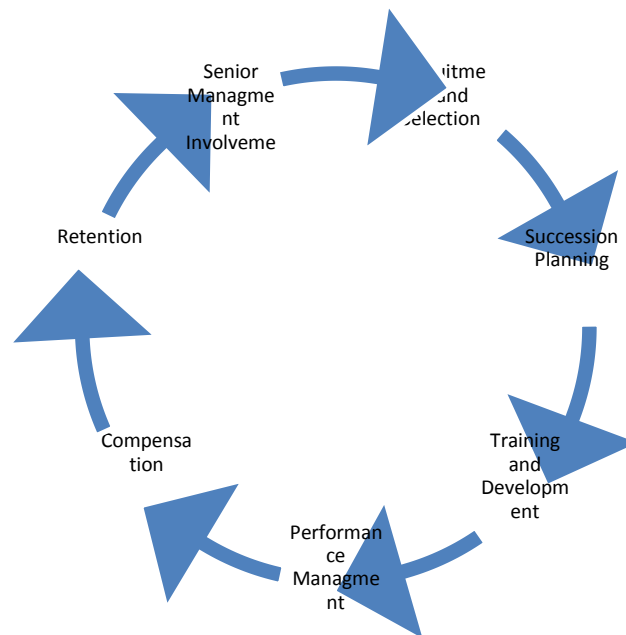


Figure 1: Common Talent Management Practices

But mostly they depend on nature of the organizations and differ from industry to industry. As organizations are seeking for almost same kind of the talent so sometimes crucial issue of retention is caused, to void this care has to be taken to ensure that right approach is taken for better results. Talent management has to start from the interview to see what’s best for the organization till the process where employee parts the organization. As with the passing time dearth of talent, need to manage talent, the study scope of talent management practices is getting more importance. The research aim to show the benefits an organization can have by using the talent management practices.

2.2 RESEARCH PAPER ON TALENT RETENTION IN ACADEMICS: A CASE STUDY ON MANAGEMENT INSTITUTES OF LUCKNOW AFFILIATED TO U.P. TECHNICAL UNIVERSITY (Muhammad Imran Hanif and Shao Yunfei, 2013)

Talent can be defined in different ways and most importantly it is something that sets one apart. It usually comes at a price and is commodity in short supplies. People who have potential to lead transformations and change are called talented ones, their contribution adds value to the strategic and competitive position of the organization but such individuals are hard to find in market. Resources of the organization play an important role and from available resources human resource is the one most difficult to deal with. Managing them in effective manner can lead to

success. The paper discusses the example of the management institute of India and to understand the talent management and the development of a proper talent management pool. Teacher plays an important role in bringing change and nation building. To play the role effectively teachers has to teach in a way so new knowledge and new experience is mixed with the basic understanding level of the students. As teachers are like linking pin, so they have to permanent because changing teacher after every six months leaves the institute in a lurch and creates a gap in the communication and understanding process of students. As in profession nothing is more important than securing a sufficient supply of high quality recruits to the teaching profession, providing satisfactory conditions of work in which they can perform effectively and give their best. As Management institutes are mostly recognized by the faculty they have, therefore institute pay a big price for continuous exodus of faculty. To keep good people in the organization it is important to understand the key factors influencing the attrition. After that a best suited retention strategy is chalked out, which also help in developing network of talented and experienced employees with having potential of dealing with any challenge in present and future.

2.3 NINE BEST PRACTICES FOR EFFECTIVE TALENT MANAGEMENT (Vijay Kumar Thota, Development Dimensions International (DDI), 2013)

Organizations are aware that they must have the best talent in order to get success in the current establishing economy and have to manage talent as critical resource along with hiring and developing skills process in order to get the best possible results. Organizations must try to implement a well-crafted solution instead of just action programs. Only when this happens is it possible for talent management to be both effective and sustainable.

Few decades ago, managing talent was the responsibility of the personnel departments but now is taken far more seriously under the organizational functions.

Now days on average, companies spend over 1/3 of their total revenue budgets on the employee benefits and wages. Coping and coming in competition is not a big deal but high quality products, and highly engaged workforce can give the tough time to the competitors.

Summary of the seven important points discussed in the paper were there should be a proper alignment in the talent strategy and business strategy. Talent management professionals should be able to set examples by their work. Organization must be aware of what they need and what should be done to get success. Talent pipeline can be weak sometimes and is not a kind of democracy.



Figure 2: Leadership Pipeline Model

Meaning of potential, performance and readiness is not same. It’s all about putting best in right place and more about how’s than what’s.

2.4 THE ROLE OF TALENT MANAGEMENT AND HR GENERIC STRATEGIES FOR TALENT RETENTION (Oracle, Academic Journals 2012)

Integral strategy and approach for human resource practices is talent management and it’s also a kind of a commitment that ensures that human resources are organization’s top priority objective. Talent management techniques are integral part of HR generic strategies and play an important role in reducing employee’s turnover, retain talent, implementation of planned solutions, employer’s banding, and motivation and also in developing policies effectively. Employer branding and succession planning are very important for enhancing and implementation of concepts and practices of talent management. Practices like recruitment, development, training, planning, resources, relational creativity, skill building and selection of employees play an important role in success on an organization. Techniques used to draw the conclusion were both qualitative and quantitative which include the interviews, questionnaires and different statistical tools. From the research it can be concluded that the effectiveness is dependent on the consistency, credibility, clarity, and associated investments in the employer brand. Employees performance enhances automatically if the employer’s brand is strong and it cause state of satisfaction among them. On the other hand when employees are willing to serve with a clear vision, ideology and long term sustainability, it

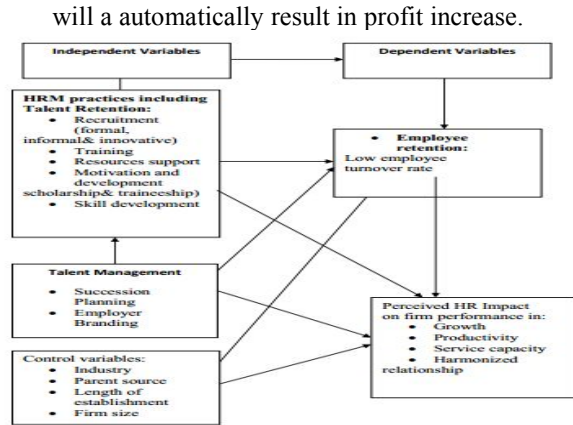


Figure 3: Conceptual Model

2.5 Research on the talent management from the perspective of systematic thinking of complex scientific management (Zhengyuan Jia and Gang Zhang, e-Education, Entertainment and e-Management (ICEEE), 2011)

New stage of the HRM is talent management which also breaks the defects of the previous approaches, but it also highlights the systematic, sustainability and integrity.

Basic thinking mode of the complex thinking management is the systematic thinking which is also in line with the systematic feature if talent management. In the paper application of the systematic thinking and complex scientific management is studied.

Talent management is a process of recruitment of talented individuals, developing their skills, promoting, retaining and attracting highly talented employees from other companies. For success talent management is a primary driver and also talented personals are having demand and are offered good remuneration. It is the science of using human resource strategies in a way that they bring the improvement in business value and help in reaching the organizational goals too. Companies dealing with talent management perfectly will stay in great positions for long periods and bring increase in production level. Employers should be aware of importance of talent management and must develop strategies to retain the talent or to attract it from outside if needed. Organizations should have proper talent management roadmaps, but they must not rely on them to make decisions. As it is an ongoing journey not a static process and rapid change in global market will automatically demands more attention to create change or to support the process of change over the long term.

2.6 THE FUTURE OF TALENT MANAGEMENT: UNDERLYING DRIVERS OF CHANGE (Deepti Sinha and Sachin Sinha, elsevier 2008)

Next generation of talent management practices will largely be effected by the economic evolution, technology advancements and demographic changes. In future the way people will work, companies will manage individuals and their talent would be a lot different from today’s world but will surely bring value to the business processes. Although future social economic conditions will provide many new opportunities, but they have some limitations too; they wouldn’t be applied evenly to all economies, sectors or employees.

Talented professionals in coming years will need to have required knowledge of the emerging trends, the effect they would have on the organization but also where they might not be able to perform well. The impact of changing demographic or economic conditions on talent management will be profound through the pre estimation process. Because these factor have the ability to reinforce and result in larger impacts. The impact of these trends must be considered by the organizations, where talent management is playing a key role.

2.7 STRATEGIC TALENT MANAGEMENT: A REVIEW AND RESEARCH AGENDA (Richard S. Wellins et al, Oracle, 2010)

Despite high level interest in the topic talent management, it still lacks a consistent definition and clear conceptual boundaries. A significant theoretical advancement is still required, so the research conducted helped in developing a definition with clear boundaries and also proposed a theoretical model of strategic talent management. It is

necessary for the organizations to be aware of the talent they have and to exploit it fully, they must have identify those positions which have the potential to differentially impact on organizational performance. Then these position must be filled with the highly talented individuals, which have had perform well in past and have the ability to tackle any problem in the future very effectively. Both the stages must also support the differentiated HR architecture to maximize the potential for exploiting the talent pools. Organizations applying strategic talent management by considering the above conditions in mind will surely achieve improved performance. Numbers of the mediating variables were also introduced to reflect the significant of attitudes and behaviors of the organization’s talent pool and how they help in achieving financial performance.

2.8 RESEARCH ON ASD TALENT MANAGEMENT SYSTEM FOR TRANSFORMATION OF PRIVATE ENTERPRISES (Song lin Chen, Electronics, Communications and Control (ICECC), 2011)

Private enterprises facing the problems due to the unavailability of the qualified personnel’s and serious brain drain. The reasons behind the inadequate supply are sometimes the internal factors, poor human resource planning process, macro policies, industrial restructuring, poor management of resources, not a standardized recruitment process, poor human resource development investment. The absence of career planning, corporate culture, no proper strategy for dealing with the work pressure, no rewards offering for the workers, or to gain their interest much in work, and irrational allocation of talent are the major deficiencies of the enterprises. For an effective talent management systems three point must be kept in mind these are attract, select and develop. Proper talent management system working under the careful supervision is an effective solution to the difficulties of private enterprise personnel. Effective talent management strategy are competitive compensation, good business prospect, the selection of the good talent, and post matching people, maintaining the progress of the people working in the enterprise to motivate new comers, staffing, career planning, and related trainings.

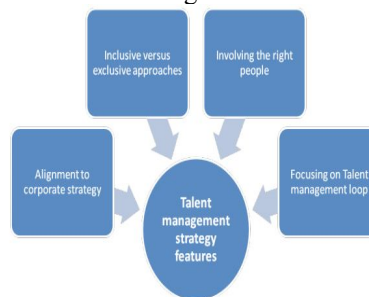


Figure 4: Talent Management Strategy Features

Apart from the financial perspective the results of talent management practices increase attractiveness and leave great impact on talent’s motivation, also helps in highlighting the learning process, improvement in work quality and employers qualification. But still one strategy is not suitable for all counties; it has some limitations which must be considered while dealing with the talent management practices. Generalizability concepts must be kept in mind while dealing with samples, similarly the ways data is collected should be according to the situation.

Talent management strategies cannot be same for all periods of time so its effect on the organization can’t be predicted.

2.9 TALENT MANAGEMENT: DEVELOPING OR PREVENTING KNOWLEDGE AND CAPABILITIES (Deborah Blackman and Dr Monica Kennedy, Human Resource Management Review, 2008)

There is growing tension between employee progress and capability development which are due to various talent management strategies. The paper discusses current talent management practices, Generation Y trends, unrealistic expectations and less effective long term organizational learning and knowledge management. The important for talent management has grown rapidly because of global skill shortage. Generation Y is considered to be high performance and high maintenance, they tend to believe in their own worth. This generation therefore expects essential motivation from their work. The paper says that there are many problems with the current talent management system e.g. rapid promotion or feeling of inequality. Talent management strategies is encouraging the development of new knowledge which can be used to increase organization capabilities whose result is that sub-optimum junior level who are promoted too soon either leave the job over time or leave anyway because they are not

promoted again fast as they expected it. The paper was concluded with the fact that more research and case studies should be carried out on talent management as resources are very limited.

2.10 TALENT MANAGEMENT IN A COLLECTIVISTIC AND EGALITARIAN CONTEXT – THE SWEDISH CASE (Pernilla Bolander et al, SSE/EFI Working Paper Series in Business Administration, 2014)

Talent management is considered most important in HR agenda of managers all over the world. The paper has identified three of the TM approaches – a Humanistic approach, a Competitive approach and an Entrepreneurial approach. According to Humanistic approach, everyone has some kind of talent and should be viewed as talented. Humanistic approach did not only focus on the few talented individual rather on broad employee base. Talent development in this approach offer opportunities to all employees to develop in their work. Competitive approach on the other had focuses on the few talented individuals. The view of the approach is on talent identification. The third and last approach is Entrepreneurial approach emphasizes on that an employee is talented if he/she proves through his/her performance. This stresses on the importance of motivation and ambition rather than merely on abilities. The paper illustrates that TM may be viewed in different ways by different organization. The difference in the approach is not only because of intensity but also of orientation and focus of TM activities. TM is an important business priority for all the organization and almost all were aware of the US-bases elitist ideal.

2.11 TALENT MANAGEMENT- A HENLEY HR CENTRE OF EXCELLENCE RESEARCH REPORT (Thomasz Ingram, Henley Business School, 2013.)

The paper follows investigation of the earlier research into talent management. It says that it is necessary to align talent management to the business strategies so that it adds value. In order to gain commitment to talent management those involved uses number of means like who needs to be involved, involving important stakeholders, and maintaining simplicity, monitoring and evaluating the progress. There are different approaches to relate talent management to business strategies. Mostly the agenda for talent management is developed by CEO. There is wide variance of opinion on how to monitor and evaluate. The main requirement is that the CEO is convinced for the need of and success of the process. HR with particular in talent issues at broad level can clearly lead to an emphasis not only in gaining the support but also butting the system in place.

2.12 TALENT MANAGEMENT CONTINGENCIES: EMPIRICAL RESEARCH RESULT (Schehar bano et al, Management, Knowledge and learning, International Conference, 2011)

There has been very little research done that deal with talent management contingencies. The paper explores both the organization level and external contingencies. Internal and external contingencies both modify the talent management processes, the nature of the talent management within the organization change due to target employee group, program aim, program features and many other factors. Internal influences also affect the talent management processes. More research and focus should on the internal contingencies because they have the higher impact on the talent management processes. Significant focus should be on the way organization understand and define talent. The paper also say that two similar talent management program can be differently successful in different organizational settings therefore there is no such best practice in talent management.

2.13 SCHEMATIZING TALENT MANAGEMENT, A CORE BUSINESS ISSUE (Jennifer Marants, Far East Research center, 2012)

The paper presents research based on talent management and organization effectiveness. It focuses on the concept of talent management, employee work engagement and turnover audience. The paper reveled that talent management has positive significant influence on employee attitudinal outcome. In order to be successful in this competitive business atmosphere an organization needs to manage their talent in vigilant and effective way. Talent management helps organization towards identifying succession and talent gap. Talent gap opens door for new recruitment, for attracting future employees. Talent management develops the talented employee's capacity so that they might remain engaged with their works to produce maximum returns. The major focus of talent management is on the attraction, deployment, retention, development and utilization of the talent and its implementation in the organization.

2.14 THE FUTURE OF TALENT MANAGEMENT (Prof. David Birchall et al, 2008)

Talent management tools are maturing swiftly. Companies have automated core HR systems, organizations begin to automate some of their HCM processes, HCM systems are being integrated and talent management suits are forming and lastly deliver a truly unified platform. The paper provides a practical tool to let companies measure where their applications and strategies fit in the Talent management maturity model. Talent management as a strategy requires both systems and organizations commitment. Core HR systems and manual HCM processes focus on HR record keeping. Process management is a manual process therefore strategies to manage employee goals with cooperate goals are very difficult. HCM application automated processes had been paper-intensive, extremely expensive to administer and largely inefficient. The goal here is cost saving through process automation. Additional HCM processes such as on boarding, competency management are automated. HCM systems also take advantage of Internet technology to extend applications for easier access to managers and employees portal. Successful orchestration of business and talent strategies with a universal talent management plan. In future talent management systems will be built on four pillars; digitize global talent pools, succession and career viewpoint, development view and orchestration between business and talent management strategies and systems.

2.15 THE EVOLUTION OF INTEGRATED TALENT MANAGEMENT (Taleo, 2008)

Merging talent and management together help in valuing, enhancing and sustaining an organization precious talent. The challenge of integrating an effective and efficient talent management system. Any good business strategy must include the scope and methodology to develop the skills of their team. Talent intelligence is a growing subset of Integrated Talent Management. Integrated talent management is an integrated system for aligning people to the strategies goals and values of the organization. Talent acquisition is the ongoing cycle of processes related to attracting, sourcing and hire employees within an organization. Performance management is the process of creating a work environment or setting in which people enabled to perform to the best of their abilities. Skill level of the workforce describes the current skill levels of workers, explores whether or not those skills meet the requirements of business.

III. ROLE OF PRACTICES OF TALENT MANAGEMENT IN ORGANIZATION

Few decades ago, managing talent was the responsibility of the personnel departments but now is taken far more seriously under the organizational functions. As organizations are seeking for almost same kind of the talent so sometimes crucial issue of retention is caused, to void this care has to be taken to ensure that right approach is taken for better results. Talent management techniques are integral part of HR generic strategies and play an important role in reducing employee's turnover, retain talent, implementation of planned solutions, employer's banding, and motivation and also in developing policies effectively. Talent management has to start from the interview to see what's best for the organization till the process where employee parts the organization. As with the passing time dearth of talent, need to manage talent, the study scope of talent management practices is getting more importance. On the other hand Resources of the organization also play an important role and from available resources human resource is the one most difficult to deal with, but managing them in effective manner can lead to success. Table 1 shows the evaluation criteria for comparing different practices, and further they are discussed in analysis. The strength and limitations of practices have been figured out in analysis table. A review of related talent management practices has been described below.

IV. ANALYSIS

Table 2 show the results of analysis of evaluation parameters defined in evaluation criteria in table 1. We have surveyed fifteen papers and used twenty parameters for their evaluation. Analyses of Table 2 reveal that all techniques follow skill building, which values the importance of delivering high quality, innovative service to internal and external clients; understands the needs of the client; customer service focus. Potential and engagement is followed by all the techniques. This helps evaluate how well an employee is engaged or participates in certain task and potential defines an employee's capabilities. Transformation which help in covertig one skillor a certain task in something new is followed by all except by M. Dhanabhakyam and K. Kokilambal [1]. In their case it depends on the scenario. Vijay Kumar Thota [3], N. Venkateswaran [5], Deepti Sinha and Sachin Sinha [6], Richard S. Wellins et al [7], Pernilla Bolander, Kajas Asplund and Andreas Werr[10], Thomasz Ingram[11] and Schehar bano, Dr. Muhamamd Aslam khan, Qazi Habib Ur Rehman and Asad Afzal Humayoun [12] have defined the road map which shows all the upcoming events and agenda. In the rest the road map is not defined. Deepti Sinha and Sachin Sinha [6], Deborah Blackman and Dr Monica Kennedy [9], Pernilla Bolander, Kajas Asplund and Andreas Werr [10], Jennifer Marants [13] and Taleo [15] have define the sourcing which is Buying of

products or components from outside suppliers or some other organization. Thomasz Ingram [11], Schehar bano, Dr. Muhamamd Aslam khan, Qazi Habib Ur Rehman and Asad Afzal Humayoun [12] have not defined the sourcing and for the rest of the techniques it depends on the situation.

Schehar bano, Dr. Muhamamd Aslam khan, Qazi Habib Ur Rehman and Asad Afzal Humayoun [12], Jennifer Marants [13], Prof. David Birchall, Nick Holley and Benjamin Reid and Taleo [15] are not using any tool for talent management. M. Dhanabhakyam and K. Kokilambal [1], Vijay Kumar Thota [3], Deepti Sinha and Sachin Sinha [6] and Thomasz Ingram [11] have used the tool and for the rest it depends on the condition in which they are working. Talent development, Process of bringing a good change within the organization, its employees by using planned or unplanned learning techniques, have been used by all the techniques.

M. Dhanabhakyam and K. Kokilambal [1], Vijay Kumar Thota [3], Richard S. Wellins et al [7], Thomasz Ingram [11] have not defined the mediating variables which describe how effects will occur by considering the relationship between the independent and dependent variables. For Muhammad Imran Hanif and Shao Yunfei [2] N. Venkateswaran [5], Deepti Sinha and Sachin Sinha [6], Deborah Blackman and Dr Monica Kennedy [9] and Taleo [15] mediating variables vary while the rest of the techniques have mentioned the variables.

Selection criteria have been defined by all techniques except from Oracle [4], Deborah Blackman and Dr Monica Kennedy [9], Pernilla Bolander, Kajsa Asplund and Andreas Werr [10] and Thomasz Ingram [11]. Effectiveness, quality and alignment have been practiced by all the techniques. Oracle [4], N. Venkateswaran [5] and David G. Collings and Kamel Mellahi [8] recruitment depends on the scenario and for the rest of the techniques they have used the recruitment parameter. Work force, competitor and performance has been defined by all the techniques. Sustainability and social-economic conditions is not defined by only M. Dhanabhakyam and K. Kokilambal [1], Jennifer Marants [13], Prof. David Birchall, Nick Holley and Benjamin Reid [14] and Prof. David Birchall, Nick Holley and Benjamin Reid and Taleo [15].

M. Dhanabhakyam and K. Kokilambal [1], Vijay Kumar Thota [3], Oracle [4], Richard S. Wellins et al [7], Pernilla Bolander, Kajsa Asplund and Andreas Werr [10] and Prof. David Birchall, Nick Holley and Benjamin Reid [14] for them relational creativity depends on the situation or scenario under which the work is being done and for the rest of the techniques the relational creativity is defined.

V. CONCLUSION

The paper summarizes the findings into the Future of Talent Management.

The aim was to gain a greater understanding of how organizations approach Talent Management and one of our overall findings was the difference between those who develop the TM Strategy (HR and Talent Leaders) and those who implement it (Business Leaders). Whilst it should be acknowledged that there are organizations, where there is alignment between the Business, HR and Talent, the findings from this research suggest there are opportunities for organizations to really look at how closely aligned HR, Talent and Business Leaders are in developing TM Strategy, identifying what should be involved, how it is defined and how it should be communicated and implemented in order to develop a “talent mindset”.

It needs to be recognized that although many of the major success factors in business are now intangible assets (information, knowledge and skills) they still need to be measured in the same way tangible assets have always been. The fact that so few organizations measure the financial impact of their TM strategy provides evidence to suggest that HR and Talent Leaders still have a lot to do in order to “embed Talent Management” into the organization’s DNA. TM needs to be seen as a priority from the top down by way of sponsorship, implementation and the bottom up by way of understanding and implementation. Unless it is communicated and understood consistently, as well as evaluated in terms of ROI, it runs the risk of being perceived as “something of a fad” rather than something that is fundamental to the ongoing success and sustainability of the business.

Organizations that recognize the strategic importance of managing talent and value their workforce in the way they value customers will have a competitive advantage and will reap great rewards. To do this TM Strategy should be transparent, understood and aligned to all selection and development processes, as well as evaluated to ensure validity and ROI. Unless all stakeholders including employees, senior management teams and shareholders understand and see its value, Talent Management will not become embedded in their mindset. In addition, keeping people at the heart of the TM will enable organizations to attract and retain the talent that will successfully lead their organization through the next decade.

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TABLE I. EVALUATION CRITERIA FOR MANAGING TALENT IN ORGANIZATION

Evaluation Parameters	Meaning	Possible Values
Sourcing	Buying of products or components from outside suppliers or some other organization.	Yes, No, Variable
Talent Development	Process of bringing a good change within the organization, its employees by using planned or unplanned learning techniques.	Yes, No, Variable

Mediating Variables	Variable which describe how effects will occur by considering the relationship between the independent and dependent variables.	Yes, No, Varies
Engagement	Action of engaging or participating in certain task.	Yes, No
Potential	Having the capacity to develop into something in the future.	Yes, No
Transformation	Process of transforming into something new.	Yes, No
Effectiveness	Degree of producing desired results.	Yes, No, Variable
Quality	Standard measured against other things of similar type.	Yes, No, Variable
Recruitment	Action of enlisting new people in the business.	Yes, No, Variable
Alignment	Position of agreement.	Yes, No
Generalization	General concept obtained by inference from specific cases.	Yes, No
Sustainable	Able to be maintained at a certain level.	Yes, No, Variable
Competitors	Organizations engaged in competition with others.	Yes, No
Work Force	Labor pool in employment.	Yes, No, Variable
Performance	Act of performing.	Yes, No, Variable
Relational Creativity	People who are good at forging connections with groups of people through visual and verbal imagery.	Yes, No
Skill Building	Values the importance of delivering high quality, innovative service to internal and external clients; understands the needs of the client; customer service focus.	Yes, No
Selection Criteria	Act of selecting something.	Variable, No
Tools	Devices used to carry out certain functions.	Yes, No
Roadmaps	A map showing the whole details of the upcoming events, or agenda.	Yes, No, Variable
Social-Economic Conditions	Combined total measures of economic and social positions of the organization in relation to others.	Yes, No, Variable

TABLE II. ANALYSIS OF EXISTING PRACTICES FOR MANAGING TALENT IN ORGANIZATIONS

S#	Techniques	Sourcing	Tools	Talent Development	Mediating Variables	Selection Criteria	Road Maps	Engagement	Potential	Skill Building	Transformation
1	M. Dhanabakyam and K. Kokilambal, 2014.	Variable	Yes	Yes	No	Variable	Variable	Yes	Yes	Yes	Variable
2	Muhammad Imran Hanif and Shao Yunfei, 2013.	Variable	Variable	Yes	Varies	Variable	Variable	Yes	Yes	Yes	Yes

3	Vijay Kumar Thota, 2013.	Variable	Yes	Yes	No	Variable	Yes	Yes	Yes	Yes	Yes
4	Oracle, 2012.	Variable	Variable	Yes	Yes	No	Variable	Yes	Yes	Yes	Yes
5	N. Venkateswaran, 2012.	Variable	Variable	Yes	Varies	Variable	Yes	Yes	Yes	Yes	Yes
6	Deepti Sinha and Sachin Sinha, 2008.	Yes	Yes	Yes	Varies	Variable	Yes	Yes	Yes	Yes	Yes
7	Richard S. Wellins et al, 2010.	Variable	Variable	Yes	No	Variable	Yes	Yes	Yes	Yes	Yes
8	David G. Collings and Kamel Mellahi, 2009.	Variable	Variable	Yes	Yes	Variable	Variable	Yes	Yes	Yes	Yes
9	Deborah Blackman and Dr Monica Kennedy, 2008.	Yes	Variable	Yes	Varies	No	Variable	Yes	Yes	Yes	Yes
10	Pernilla Bolander et al, 2014.	Yes	Variable	Yes	No	No	Yes	Yes	Yes	Yes	Yes
11	Thomasz Ingram, 2013.	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes
12	Scheharbano et al, 2011.	No	No	Yes	Yes	Variable	Yes	Yes	Yes	Yes	Yes
13	Jennifer Marants, 2012.	Yes	No	Yes	Yes	Variable	No	Yes	Yes	Yes	Yes
14	Prof. David Birchall et al, 2008.	Variable	No	Yes	Yes	Variable	No	Yes	Yes	Yes	Yes
15	Taleo, 2008.	Yes	No	Yes	Varies	Variable	No	Yes	Yes	Yes	Yes

S#	Techniques	Effectiveness	Recruitment	Quality	Alignment	Sustainable	Social-Economic Conditions	Work Force	Competitors	Performance	Relational Creativity
1	M. Dhanabhakym and K. Kokilambal, 2014.	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Variable
2	Muhammad Imran Hanif and Shao Yunfei, 2013.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Vijay Kumar Thota, 2013.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Variable
4	Oracle, 2012.	Yes	Variable	Variable	Yes	Yes	Yes	Yes	Yes	Yes	Variable
5	N. Venkateswaran, 2012.	Yes	Variable	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	Deepti Sinha and Sachin Sinha, 2008.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7	Richard S. Wellins et al, 2010.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Variable
8	David G. Collings and Kamel Mellahi, 2009.	Yes	Variable	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
9	Deborah Blackman and Dr Monica Kennedy, 2008.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	Pernilla Bolander et al, 2014.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Variable
11	Thomasz Ingram, 2013.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12	Schehar bano et al, 2011.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
13	Jennifer Marants, 2012.	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes
14	Prof. David Birchall et al, 2008.	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Variable