CHAPTER II
REVIEW OF LITERATURE

2.1 Introduction

A detailed review of literature has been made to find out the research gap and to identify the relevant researchable issues for the study. It is essential for a researcher to review the related literature study to have a clear knowledge about the subject and understand the research gap in order to draw the scope for the study. This chapter contains discussion on research work of various authors on the research topic of talent management, HR (Human Resource) practices and job satisfaction of employee.

2.2 Talent Management

The concept of “talent management” has existed over for half a century (Cappelli, 2008). In the past, talent management was called “succession management”, “management development “internal development”, “talent strategy” and ”human resource planning”, all of these are always used interchangeably (Lewis and Heckman, 2006). Many authors replace the “human resources management” with “talent management”, but they are not very similar. The same was discussed earlier. Talent management is not just a "new name" for HR, but a business imperative with very different challenges in each industry. Talent management is very important to the organization nowadays. Organizations can benefit a lot by adhering to a good talent management.

According to Donahue’s (2001) the presence of talented and committed people with will power and the team spirit, in turn motivate other employees and positively impact the performance and growth of the organisation. Their effectiveness lies in their dedication that influences the work culture of the organisation and it results in a strong brand name for company’s products.
Frank and Taylor’s (2004)² had opined that the organisation should follow a holistic approach for talent management i.e., right from selection of employees, to their retention, development and promotion to higher levels. For effective talent management, HR a professional requires to understand how they define talent, whom they regard as ‘the talented’ and the background of their employees.

Lockwood’s (2005)³ comments that the talent management comprises right from the process of recruiting the best talent, to retaining the best talent pool. The author says that talent management is a thorough and holistic approach to management in an organisation, which ultimately develops into organizational culture and creates competitive advantage for the organization as a whole.

Chugh and Bhatnagar’s (2006)⁴ say that talent management refers to the process of integrating new workers, developing and retaining the current workers and attracting highly skilled personnel to work in business organisation.

According to Lewis and Heckman’s (2006)⁵ these days management of talent is acknowledged as a great challenge for organisations. The author comments that the topic “talent management” is gaining popularity across all industries. Because, due to the massive growth of service industries in the recent past the employers in the core sector are experiencing high employee turnover and challenges in managing multi-cultural workforces which in has made them realize the importance of talent management and it is considered as the top priority in the process of employees retention.

Joerres and Turcq’s (2007)⁶ express that the opportunities to qualified and talented employees are abundant in India. Due to expansion of higher education and coming up of a large number of institutes promoting professional
courses in various streams the demand for highly performing talent is increasing day-by-day.

In the relevance to the findings of Joerres and Turcq’s (2007) and Bhatnagar (2007)7 has said that employee engagement and a better talent management and retention can play an important role for organizational success. In the same way Vaiman’s (2008)8 claims that talent management is the name given to the developing of the workforce according to organization’s future needs but it requires the search for appropriate potential employees by the organisation.

Bernadette Scott and Sheetal Revis’s (2008)9 research paper of aims at providing selective suggestions on developments in career management and on the notions of talent from both an organizational and hospitality graduate’s perspective. The study also aims at embracing the recruitment, retention and progression of talent across various industries, where success is ultimately dependent on the capabilities of employees to deliver at the point of service. Emergent themes of the study have provided a framework to aid a deeper understanding of the implications and practical applications on career development and talent management. The study emphasizes that the hospitality organizations have to retain employees and make them professionally upgraded and developed graduates to attain their immediate and long-term objectives.

Julia Christensen Hughes and Evelina Rog’s (2008)10 article aims at clarifying what is meant by talent management and why it is important (particularly with respect to its effect on employee recruitment, retention and engagement). The study also aims at identifying factors that are critical to its effective implementation. The HR manager should integrate the workforce to bring about the desired result and the must see to it that the workforce should be upgraded with latest knowledge is the field. The authors say that this commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential
asset that is becoming an increasingly short supply. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance of an organisation. The external and internal drives and restraints for talent management are many; one of the most important is the senior management understanding and commitment towards the organisation.

Jenner and Taylor’s (2009) argue that the concept of talent management is a useful tool for the employers to strengthen the brand of the organization which can make it attractive for the potential employees. Different organizations in the world are using different ways for recruiting the talented staff. The authors express that TESCO is using different techniques for recruitment and retention for the school students, college students and university graduates. The authors comment that the combination of employer branding and talent management can make the organization attractive not only for the internal employees but also for the external employees.

Babar Yaqub and Muhammad Aslam Khan’s (2011) empirical study investigated the role of employer branding and talent management for organizational attractiveness. The purpose of this study was to know about the perception of the university students about employer branding and different ways through which employers hire and manage the future talent. The result of this study indicates the relationship of employer branding talent management for organizational attractiveness. The findings of the study show that students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. The practical implications of this study are helpful for both students and organizations. The study suggests that students can make a better choice by knowing the employer brand image of the organization and HR professional of organizations can make their techniques better to hire the new talent from the leading
universities. Thus, this combination of talent management and employer branding can make any organization the employee’s choice.

Senthilkumar and Kumudha (2011) describes talent management as the process through which employers of all kinds – firms, government, nonprofits – anticipate their human capital needs and set about meeting them. Getting the right people with the right skills into the right jobs, a common definition of talent management is the basic people management challenge in organizations. While the focus of talent management tends to be on management and executive positions, the issues apply to all jobs that are hard to fill. A successful talent management process plans for organizational transactions. The most effective way to tackle talent management is to use a system approach, ensuring that the different elements and pieces of the process are working in connect to acquire integrate talent into the system. Several issues support the need for this system. Employing talent is the processing and administrative steps, but still important. Timing and convenience are the concerns as new talent joins the organization. To ensure that performance is discussed, recognized, rewarded, and understood appropriately, many organizations are focusing renewed efforts on performance management systems. Talent management is fast becoming a critical strategic objective for growing organizations. This responsibility represents an excellent opportunity to create value. The importance of hiring competent talent is evident in any direction. Talent is king – now and in the future. It is the last source of competitive advantage.

Maya.M and Thamilselvan R.’s (2012) research paper made an attempt to study the employee perception towards talent management strategies among software developers working in IT companies in Chennai city. The present study exhibits employee perception on talent management strategy based on various demographic variables. Alternative Work Schedule (AWS), Employee Engagement Program, Mentoring/Coaching, Rewards and recognition system received highest mean score among all other strategies
notified in this study. Based on ranked score given by the respondents it has been understood that Rewards and Recognition system, retention bonus, employee engagement program, Job rotation and new assignment and Training, job related and personal development were identified as the most required strategy for retention in IT companies. The study found that demographic variables had significant association with talent management strategies. Strategies such as welfare programs, mentoring/coaching, employee suggestion program training opportunities, job related and personal development, employee engagement program do not show significant association with any of the demographic variables. Alternative work schedule (AWS), job rotation and new assignments, rewards and recognition system, retention bonus / scheme, share option (Esop) were identified as the most perceived strategies by employees in IT companies.

2.3 HRM Practices in Health Care Sector

An employee’s relationship with an organization is shaped by HRM’s actions such as recruiting, appraising performance, training, which help the administration through which employees come to understand the terms of their employment. Human resource is an important factor in helping the hospital industry to be successful. In the hospital organization human resources is in forefront of service sector and cannot be replaced by machine or electronic gadgets in caring of patients.

Newman et al.’s (2001) research work has outlined existence of interrelated issues that nurse recruitment and retention, service quality, and human resource management. Newman shows a chain of connectivity such that: internal conditions and environment affect the service capability of staff which influences nurses’ dissatisfaction which, in turn, affects retention of nurses. All these factors can reduces the quality of patient care and ultimately affect the level of patient satisfaction. In other words, health care organizations that provide a good working environment which enhances the service
capability of staff through empowered decision making will lead to more satisfied nurses who are more likely to remain loyal to the organization and provide a higher level of care resulting in higher patient satisfaction. Organizations that desire to improve patient satisfaction must therefore be concerned with internal issues related to employee satisfaction and view their employees as customers too. The study reveals that a connection appears to exist between how engaged an employee is with the employee’s role in the patient care process and the level of patient satisfaction. This interrelationship affects not only satisfaction levels but also patient loyalty and financial performance of the organisation.

Brown’s (2002)\textsuperscript{16} research work unveils a lack of loyalty toward the organization by the nursing profession in the health care sector. Brown noted that nurse administrators face the challenge of repairing “broken” relationships with nurses because of changes in management policies over time. During the 1990s, health care organizations tried to adopt cost cutting strategies employed by many other industries, thereby taking the focus away from the quality of care to patients. This conflict ultimately left nurses feeling disengaged and underpowered in their roles in delivering patient care and at odds with the financial performance initiatives of health care administrators.

Agus’s (2004)\textsuperscript{17} viewed that HR policies, leadership commitment, training and development and other aspects of talent management are critical issues faced by the service sector. The author suggests the service sector professionals should consider the importance of talent management and suggest them to provide employees with the necessary knowledge and skills to enable them to cope with the problem raised in effective talent retention and management.

Cohn et al.’s (2005)\textsuperscript{18} stated that those organizations that are not giving sufficient attention to human resource management and development will lose in the long run. Identifying talents in the organization is the responsibility that
lies not only with organizations’ HR executives, but also with its line managers.

Kabene et al.’s (2006) empirical paper addresses the health care system from a global perspective and the importance of human resources management in improving overall patient health outcomes and delivery of health care services. The study examined the challenges faced by the health care systems in Canada, the United States of America and various developing countries. Comparing and contrasting selected countries allowed a deeper understanding of the practical and crucial role of human resources management in health care. Based on these reviews this paper aims at revealing how human resources management is essential to any health care system and how it can improve health care models. The study finds that various key success factors directly affect health care practices and human resources management. The study concludes by stating that proper management of human resources is critical in providing a high quality of health care. A refocus on human resources management in health care and more research are needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care around the world.

Lockwood’s (2007) research study has shown workplace culture, organizational communication and managerial styles, trust and respect, leadership, and company reputation all influence employee engagement in a work place and their long term retention. The author specifically states that high involvement of employees with the work practices may enhance the financial performance of an organization, especially the health care sector.

The study of Morrison et al.’s (2007) opines that health care administrators believe that high employee turnover rates and the lack of commitment among employees’ negatively affect the provision of care and ultimately the financial performance of the organizations. This viewpoint
discloses the fact that why hospitals are increasingly interested in determining effective ways to engage employees better.

According to Fadi El-Jardali et.al’s (2009) sound human resources (HR) management practices are essential for retaining effective professionals in hospitals. The objective of this study aims at assessing the perception of HR managers about the challenges they face and the current strategies being adopted. The study also aims at assessing enabling factors including role, education, experience and HR training. The study reveals concrete evidences on the employee recruitment and retention reality of health sectors. They concluded by stating that in the twenty-first century the role of HR managers in hospitals are combined with other responsibilities and their role cannot be underestimated.

Hsin-Chih Kuo and Chi-Hsing Tseng’s (2009) study applied institutional theory and strategic human resource management to explore the relationship between institutional pressures and human resource management practices of hospitals in Taiwan. The authors comment that institutional pressures would influence the strategic response of hospitals and the human resource management practices within hospitals. Thus, this study aims to explore the process of institutional pressure on human resource management practices. This study adopted an embedded case study design and treated individual departments as analysis units. After interviewing several medical and administrative department leaders, this research found that the institutional pressures will have different influences on human resource management practices of different departments. The study found that there are differences in human resource architectures within the same hospital under institutional pressures.

Ajaz Akbar Mir’s (2012) research paper indicates the existing HRM practices in hospitals with special reference to SMHS Hospital Srinagar, SMGS Hospital Jammu and UTG Hospital, Chandigarh. Through the process of this
study the author comment’s that Human resources pertaining to health care comprise different kinds of clinical and non-clinical staff responsible for public and individual health intervention. The study emphasizes the need for significant changes in behaviour and attitude of health manpower and favourable Human Resource Management (HRM) practices are widely recognized in both developed as well as developing countries.

According to Zainal and Nasurdin’s (2011) the impact of HRM practices on organization performance is dependent on how HRM practices affect employees’ skills, abilities, and motivation as well as organizational structure. The impact of HRM practices on employees’ skills and abilities is portrayed in recruitment, selection, and training. Organizations can hire employees through sophisticated selection procedures created to choose the best potential employees. After selection, employees can be provided with comprehensive training and development programs in order to advance their knowledge, skills, and ability in performing their jobs. Second, the effectiveness of skilled employees will be restricted if they are not motivated to perform the job. Therefore, to motivate employees, employers can encourage efficiency through performance appraisals based on individual and group performance. Relating to these appraisals to internal promotion systems based on employee merit and other types of incentives will support the interest of employees with those of shareholders. Finally, the contribution of skilled and motivated employees is influenced by the way in which a workplace is structured. The authors comment that if jobs are structured, it will limit the way in which employees perform their job. Therefore, HRM practices can affect organizational performance in addition to the organizational structure, which supports employees’ participation and encourages them to improve the way in which they perform their jobs. Relevant practices in achieving organizational performance include employee participation, internal promotion systems, team-based production systems, and job security.
Adewoye J. O and Obasan, Kehinde A’s (2012) research study seeks to harness the overall and generalized impact of IT (Information Technology) on HRM (Human Resource Management) in the Nigeria Banking Sector. Authors had commented that Information Technology (IT) has become an indispensable part of contemporary world while human resource management globally has equally been affected in a number of ways through its adoption and application. Despite the considerable growth in the use of information technology in HRM, the level of its impact is still under-researched. The study revealed that IT has significantly increased the efficiency of HR management activities and processes through an effective and efficient employee communication and engagement while the roles and skills of HR managers has expanded considerable overtime due to their adoption and continuous up gradation of knowledge in the use of IT in the discharge of their primary functions. Hence, it is duty bound for Banks policy formulators to determine the right size of IT requirement for deriving in the best result in the organisation.

Rosman et al’s (2013) empirical study aimed at evaluating the role of HR department in private healthcare sector in the province of Khyber Pakhtunkhwa (KPK), Pakistan. The study also aimed at analyzing the challenges/factors affecting the role of HR department in the health sector. The finding of the study reveals that the HR department plays the role of an administrator. The major internal factors that influence HR practices identified in this study include: workload, top management interference, management style and organizational culture which negatively affect motivation, performance and morale of the employees. The small labour market, undue interference of government and other higher authorities and trade unions are the external factors that affect the role of HR department in in the study region. All these external factors create difficulties for HR department to attract and retain the desired workforce.
2.4 Job Satisfaction

At its most general level of conceptualization, job satisfaction is simply how content an individual is with his or her job. At the more specific levels of conceptualization used by academic researchers and human resources professionals, job satisfaction has varying definitions.

Venkat Raman’s (1998)\textsuperscript{28} empirical study aimed at analyzing the level of job satisfaction experiences by the physicians in government, missionary, and private hospital. The result of the study discloses the fact that the overall satisfaction level of the physicians differ from hospital to the other hospitals. The study found that training and development facilities offered to employees go a long way in generating high levels of job satisfaction.

David Barrows and Tom Wesson’s (2001)\textsuperscript{29} study aims at comparing the views of public and private sector professionals toward their work in light of the radical changes in the administrative environment that have occurred during the 1990s. In the course of the study, the authors developed and examined how the environment of downsizing and reorganization in the 1990s had affected the productivity, morale, managerial attitudes and practices of senior professionals in the private and public sectors.

Srivastava S.K.’s (2002)\textsuperscript{30} research study aims at measuring the job satisfaction and work adjustment of the workers and in studying whether the workers are adjusted/maladjusted, are satisfied with their work or not in the BHEL (Bharat Heavy Electricals Limited) Unit, Haridwar division. The result of the study revealed that there exists positive and significant correlation between overall work adjustment and job satisfaction at 0.01 level of significance. Adjusted workers have higher score than the maladjusted workers on job satisfaction, which shows the total adjustment or satisfaction of the workers with their job.
Corporate Leadership Council’s (2003) research work aims at analyzing the relationship between employee satisfaction and customer satisfaction, productivity, and financial performance began in 1980 with Benjamin Schneider’s survey of satisfaction levels of bank customers and employees. The study broke down employee attitudes and satisfaction into five measurable employee behaviors: conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. The study measured participants in the five categories, reviewed turnover rates within the participant population, and compared this data with the organizations’ financial performance. Findings of the study supported the idea that employee satisfaction, behavior, and turnover are associated with the profitability predicted during the study period and that these aspects have even stronger correlation with customer satisfaction.

According to Marie Burns Walsh’s (2003) study investigated employee reactions to fairness and satisfaction with an existing performance appraisal system. This study applied the four-factor model for analysis of data. The author says that employee performance appraisals is one of the most commonly used management tools in the United States. Over 90 percent of large organizations including 75 percent of state employment systems require some type of annual performance appraisal. Performance appraisal is one of the most widely researched areas in industrial/organizational psychology. However, the traditional research agenda has done little to improve the usefulness of performance appraisal as a managerial tool. The findings of the study indicated that respondents perceived the performance appraisal system was to be fair as indicated a by their agreement with 9 of the 10 scales used to measure reactions to fairness. The respondents also indicated their relative satisfaction with their most recent performance appraisal rating and with their supervisor. Less satisfaction (although not dissatisfaction) was indicated with the performance appraisal system overall. The conceptualized four-factor model was not found to represent the underlying factor structure substantially better than alternative possible three-factor models. The best fit three–factor
model, however, provided some support for the differentiation between procedural and interactional organizational justice factors, which is a distinction that has been debated in the organizational justice literature.

Bajpai and Srivastava’s (2004) empirical study examined the satisfaction levels of employees of two public sector and two private sector banks in India. The results of the study indicated that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction among employees’. In contrast, to the above findings the study also had found that secure job environment, welfare policies, and job stability increase the degree of job satisfaction among employees’.

Rajesh J Bhatt’s (2004) comments at the end of his empirical research work that since nationalization banking sector has been considered to be one of the major employers. Even people prefer bank as a career as the social status and wages are good enough. But during the 80's banks started losing its charm and banking sector started to incur losses, which also resulted in job dissatisfaction of employees. But winds of liberalisation has brought fresh air and with the entry of foreign banks in India, greater need was felt for better customer service and it aimed at creating competitive edge to overcome competitors' strategy. All these have led the employees to talk in favour of work culture. To conclude, it can be stated that both these banks' present scenario is a prospective and competitive one and employees are satisfied.

According to Ayaz Khan’s (2007) the whole essence of the management activities of an organization culminates in the system of performance appraisal adopted in that organization. This, in turn, reflects the extent of the individual contributions and commitment of the employees in different hierarchical levels toward the achievement of organizational objectives/goals. It goes without saying that an effective performance appraisal system can lead an organization to take strides towards success and growth by leaps and bounds. Conversely, an ineffective performance appraisal system can
seal the fate of an organization by creating chaos and confusion from top to bottom in the administrative hierarchy. As a consequence the chances of success and growth of that organization are questionable.

**Jha, Gupta and Yadav’s (2008)** comment that the working environment in private sector banks has been found as growth driven, technologically advanced, and devoid of bureaucracy, where employees’ promotions are highly contingent on their performance and merit. However, private sector banks do not provide job security and would lay off their employees in cases of poor performance or due to adverse market conditions.

In their study, **Kumudha and Abraham’s (2008)** had compared 100 managers from 13 public and private sector banks. The study found that the programme related to self-development, information about job openings, opportunities to learn new skills and retirement preparation programs greatly influence the feelings of career satisfaction.

**Arunima Shrivastava and Pooja Purang’s (2009)** study examined the job satisfaction level of a public sector and private sector bank employees in India. The results of the study indicated that the means of the public and private banks were significantly different from each other. It was found that private sector bank employees perceive greater satisfaction with pay, social, and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees have expressed greater satisfaction with job security as compared to private sector bank employees. The findings of the study highlight important satisfiers and dissatisfies present in the job and suggest both the banks to take performance initiatives in the areas where employees have reported reduced satisfaction.

**Yasir and Fawad’s (2009)** empirical study aims at comparing the employees’ satisfaction towards their job and pay in two different Commercial Banks in Pakistan. The study found that determinates such as pay, workers’
relationships with co-workers, supervisors and opportunities for promotions have been found to contribute to job satisfaction. There is a significant difference in the job satisfaction levels of employees based on their income. The authors say that generally, employees with lowest earnings reported lower levels of job satisfaction relative to other income groups.

Khalid and Irshad’s (2010) study aims at examining job satisfaction level of bank employees in Punjab Province. The author had classified five components of job satisfaction; work, pay, promotion, salary and recognition. The result of study reveals that employees of private banks were more satisfied with pay, recognition, and working hours as compared to public sector bank employees. The study also found that the employees of public sector were satisfied with job security as compared to private sector bank employees.

Srl. Herald Month and R. N. Sreedhara’s (2011) research paper was based on an empirical study of five Indian and five foreign MNC BPO firms operating in India, ranked among the top 100 by the International Association of Outsourcing Professionals (IAOP) for the year 2009. The present study found that, on an average, employees’ level of satisfaction towards the career development practices is at 69.71 per cent and 69.82 per cent among the Indian and foreign MNC BPO firms respectively, both of which constitute satisfied on the scale determined in the study. Regression analysis establishes positively associated with the employees’ satisfaction with career development practice variables used in the present study.

Sowmya and Panchanatham’s (2011) study analysed the job satisfaction of employees in new private sector and select public sector banks specifically in the banking sector of the main metropolitan city, Chennai. The authors say that the term job satisfaction has been conceptualized in many ways. Job satisfaction focuses on all the feelings that an individual has about his/her job. It has been assumed by organizational behavior research that individuals who express high satisfaction in their jobs are likely to be more
productive, have higher involvement and are less likely to resign than employees with less satisfaction. The researchers have performed factor analysis using principle component method and found that there are different factors which affect the job satisfaction of banking sectors employees.

Datta and Debalina Datta’s (2013) carried an empirical study to find out the motivational status of employees working in corporate hospitals in Kolkata, to determine drivers of motivations and to identify the level of satisfaction of employees. The empirical findings of the study reveal that higher proportion of front office staff were found to be satisfied as compared to the technicians. Higher proportion of front office staff as compared to technicians agreed that increments and incentives provided by the organizations, accidental compensation and medical benefit provided by the organization were sufficient and this difference of perception was also significant. The authors suggest that the management authority should pay sufficient attention to improve the productivity of the organizations by arranging regular meeting with the employees’ and timely fulfilling their needs.

Koppala et.al’s (2014) research work aimed to assess the factors (both job motivating and de-motivating) influencing the stability of senior executives in corporate hospitals and to find out the correlates of those job motivating and de-motivating factors. The results of the study stated that majority (more than 75per cent) of the senior executives were satisfied with their job. Age, sex and work experience could not significantly affect the job satisfaction except for the stability of the job and salary and other added benefits. The current study makes an important contribution to the literature in finding the determinants of job satisfaction among senior executives built upon evidence from the findings.

2.5 Employee Retention and Turnover

Job satisfaction has been identified as the most crucial factor in retention of employees (Derensky, 2008). Often employee retention is viewed as a
process or function of the human resources department. Somehow, there is an expectation that the recruiting staff should not only identify and hire employees, but that they should also ensure their retention through some sort of strategy or programme. The reality is that employee retention is everyone’s responsibility.

From a more advanced point of view, Price and Mueller’s (1981)\textsuperscript{45} presented an updated model that encompasses many of the earlier employee retention factors, while introducing several new ones. Drawing from earlier perspectives, job satisfaction and perceived alternatives were considered approximate causes of decisions to stay, whereas pay, promotional opportunities, constituent attachments, kinship and organizational commitment were included as dismal influences. Drawing from the developing literature on equity theory at that time, the authors suggested that employees would be satisfied (and thus more likely to stay) if they felt that the outcomes they received reflected the effort and other inputs that they had invested. More recently, organizational justice has been defined more broadly to include fairness perceptions related to outcomes, procedures and interpersonal interactions, which have been shown to be related to employees’ decisions to remain with their employer.

Paré et al’s (2000)\textsuperscript{46} study aimed at analyzing the factors that affect the turnover of nurses in private hospitals. This study strongly confirms link between “affective commitment” and turnover intention; particularly as such commitment is built through (i) skills development opportunities, (ii) systems that allow people to recognize their individual contributions and (iii) systems that encourage greater participation in decision-making. The author says that we may also add to this list, the importance of building trust around such values, and this is particularly true for companies that are undergoing major changes.
Janet Chew and Lanny Entrekin’s (2004) study shows that employee retention is one of the challenges facing many business organisations today. This research paper examined the current human resource practices on the retention of core employees in twelve Australian organisations. It explores the relationship between human resource (HR) practices and retention and further identifies the elements of HR practices, which strongly influence the decision for core employees to stay. It is part of a three phased study and the methodologies discussed in this paper consist of a) a Delphi survey of expert opinions and b) an in-depth interview of HR Managers of organisations. The researcher believes that the results from this study will assist in the development of an effective HRM retention programme for organizations. Businesses can successfully keep critical employees with a total retention strategy and HR programme to support it.

Lephalala (2006) research study aimed to investigate factors influencing nursing turnover in selected private hospitals in England as the United Kingdom recruited 57 136 nurses from non-European countries from 1998 till 2003. Herzberg’s Theory of Motivation was used to contextualise the research results obtained from 85 completed questionnaires. The study found that, in terms of Herzberg’s Theory of Motivation the intrinsic factors (motivators) that could influence nurses’ turnover rates were nurses’ dissatisfaction with irregular promotions, lack of recognition by doctors, and nurses’ lack of autonomy. The extrinsic (hygiene) factors included dissatisfaction with their salaries, and marked dissatisfaction with organization and administration policies and nurses’ inability to access information about patient care and about the management of their units. The study suggests that nurses’ turnover rates might be reduced if promotion policies could be consistent, doctors would value nurses’ work and if nurses could be more autonomous. Enhanced communication about policies and about accessing information, as well as improved salaries, could contribute to reduced turnover rates among nurses.
As per a study by Hewitt’s (2006) many reasons have been identified as the reason for the high rate of employee turnover in Asia and one of these reasons is inequity in compensation. This report noted that many organizations are already losing their employees to organizations that are offering higher salaries. The study listed limited growth opportunities and role stagnation as other reasons for high rates of turnover. A very effective retention strategy adopted by Asian organisations is the ability to raise base pay above the market rate. Organisations are also increasingly providing the opportunity to teach their employees new skills and providing favourable work-life balance in their bid to retain key employees. The banking and finance sector in Asia recorded the greatest turnover of 25 per cent, which, according to Hewitt, was brought about by stable economies, growing markets and increased retail investor confidence. The outsourcing sub-sector which has recorded unprecedented growth in recent years also recorded a 23 per cent rate of turnover in 2006 while the manufacturing sector recorded the lowest rate of 11 per cent. The author emphasizes the fact that employee retention is critical to the long-term health and success of any organisation; however, it is becoming increasingly difficult for organisations in Asia to attract, motivate and retain key employees. Turnover rates are still on the rise, and as the search for talent becomes more intense each year, it is becoming increasingly important for organisations to ensure that they keep the right employees in place to drive future business success.

Samuel and Chipunza’s (2009) had explained in his research study that the main purpose of employee retention is to prevent the loss of competent employees from leaving the organization as this could have an adverse effect on productivity and profitability of business firms in Zimbabwe. The authors comment that these days employee retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment like the one being witnessed in Zimbabwe. The authors also comment that one of the traditional ways of
managing employee retention and turnover is through organisational reward system.

Daniel’s (2010) in his empirical work had examined strategies for employee recruitment, retention and performance in the Federal Civil Service (FCS) of Nigeria. To achieve the objectives of the study, questionnaires were administered civil servants at the Office of the Head of the civil service of Nigeria and structured interview was carried out with civil servants at the FCS Commission, Abuja. The results showed that the strategies for employee recruitment into the civil service are mainly based on Federal character principle (equal representation of people from different sections of the country), merit, political consideration and government discretion. In terms of strategies for employee retention, the study found that the service lagged behind in providing adequate incentives to retain its workforce for performance compared to what is obtainable in the private sector. It therefore recommends that while Federal character principle may be necessary as strategy for employee recruitment into the FCS because of Nigeria’s multicultural, ethnic and religious diversity, its application should however be carried out to reflect merit within the principle. In addition, appropriate incentives should be provided to retain competent employees for higher performance realisation.

Chiboiwa et.al’s (2010) researches was a case study of a major private sector medical laboratory company in Zimbabwe. The study aimed at achieving the following objectives: identify the causes of employee turnover in the organisation, examine the current retention practices in the organisation, establish the effectiveness of the practices and attempt a workable retention practice that could reduce the high rate of employee turnover in the organisation. According to Chiboiwa et.al worldwide a number of factors have been attributed to the increase in the level of employee turnover. The way people are paid, recognized and getting salary advancement are critical factors in attracting, retaining, and motivating employees. The challenge for most organisations today is the formulation of an effective employee retention
strategy that will help in retaining employees that are considered critical in attaining organisational goals. The prevailing hostile economic environment in Zimbabwe has made the formulation of a realistic retention strategy particularly difficult for managers in the face of an ever changing economic environment that is characterized by hyper-inflation with a depleted labour market occasioned by skill emigration. The result of the research showed that labour turnover is higher amongst non-managerial employees. Similarly, majority of the employees would soon quit the organisation and lastly, the high rate of employee turnover in the organisation is largely attributed to poor reward system administration.

Sharmistha Banerjee and Sumana Guha’s (2010) study aims at investigating and analyzing the causal factors influencing attrition and how engineering firms can retain their operational employees. This research studies the retention pattern of managerial personnel engaged in operational activities in an engineering firm in India named DCIPS. The methodology used to unearth the causal factors determining the attrition propensity is a study of exit documents of engineering managers leaving the organization over a 10 year period (1999- 2008). The study discloses that retention of talented workers is not primarily driven by fair and equitable compensation at par with the industry trend. The results of the study revealed that attrition is due to the lack of growth and a career advancement opportunity. Length of employees’ association with the firm has been related to attrition pattern. Such a case study of an engineering firm may be extended for other engineering firms also.

Swaminathan J and Gowrishankar.U (2010) conducted their research work focusing in five major hospitals of Mayiladuthurai town. The study aimed to analyse levels of employee engagement, the drivers of it, to analyze their impact and to offer suggestions to improve the same. The findings of the study show that the cross section of hospitals has ratings at par with current international standards on the drivers of engagement.
Rajan. D and Chandrasekaran.K ‘s (2013)\textsuperscript{55} descriptive research aims to identify the causes of voluntary turnover of nurses, comparing the causes of turnover and examining the relationship between demographic variables of the nurses and causes of turnover. The study has sampled 60 female nurses from 25 leading private multi-specialty hospital in Tirunelveli city, Tamilnadu by using both convenient and judgment sampling methods. The study has analysed the causes of turnover under nine dimensions namely organization structure and policy, work load, salary and work shift, respect and professionalism, discrimination and harassment, career development, personal and family life, facilities and safety, criticism and conflict, leadership and support related factors. Hypotheses have been framed and tested. Percentages, weighted average, mean, standard deviation and chi square methods have been used as tools to analyse the collected data. The most important factors identified in the study from all nine dimensions of causes of turnover are as follows: force towards bond (agreement) work, long working hours, lack of respect, disparity of the management in terms of salary and treatment of the employees, high salary in other hospitals, marriage, absence of accommodation facilities, criticism by higher authorities (e.g. doctors, surgeons, administrators) in front of the patients and autocratic leadership style and inadequate concern towards emergency situations of the employees. The study has given suitable suggestions to control and prevent the turnover of nurses.

Williter et.al (2014)\textsuperscript{56} research aimed to assess how supervisor-employee relationships influence retention of millennial employees in private hospitals in Bomet and Kericho countries. The study adopted descriptive research design. The target population comprised all employees of private hospitals in Bomet and Kericho countries. The findings of the study, established the fact that there exists significant relationship between supervisor-employee relationship and retention of millennial employees at their work places. This shows that there is a strong correlation between supervisor-employee relationship and retention of millennial employees in private
hospitals under study. Of greatest significance was the strength attached to supervisor’s appreciation of employee’s work in the hospitals. The study strongly recommends that hospital managements should develop innovative and competitive intervention strategies to help them build sustainable retention of millennial employees. The supervisors should strive to build congenial relationships between them and their employees in order to enhance retention of millennial employees.

2.6 Conclusion

From the extensive literature review the term talent management can be described as complex range of processes that aims at placing the right people in the right positions within an organisation. The review of existing literacy does not provide any direct association between talent management and HR practices, talent management and organisational culture, or relevance of talent management with employee retention. There is a lack of research on national i.e., India level and international level on the agreed concept of talent management and in relevance to either health care sector or hospital management. The prevailing dearth of empirical & research studies in the area of talent management in hospital sector has motivated the researcher to conduct this empirical study.
Reference


