

**EMPLOYEES PERCEPTION TOWARDS TALENT MANAGEMENT PRACTICES
IN IT SECTOR-AN EMPIRICAL STUDY ON SELECT IT COMPANIES IN
TELANGANA**

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Abstract

The corporations' vital issue constantly remains 'the humans' and they'll be the maximum essential supply of competitive gain. The human elements are the maximum important part of organizational tool in the shape of employees' abilities, records, enjoy and the capability to use the ones to the advantage of the agency. most customarily, a middle competence (also may be appeared as a competitively advanced useful aid energy) is knowing based totally, living in human beings and in an organisation's intellectual capital and now not in its assets or the steadiness sheet. The superior awesome of difficult work may be delivered with the useful resource of these businesses which is probably crafted from committed and prepared personnel. the point of interest on a purpose should be finished via way of a personnel widespread regular overall performance and self-control for the businesses has given rise to an approach called human beneficial aid manage.

1.1 Introduction

The triumphing generation is characterized with the aid of manner of globalization this is complete of disturbing conditions and opportunities. It desires non-stop development. Enhancements regarding people as well generation is difficult to make certain success. The groups are crafted from folks that artwork at their excellent to satisfy commercial business enterprise enterprise's goals and dreams. Its miles the incompetence of the human beings which makes businesses falls behind in the aggressive race. The organization's primary property is man; system and coins however the differentiation element amongst competing organizations is the "human's problem". "A company is excellent as accurate as its people and information personnel are a primary supply of competitive gain in these global wherein most processes and structures were standardized inside the course of enterprise participants." The people are the human beings for organizational normal not unusual simple normal overall performance as they may be the inventors and clients of technology, create mind for innovation in services and products, supply facts, formulate and placed into effect strategies and because of this helps business enterprise to carry out fast in an effective and inexperienced way.

1.1.1 Talent Management and Employee

The role of employee in the talent management are implementing the all-talent management practices which has been ordered or given instructions by the HR Manager in

the organization. Irrespective of any type of organization success is depending upon the how the employee can implement the practices in the organization towards financial performance or towards profit side. Probably employees are pillars of the organization. So that every organization has to have a proper plan for implementing the talent management practices using the manpower fully which leads to organization growth and development at present and future. A right talent management practices are being brought good results to the organization which stand the organization first among all organizations in the market. Hence, how good the employee are executing the practices in the premises of working environment. Thus, the talent management practices are taken a high important to any type of organization.

1.2 Review of Literature

SathyanarayanaS.HemaHarsha, Ms. LekhaV (2019) conducted a study to understand the major drivers of the talent management practices in Indian manufacturing sector. Based on the exhaustive study, the researchers have identified eight major determinants that influence the intention to stay in the current organization namely; supervision, compensation management, job engagement, innovation, open climate, career development path, organization environment, quality of working environment. In order to realize the stated objective, a structured questionnaire was administered on 235 highly talented employee respondents across various companies. The findings revealed that compensation management, job engagement, open climate, career development path, quality of working environment were the major factors that drive the dependent variable intention to stay in the organization. It is recommended to the organizations to integrate career mapping tool and career planning discussions as they help employees think strategically about their career paths and the ways to meet their career goals within the organization. Proper alignment of talent management strategies with organizational goals and creating a culture where employees work is valued will be helpful to sustain in the competitive environment for a long period of time. Finally, the results have been compared with the possible evidence.

According to ZeyadFaisal Al-Azzam, Atif Badri Al-Qura'an (2019), talent management is becoming one of the most contemporary terms used and most influential weapon for companies to utilize them effectively in order to gain competitive advantage and get worth worthy. Therefore, this study is aimed at exploring the effect of using talent management strategies (TMS) and service quality (SERVQUAL) on beneficiaries (customers) satisfaction (bs) at healthcare sector of Jordan.

Ms. Rachana CPrasad &Dr. Pradip Manjrekar (2018) examined the talent management strategy and process in organizations in general and private sector banks and to understand the impact it has on the performance of its employees specially at the managerial level.

Tamanna Agarwal (2018) study examined the role of talent management practices and organizational performance on employee retention in the Indian it sector. Based on literature review, three leading hypotheses were formed. Primary data was collected from 33 it firms, leading to a total of 68 responses. Based on statistical analysis using SPSS 21.0, correlations between the variables were studied. Additionally, regression was also performed between the dependent and independent constructs. The results revealed that significant relationship was found between talent management and employee retention. On the other hand, organizational

performance, on its own, didn't emerge as a driving factor for employee retention. However, along with talent management practices, organization performance was found to have significant effect on employee retention. Keywords – talent management, organizational performance, employee retention, employee engagement, productivity.

Anthony Mc Donnell, David g. Collings, Kamel Mellahi and Randall S. Schuler (2017) in their paper employs a systematic and comprehensive review to trace the evolution of talent management scholarship and propose a research agenda to move the field forward.

Hossam Korany Ahmed (2016) this study aims to determine the impact of knowledge management factors on talent performance. This paper discusses the possibility of a growing tension between talent progression and capability development which emerges as a result of knowledge management and talent management strategies. It is argued that the inter-relationship between the increasing trend to develop knowledge management strategies leads to developing talent management in the organization. Merging of the two concepts, KM & TM, has so far been considered only by human resource scholars who have tended to examine how learning from the field of km can achieve tm goals. Talent management involves the practice of continuously discovering, developing, using and retaining those people in an organization who are especially valuable in terms of having a great potential for the future of the organization. The knowledge management system includes all of the interacting and interdependent elements that pertain to monitoring and controlling knowledge like: creating knowledge, evaluating knowledge, using knowledge and sharing knowledge. This paper clarifies the knowledge management and reviews various techniques for knowledge representation and examines how the principles of knowledge management (KM) can be used to enhance an organization's talent management (TM).

Mohamed Wahba (2016) the exploratory study that aims to investigate the impact of leadership styles on talent management processes by comparing between public and private sector in Egypt. The paper surveyed literature review of the talent management (TM) concept and Hersey & Blanchard leadership model. The study findings made it clear that leadership styles influence talent management processes in private sector than public sector.

1.3 Methodology and Data Analysis

While describing and analyzing the primary data, the chapter makes and have several proportions to test the statistical significances and importance to different types of responses i.e respondents who involved such as employee and at IT Companies, in Telangana. In this chapter reveals the respondent information in terms of demographic details which include respondent gender, respondent age and respondent experience, employee opinion on talent management practices on talent management at IT Companies, in Telangana. This study will help to find the insights of talent management practices in IT Companies i.e IT sector. According to sample size, the statistical measures have done. This chapter can tell a clearcut understandings of the respondents' opinion with the help of different types of questions to know the opinions through the study. The analysis has been done systematically and to know the talent management practices in the chosen area of Telangana.

1.3.1 Employees' Demographic Profile

This table explains the demographic information of respondents i.e.as Employee in the organization. In this demographic profile, respondent gender, respondent age and respondent experience were there.

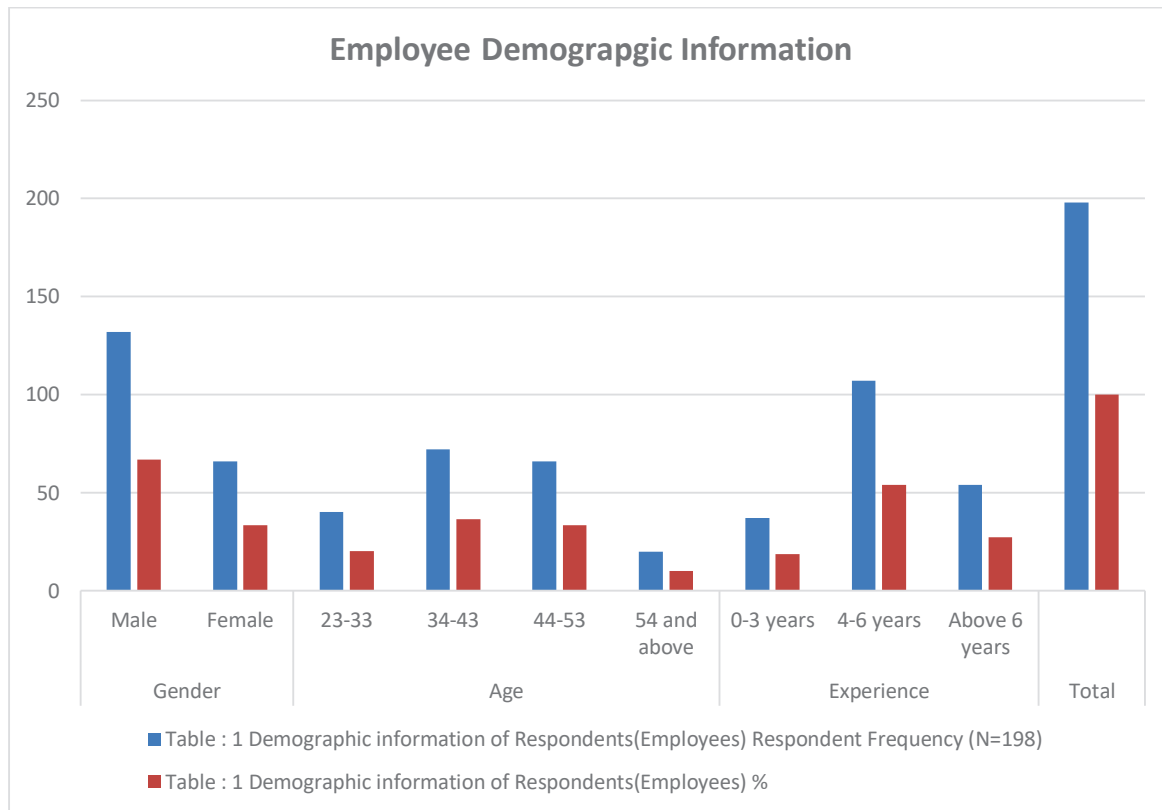
Among 198 respondents of Gender, about 132 respondents are equal to 66.7 per cent that are males and about 66 respondents are equal to 33.3 per cent who are females. Every organization is a combination of men and women employee who are working in the any type of organization. Comparing women to men, men are more than the women in the organization.

Table 1.1 Demographic information of Employee

Table : 5.3 Demographic information of Respondents(Employees)			
Variable	Respondent Attributes	Respondent Frequency (N=198)	%
Gender	Male	132	66.7
	Female	66	33.3
Age	23-33	40	20.2
	34-43	72	36.4
	44-53	66	33.3
	54 and above	20	10.1
Experience	0-3 years	37	18.7
	4-6 years	107	54
	Above 6 years	54	27.3
Total		198	100

Source: Primary Data

Figure:1:1 Employee Demographic Information



Source: Primary data

Among 30 respondents of Age, about 40 respondents are equal to 20.2 per cent who are belongs to 23-33 years old and about 72 respondents are equal to 36.4 per cent who are belongs to 34-43 years old and about 66 respondents are equal to 33.3 per cent who are belong to 44-53 and above years of old and about 20 respondents are equal to 10.1 per cent who are belong to 54 and above years of old.

Among 30 respondents of experience, about 37 respondents are equal to 18.7 per cent who are having of 0-3 years of experience and about 107 respondents are equal to 54 per cent who are having of 4-6 years of experience and about 54 respondents are equal to 27.3 per cent who are having above 6 years of experience.

This study is consisting with the perception or opinion of Employee which knows the talent management practices implemented and the whole opinion of employee on practices of talent in the organization. This study is probably designed by structured questionnaire which has open ended questions and consists of several items that has seen in the questionnaire. The total respondents are 198 who are Employee in the organization which conduct a survey on IT sector in Telangana the duration of 6 months. The questionnaire is divided in to two parts i.e part -A and part-B with regard to demographic and main questionnaire. The all constructs are rated on 5-point Likert scale that says a degree of agreement or the degree of disagreement, so that the scale rating is as Strongly Agree-1, Agree-2, Neutral-3, Disagree-4 and Strongly Disagree-5.

The analysis was done based on the Hypothesis to test the significant relationship between the variables and all this chapter was represented in the form of tables and figures with proper interpretations.

1.3.2 Questionnaire Items for Employee

I have designed and chosen the below items with help of previous researches, subject experts' opinion as well as depending upon the theoretical concepts and past evidences of talent management practices in various sectors which already mention and shown in the review of literature in chapter two.

Table 1.1 List of items for Study

1.3.3 Employees' Mean, Standard Deviation, Minimum and Maximum

S.NO	ITEMS	MEAN	S.D	MINIMUM	MAXIMUM
1	RESPONDENT GENDER	1.3333	0.4726	1	2
2	RESPONDENT AGE	2.3333	0.91241	1	4
3	RESPONDENT EXPERIENCE	2.0859	0.67418	1	3
4	ORGANISATION FACILITATES GROWTH AND MOVEMENT WITHIN THE ORGANISATION	2.2323	1.08827	1	5
5	ORGANISATION PROVIDES COMPETITIVE BASE PAY AND INCENTIVES FOR EMPLOYEES	2.4091	0.99201	1	5
6	ORGANISATION HAS A GOOD REPUTATION	2.9848	1.26843	1	5
7	ORGANISATION HAVE A STRONG PIPELINE OF DIVERSE CANDIDATES	2.2172	1.1872	1	5
8	ORGANISATION CONSISTENTLY ATTRACT HIGH QUALITY APPLICANTS	2.2879	1.15892	1	5
9	COMPENSATION AND ADDITIONAL BONUSES AND BENEFITS	2.3333	1.21329	1	5
10	FLEXIBLE WORKING ARRANGEMENT	2.4141	1.02269	1	5
11	LEARNING AND WORKING CLIMATE OF THE ORGANISATION	2.2879	1.0819	1	5
12	CUSTOMIZED CAREER PLANNING	2.404	1.15252	1	5
13	JOB ADVANCEMENT GUIDELINES	2.0404	0.94433	1	5
14	SUPPORT AND RECOGNITION FROM SUPERVISORS	2.1768	1.13731	1	5
15	EFFECTIVE COMMUNICATION	1.899	0.93434	1	5
16	LEADERSHIP DEVELOPMENT PROGRAMS	2.3081	1.23034	1	5
17	COMPANY HAS A STRONG INVOLVED BOARD	2.3232	1.08827	1	5

18	COMPANY CONTINUOUSLY EXPOSES THEIR TOP MANAGERS TO THE BOARD	2.303	1.10793	1	5
19	COMPANY FORMS EXECUTIVE COMMITTEE TO FACILITATES VARIOUS BUSINESS PLANS AND STRATEGIES ACROSS ENTIRE ORGANISATION	2.3283	1.16126	1	5
20	COMPANY VIEWS SUCCESSION PLANNING AS AN ONGOING AND REAL TIME PROCESS	2.2677	1.05872	1	5
21	COMPANY LINKS THE CEO'S COMPENSATION TO THE DEVELOPMENT OF SUCCESSION PLANNING	2.2172	1.08908	1	5
22	COMPANY DEVELOPS A SUCCESSION CULTURE	2.2172	1.08908	1	5
23	EMPLOYEES UNDERSTAND THEIR JOB RESPONSIBILITIES AND HOW ROLES CONTRIBUTE TO THE GOALS OF THE LARGER ORGANISATION	1.7172	0.61356	1	3
24	ORGANISATION IDENTIFIES AND USES THE COMPETENCIES TO DEVELOP THE WORKFORCE	2.2424	1.08605	1	5
25	EMPLOYEES HAVE CAREER OPTIONS AND PATHWAYS THAT ENCOURAGE THE DEVELOPMENT OF RELEVANT SKILLS	2.2929	1.18152	1	5
26	ORGANISATION UNDERSTANDS AND ADDRESS WORKFORCE ATTITUDES AND ENGAGEMENT LEVELS	1.8434	0.83132	1	4
27	MANAGERS DEVOTE SUFFICIENT TIME/ATTENTION TO PEOPLE MANAGEMENT ACTIVITIES	2.5051	1.12086	1	5

28	EMPLOYEE DEVELOPMENT NEEDS ARE IDENTIFIED AND MET IN AN EFFECTIVE AND TIMELY MANNER	2.4646	1.07404	1	5
29	ESTABLISHING A PERFORMANCE RATING	1.8939	0.90899	1	5
30	REVIEW OF RELEVANT ACCOMPLISHMENTS	2.1818	1.02123	1	5
31	GOAL SETTING FOR THE UPCOMING TIME FRAME	2.404	1.08445	1	5
32	DEVELOPMENTAL PLANS FOR THE NEXT PERIOD	2.2222	1.09039	1	5
33	ONGOING GOAL REVIEW AND FEEDBACK FROM MANAGERS	2.1111	0.98092	1	5
34	EXECUTE CONSISTENT TALENT MANAGEMENT PRACTICES ACROSS ALL REGIONS IN WHICH THE COMPANY OPERATES	1.9394	1.00069	1	5
35	INTEGRATE TALENT PRACTICES (e.g. rewards are tied to performance, performance is tied to development)	2.1313	1.03881	1	5
36	ALIGN REWARDS WITHIN THE CONTEXT OF A TOTAL REWARDS STRATEGY (includes compensation, benefits and development opportunities)	2.2121	0.94812	1	5
37	PROVIDE MEANINGFUL PAY DIFFERENTIATION TO HIGH PERFORMERS/ HIGH POTENTIALS THROUGH BOTH BASE AND VARIABLE PAY	1.6818	0.74369	1	4
38	ENSURE THAT THE PERFORMANCE RATINGS, PAY AND RECOGNITION ARE PROPORTIONAL TO EMPLOYEES PERFORMANCE AND IMPACT	2.1263	1.00719	1	5
39	INVEST THE RESOURCES NECESSARY TO UTILIZE UP TO DATE MARKET DATA ON COMPETITIVE TOTAL REWARDS	2.0859	0.9222	1	4
40	HIGH POTENTIALS ARE GIVEN ADDITIONAL OPPORTUNITIES TO GROW	1.6414	0.71083	1	3
41	INTERNAL PROMOTIONS ARE DONE FOR CRITICAL POSITIONS	2.4242	1.25517	1	5

42	JOB OPENINGS ARE FILLED FROM SUCCESSFUL POOL	2.0051	0.9207	1	5
43	PARTICIPATION RATE OF EMPLOYEES IN LEARNING AND DEVELOPMENT ACTIVITIES IS HIGH	1.8939	0.85726	1	5
44	ORGANISATION TAPS EXTERNAL AND INTERNAL DIVERSE SOURCES OF RECRUITMENT	3.1818	1.36945	1	5
45	ORGANISATION EVALUATES THE NEW HIRE FIRST YEAR PERFORMANCE AND NINETY DAYS SEPARATION RATE	1.6162	0.68645	1	3
46	ORGANISATION HAS A ROBUST SYSTEM TO FILL THE KEY/CRITICAL POSITIONS	2.3586	1.1997	1	5
47	ORGANISATION IDENTIFY TRENDS AND PRACTICES AND PROMOTE RELEVANT AND ADDRESS RISKS	1.9091	0.87365	1	5
48	PROVIDE ORGANISATIONAL CONSULTING SERVICES TO ALL SENIOR MANAGEMENT AREAS TO SPUR IMPROVED ORGANISATIONAL AND INDIVIDUAL PERFORMANCE	2.9293	0.67218	1	5
49	ORGANISATION INVESTS IN PROFESSIONAL DEVELOPMENT PROGRAMME TO ENHANCE LEADERSHIP CAPABILITIES, JOB EXPERTISE AND EMPLOYEE PRODUCTIVITY	1.8081	0.67104	1	3
50	DEVELOP COMPREHENSIVE CAREER MANAGEMENT TOOLS, JOB ENRICHMENT STRATEGIES AND MENTORING PROGRAMS TO HELP EMPLOYEES PREPARE FOR NEW	3.1111	0.63548	2	5

	OPPORTUNITIES					
51	COMPETENCIES MAPPING AND SKILL DEVELOPMENT THROUGH ASSESSMENT CENTERS	1.8434	0.82519	1	5	
52	ALIGNING BUSINESS STRATEGY WITH HR STRATEGY AND RESTRUCTURING AND BRINGING ABOUT TRANSFORMATION IN THE ORGANISATION TO ADD VALUE TO THE BUSINESS	2.1818	1.07452	1	5	

Source: Primary Data

The above table explains the Mean, Standard Deviation, Minimum and Maximum statistical interpretations of Employees opinion on Talent Management Practices in the organization. The Employees Gender consists of 1.3333 mean and .4726 is the standard deviation, Age consists of 2.3333 mean and 0.91241 is the standard deviation, Experience consists of 2.0859 mean and 0.67418 is the standard deviation, Organization facilitates growth and movement within the organization consists of 2.2323 mean and 1.08827 is the standard deviation, Organization provides competitive base pay and incentives for employees consist of 2.4091 and 0.99201 is the standard deviation, Organization has a good reputation consists of 2.9848 mean and 1.26843 is the standard deviation, Organization have a strong pipeline of diverse candidates consists of 2.2172 mean and 1.1872 is the standard deviation, Organization consistently attract high quality applicants consists of 2.2879 mean and 1.15892 is the standard deviation, Compensation and traditional bonuses and benefits consists of 2.3333 mean and 1.21329 is the standard deviation, flexible working arrangement consists of 2.4141 mean and 1.02269 is the standard deviation, learning and working climate of the organisation consists of 2.2879 mean and 1.0819 is the standard deviation, customized career planning consists of 2.404 mean and 1.15252 is the standard deviation, job advancement guidelines consists of 2.0404 mean and .94433 is the standard deviation, support and recognition from supervisors consist of 2.1768 mean and 1.13731 is the standard deviation, effective communication consists of 1.899 mean and .93434 is the standard deviation, leadership development programs consists of 2.3081 mean and 1.23034 is the standard deviation, company has a strong involved board consists of 2.3232 mean and 1.08827 is the standard deviation, company continuously exposes their top managers to the board consists of 2.303 mean and 1.10793 is the standard deviation, Company forms executive committee to facilitates various business plans and strategies across entire organisation consist of 2.3283 mean and 1.16126 is the standard deviation, Company views succession planning as an ongoing and real time process consists of 2.2677 mean and 1.05872 is the standard deviation, Company links the CEOs compensation to the development of succession planning consists of 2.2172 mean and 1.08908 is the standard deviation, Company develops a succession culture consists of 2.2172 mean and 1.08908 is the standard deviation, Employees understand their job responsibilities and how roles contribute to the goals of the larger organisation consists of 1.7172 mean and .61356 is the standard deviation, Organization identifies and uses the competencies to develop the workforce consist of 2.2424 and 1.08605 is the standard deviation, Employees have career options and pathways that encourage the development of relevant skills consist of 2.2929 mean and 1.18152 is the standard deviation, Organisation understands and address workforce attitudes and engagement levels consist of 1.8434 mean and 0.83132 is the standard deviation, Managers devote sufficient time/attention to people management activities consist of 2.5051 mean and 1.12086 is the standard deviation, Employee development needs are identified and met in an effective and timely manner consists of 2.4646 mean and 1.07404 is the standard deviation, Establishing a performance rating consists of 1.8939 mean and 0.90899 is the standard deviation, Review of relevant accomplishments consist of 2.1818 mean and 1.02123 is the standard deviation, Goal setting for the upcoming time frame consists of 2.404 mean and 1.08445 is the standard deviation, Developmental plans for the

next period consists of 2.2222 mean and 1.09039 is the standard deviation, Ongoing goal review and feedback from managers consist of 2.1111 mean and 0.98092 is the standard deviation, Execute consistent talent management practices across all regions in which the company operates consists of 1.9394 mean and 1.00069, Integrate talent practices (e.g. Rewards are tied to performance, performance is tied to development) consist of 2.1313 mean and 1.03881 is the standard deviation, Align rewards within the context of a total rewards strategy (includes compensation, benefits and development opportunities) consists of 2.2121 mean and 0.94812 is the standard deviation, Provide meaningful pay differentiation to high performers/high potentials through both base and variable pay consists of 1.6818 mean and 0.74369 is the standard deviation, Ensure that the performance ratings, pay and recognition are proportional to employees performance and impact consists of 2.1263 mean and 1.00719 is the standard deviation, Invest the resources necessary to utilize up to date market data on competitive total rewards consist of 2.0859 mean and 0.9222 is the standard deviation, High potentials are given additional opportunities to grow consists of 1.6414 mean and 0.71083 is the standard deviation, Internal promotions are done for critical positions consist of 2.4242 mean and 1.25517 is the standard deviation, Job openings are filled from successful pool consists of 2.0051 mean and 0.9207 is the standard deviation, Participation rate of employees in learning and development activities is high consists of 1.8939 mean and 0.85726 is the standard deviation, Organisation taps external and internal diverse sources of recruitment consists of 3.1818 mean and 1.36945 is the standard deviation, Organisation evaluates the new hire first year performance and ninety days separation rate consists of 1.6162 mean and 0.68645 is the standard deviation, Organisation has a robust system to fill the key/critical positions consist of 2.3586 mean and 1.1997 is the standard deviation, Organisation identify trends and practices and promote relevant and address risks consist of 1.9091 mean and 0.87365 is the standard deviation, Provide organisational consulting services to all senior management areas to spur improved organisational and individual performance consists of 2.9293 mean and 0.67218 is the standard deviation, Organisation invests in professional development programme to enhance leadership capabilities, job expertise and employee productivity consists of 1.8081 mean and 0.67104 is the standard deviation, Develop comprehensive career management tools, job enrichment strategies and mentoring programs to help employees prepare for new opportunities consist of 3.1111 mean and 0.63548 is the standard deviation, Competencies mapping and skill development through assessment centres consist of 1.8434 mean and 0.82519 is the standard deviation, Aligning business strategy with HR strategy and restructuring and bringing about transformation in the organisation to add value to the business consists of 2.1818 mean and 1.07452 is the standard deviation.

The highest mean of Employee is “Organization taps external and internal diverse resources or recruitment” consists of 3.1818 and the lowest mean of Employee is “Respondent gender” consists of 1.3333 as well as the highest standard deviation of Employee is “Organization taps external and internal diverse resources or recruitment” 1.36945 and the lowest standard deviation of Employee is “Respondent gender” consists of 0.4726.

1.4 Conclusion

Since this study has many empirical insights of Talent Management practices of employee in IT company, this study can be beneficiary for all existing IT companies and IT industries which are very similar in nature. All IT companies which is similar in nature, government, researchers and even common public by finding the path of understanding the critical issues of Talent Management Practices. This study could scope the many issues pertaining to IT sector for talent management practices. The IT companies need to have a competitive advantage in order to show the difference in terms of quality services uniquely offering to their clients. Hence, the competition in market would not perhaps be the big deal to compete with MNCs in the country. In contrast, many IT companies are limited to rely on traditional and absolute methods in servicing their clients in the market. Consequently, this situation leads to perish the opportunities and employee retention and even loyalty of employees. However, the present study could focus on Talent Management Practices.

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