CHAPTER-3
RESEARCH METHODOLOGY

3.1 Introduction
The rationale of research is to answer the questions and acquire new expertise over the topic of research under consideration. Since research is the primary tool which is used in virtually all areas of organizational research to broaden and specifically arrive at specific conclusions and advices, thus it helps in expanding the frontiers of understanding. The systematic process and methodology is thus required to conduct the research in a successful manner. This section of the study highlights the methodology and process used to conduct the present research, the objectives and the procedures of the study. When appropriately conducted, research reduces any kind of ambiguity and brings clarity to the result and thus becomes helpful for an organization to plan its goals and objectives accordingly. A good research remains imperative for an organization to bring clarity to its decisions. Thus description of methodology becomes important here.

3.2 Justification of Study
The relevance of any new dimension in research becomes more viable when it is backed up by researches previously done. Hence, as stated above, it could be easily dissected from the available literature there has been an ever-going focus on human resource development. Initially when management as a concept arose, people in the organization were considered inevitable and slowly, as the machines replaced humans and the work multiplied in the organizations, time and again, it would come to a point where factors responsible for maximizing output were considered important. Some of these factors initially revolved around improving the workplace environment for the workers, flexible working schedules, compensations and benefits etc. Organizations today are also capitalizing on non monetary practices such as open appreciation, flexible hours, teleporting, child care services and so on (Mosley & Hurley, 1998)

The works of F.W. Taylor and Henri Fayol put forward the points that management thought is focused on job content division of labor, standardization, simplification and
specialization and scientific approach towards organization. Taylor's ideas, research and recommendations brought into focus technological, human and organizational issues in industrial management. Benefits of Taylor's scientific management included wider scope for specialization, accurate planning, timely delivery, standardized methods, better quality, lesser costs, minimum wastage of materials, time and energy and cordial relations between management and workers. And yet the only reason scientific management failed to give a clear picture of how organizations should handle employees is because of the fact that each organization is unique and Talent Management in each organizations is different. Some organizations in today’s time are following a Talent Management but for many struggling ventures, Talent Management is not the main priority. But the more people centric organization who are serving to the best interest of the society are valuing concepts like, respect for individual creativity, value for innovation, employee engagement, training and development etc. In addition to contributing to the effective recruitment and retention of employees, an organization’s Talent Management strategy should also contribute to employee engagement (Hughes & Rog, 2008) With these ideas as objectives in the final plan of the organization, more reliance is placed on people as resources. It is believed today and backed by research that if an organization develops its own talent pool, it’s more likely to grow and retain its people. The old values of loyalty have eroded and greater demand for talent has changed the playing field for the search and retention of personnel (Balachandran, Mishra, & Chaudhury, 2010). The retention rate is maintained by organizations by introducing more opportunities for people at work and by inducing them to find their work interesting. Career development is one such interesting stream that keeps the individuals stick to their Organization. Thus, helping employees manage their careers themselves is a big boost to increase the productivity at work. (Oracle, 2012)

Likewise when we consider Strategic Talent Management, we envisage an organization that is always ‘ready’. In adversity or good times, a strategically managed organization is ready for change. And hence, how to fill the immediate gaps are already well planned. One way to manage strategically is to develop talent in the organization and allow cross-functional training. Many organizations shift their employees across various functions in the organization so that the work stays dynamic and offers a constant change too.
Thereby, Talent Management not only benefits the employees but its relevant for the economic survival of the organization too. The success of any organization is directly dependant on the inclusion of Talent Management in organizational strategy. Organizations in which Talent Management is aligned to organizational strategy have an average project success rate of 72 percent, while organizations in which Talent Management is not effectively aligned to organizational strategy have an average project success rate of 58 percent. The difference of 14 percentage points in project success rates equates to risking 50 percent more project dollars when Talent Management is not effectively aligned with strategy (Project Management Institute, 2013).

Talent Management in an organization also affects the performance of the employees and organization today are introducing newer forms of motivation techniques to keep the morale and spirit of the employees high. Effective Talent Management will have an indirect positive relationship with organizational performance, mediated by work motivation, organizational commitment, and extra role behaviour acting separately or in combination with one another (Collings & Mellahi, 2009).

The benefits of Talent Management are too many and yet little research has been in the field that could give away the principles of Talent Management. Little empirical research has been done to define competitive organisational strategies in the so-called ‘war for talent’ (Bhatnagar, 2007). One of the main reasons behind this being the fact that each organization has its own strategy and it changes as per the external environment. Thus the relevance of this study comes from the fact that the need for Talent Management is inevitable and we need to find strategies that can support the same.

3.3 Objectives of the Study

RO1: To explore the philosophy and factors driving proactive strategies for Talent Management adopted by Organisations

RO2: To find out the linkages between various independent activities like Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, Contemporary People Policies and their overall impact on the Talent Management process.
**RO3:** To analyze the long term impact of having various Talent Management practices on the Macro and Micro levels. Also analyze whether having an efficient TM model impacts Organizational Achievement tangibly.

**RO4:** To collate best Talent Management practices across Organisations and suggest measures and considerable factors for successful implementation of Proactive Talent Management practices.

### 3.4 Operationalization of the Objectives

In this section, Operationalization of objectives will be discussed. All 4 objectives were attained by a questionnaire prepared for managers at all levels of the organization.

- A structured questionnaire is prepared to attain our first objective, i.e. to explore the philosophy and factors driving proactive strategies for Talent Management adopted by Organisations. For this purpose, questions were duly composed after analyzing the review of literature regarding the meaning of the term talent and then re-folding the questions in a way that they could reveal about the nature of definition of the term talent being used in the organizations. The different versions of talent define the philosophy that is prevalent in the organization.

- Similarly, to achieve the second objective, (through structured questionnaire), the linkage between various independent activities like Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, Contemporary People Policies and their overall impact on the Talent Management process was analyzed by applying Pearson Correlations Test. Correlation between sets of data is a measure of how well they are related and the most common measure of correlation in stats is the Pearson Correlation. For this, questions were formulated on the basis of the factors that impact Talent Management Process, namely, Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, and Contemporary People Policies.
• To attain the third objective, i.e. To analyze the long term impact of having various Talent Management practices on the Macro and Micro levels. Also analyze whether having an efficient TM model impact Organizational Achievement tangibly, various constructs were developed on the basis of factors identified through an extensive review of literature. Questions pertaining to Talent Management Model were designed to receive responses from organizations regarding the usage of a Talent Model. Because as the literature review and the studies have suggested, it is said that there cannot be a one fixed model of talent in an organization as definition and need of talent differs from one organization to organization and is constantly changing as per the business and market needs. To attain this objective, Multivariate Tests were applied. Four multivariate tests are commonly employed in computerized statistical programs: Pillai’s Trace, Wilks’ Lambda, Hotelling Trace, and Roy’s Largest Characteristic Root. The Wilks’ Lambda is most typically reported in the literature, followed by Pillai’s Trace if the Roy’s M test is statistically significant, indicating heterogeneity of variance-co-variance metrics. All these tests evaluate the null hypothesis of no independent variable differences in the population on the dependant variate. Basically with the help of MANOVA, we tested impact of efficient Talent Management model on organizational achievement tangibly.

• To achieve our fourth objective, i.e. To collate best Talent Management practices across Organisations and suggest measures and considerable factors for successful implementation of Proactive Talent Management practices, with the help of the structured questionnaire, the open ended statements in the last section of the questionnaire has helped us gather some substantial suggestions from the managers on how Proactive Talent Management Practices can be successfully implemented across organizations.

3.5 Hypotheses to be tested

On the basis of defined objectives, the following hypothesis are tested in the
research study:

- **Hypothesis 1**: “There is no effect of Proactive Strategies on Talent Management.”

- **Hypothesis 2**: “There is positive, symmetrical impact of Independent activities on Proactive Talent Management Strategies.”

- **Hypothesis 3**: “There is a positive impact of having various Talent Management practices on the Macro and Micro levels.”

### 3.6 Research Methodology of Present Study

In today’s modern day world, Management Research has reached a stage of development where the conventional methods and techniques require synthesis and extension. Now, research has become a more complex, cost incurring and time consuming activity. Therefore, a systematic process and methodology was needed to conduct the research in a flourishing manner. Research methodology is the systematic method/process dealing with enunciation of identifying a problem, collection of facts or data, analyzing these data and reaching a certain conclusion either in the form of solutions towards the problem concerned or certain generalizations for some theoretical formulation (Hasouneh, 2003). It also comprises of a number of alternative approaches and interrelated and frequently overlapping procedures and practices. Research methodology used in the present study is as under:

#### 1. Research Type

Nature of data in study determines the type of research. In the light of the nature of the data, the present research is of quantitative cum qualitative in nature but it is mainly quantitative in nature, as most of the findings of the present study are based on quantified measures. However, the researcher also manipulated the casualty and consequences, which also represented a sign of qualitative research.
2. Research Design

The present research design is exploratory cum descriptive in nature. This is so because Proactive Talent Management in India is still evolving and being applied slowly and gradually across organizations and till date there is no standard model of Talent Management that can be followed as it is by all kinds of organizations. It is mainly of exploratory research design, as the main purpose of this study was to gain strategies for managers for Proactive Talent Management. Since, the scope of the study is very vast, the present study also represented some characteristics of descriptive research design. The major purpose of descriptive research is “for the description of the state of affairs, as if exists at present.”

“Reliability and validity of the research required preparation of enquiry, i.e., the detailed strategy of how the research would be conducted. A good research design depends on two aspects of its designing: first, specifying what one wants to find out, i.e., properly posturing the problem or properly phrasing the issues to be studied or the logical structure of inquiry, and second, determining how to do it, i.e. collecting data through scientific and appropriate methods, using effective techniques of data analysis and rational and meaningful deductions” (Ahuja, 2001). Therefore, the researcher had to take great care in the preparation of the research design (Thanulingom, 2003). One of the most comprehensive and holistic definition has been given by Kerlinger (1995). He refers to a research design as ‘a plan, structure and strategy of investigation’. There are many types of research design and there was no standard or ideal research design to guide the researcher; different research designs may accomplish the objective. The research design used in this study is explained below:

a) Exploratory Research

Exploratory research allows the researcher to gain a better understanding of the concepts and provides direction in order to initiate a more structured research. This type of research is conducted to resolve ambiguity. These studies are about the concepts which we are not fully aware of but interested
to explore and generally in this case, researcher does not have already existing directions and clues about the topic.

b) **Descriptive Research**

Descriptive research is the research where our purpose is to describe the already existing facts. It aims at elucidating the data and the primary characteristics about the object/situation/concept under study. The main goal of this type of research is to describe the data and characteristics about what is being studied. It is contemporary, topical and time bound research.

3. **Population**

The population addressed under the present study includes all the managers across different levels of the organization.

4. **Sample Design**

In most of the cases of research studies, it becomes almost impossible to examine the entire universe; the only alternative thus, was to resort to sampling. The present study is also of the same nature. Sampling is the procedure to determine sample for the study. According to Manheim (1977), “A sample is a part of the population which is studied in order to make inferences about the whole population.” Sample design includes:

a) Sample Unit (Unit of Analysis)
b) Sample Size
c) Sampling Techniques

a) **Sampling Unit**

Prior to selecting a sample, a decision has to be taken regarding a sampling unit. The sampling unit consists of an individual, group of individuals, institutions, or a different entity that is selected for the survey. That is
additionally known as the unit of analysis when the survey data is examined statistically (Fink, 1995). Since the major objectives of the present research is the study of Proactive Talent Management strategies for business managers as a strategic tool for Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, and Contemporary People Policies and therefore ten major companies and institutions of India (Delhi Technical Campus, IBMR, HERO MOTO CORP LTD., INFOSYS, IBM, MAX Healthcare, KALYANI Hospital, PARAS Hospitals, EMAAR MGF, DLF) have been taken for the study. The selection of the companies and the institutions have been made to find out the impact of Proactive Talent Management strategies for business managers as a strategic tool for Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, and Contemporary People Policies at different levels. One of the major purpose of the present study is to analyze the awareness level regarding the term Talent Management, the usage of talent models in the companies and a overlook of the general Talent Management system prevalent in the companies under consideration. This helps us to get an idea about the level of understanding regarding the term talent and what kind of strategies are being considered to managing talent.

b) Sample Size

Sample size means the number of sampling units selected from the organizations for the purpose of examination or study. No doubt, sample size must be sufficiently large so that we can have a representative sample. But, money and time constraints tend to limit the size of the sample. The population addressed under the present study consists of managers at various levels. The sample unit included ten leading organizations viz. Delhi Technical Campus, IBMR, HERO MOTO CORP LTD., INFOSYS, IBM, MAX Healthcare, KALYANI Hospital, PARAS Hospitals, EMAAR MGF,
DLF and the total number of respondents for the present study is 464. All these selected organizations use proactive Talent Management at various levels within the organization. To achieve research objectives of present study, information was collected from respondents at various levels of the organization.

c) Sampling Technique

The course of action that a researcher adopts in selecting a unit for the sample is known as sampling technique. There are two forms of sampling, the primary type of sampling is referred to as chance sampling and the second form of sampling is known as non-probability sampling. In probability sampling, each sample has a known probability of being incorporated in the sample, but non-probability sampling does allow the researcher to determine the probability. Such samples are chosen, based on judgment regarding the characteristics of the target population and the needs of the survey. In the present study, Purposive sampling, also known as judgmental, selective or subjective sampling, is a type of non-probability sampling technique, was used. The selection of the units was made on the basis of non-probability sampling technique, viz., QUOTA. Respondents were selected in such a manner that they represent the different companies and their Talent Management philosophy and practices based on prevalent precedents followed by their respective companies. The data was obtained from the various organizations based in NCR region through the questionnaire.

3.7 Data Collection

In research process, the result will be good if the data put in it is good. If poor and unrelated data is collected, naturally poor and misleading conclusion will be drawn (Wilkinson and Bhandarkar, 2000). Therefore, due consideration should be given to the type and method of data collection.

There are two types of data: primary data and secondary data. Since the scope of the
study was very vast, both types of data have been collected. Primary data was collected through the well-structured comprehensive questionnaire which is given in annexure.

And for the required secondary data, we have largely relied on research output of earlier studies connected with our research problem. Moreover, information pertaining to the profiles of sampled organisations, we have extracted needed material from newspapers, articles, magazines, websites, annual reports, brochures and circulars issued from time to time by the organisations included in the sample.

3.8 Questionnaire Development and its re-structuring

Well structured questionnaire was prepared for the purpose of collecting the necessary information. The questionnaire was prepared in two phases. In the first phase, unstructured in-depth interviews were conducted to create initial questionnaire. Further expert opinion on the questionnaire was collected supported by extensive literature review of similar studies carried out in various countries of the world and improvements were made to the questionnaire. This necessitated some changes in the final version of the questionnaire. In the second phase, a pilot survey was also conducted with 100 employees from different organizations to evaluate how well the questionnaire was understood, and also to test alternative wordings of the questions. During the pilot survey, some weaknesses in the design were also found. The term Proactive Talent Management was not understood by the respondents. Therefore, the researcher tried to simplify the wordings so that the respondents could easily answer the questions. The statements were also reduced to cut the length of the questionnaire as it was initially too lengthy and taking too much time of the respondents. To cut the length, researcher has merged the statements and had deleted some redundant statements.

The survey thus helped researcher in re-wording and re-structuring the questionnaire. The validation of the questionnaire was done by the feedback from the academicians, practitioners, and by the issues identified by the relevant literature. Finally the structured questionnaire was prepared.
Following steps were performed for the development of the questionnaire and its finalization.

On the basis of the above objectives and extensive review of literature, a structured questionnaire were designed to achieve the above objectives.

3.9 Features Used in the Questionnaire

Part 1:

The initial part of the questionnaire consists of demographic variables which includes gender, age, designation, time period of working in organization, reason for leaving job, type of work organization provides, and type of work done by the employee. Also, for assessing the awareness level of an organization about Talent Management and linkages
between various independent activities like Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, Contemporary People Policies and their overall impact on the Talent Management process, following features were used in the questionnaire:

<table>
<thead>
<tr>
<th>Talent Management Strategies</th>
<th>Pay-for-Performance Culture.</th>
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<tbody>
<tr>
<td>Non-traditional acquisition means</td>
<td>positive feedback</td>
</tr>
<tr>
<td>Process of Employee Career Development.</td>
<td>Talent Managers</td>
</tr>
<tr>
<td>human capital needs.</td>
<td>Corporate Training</td>
</tr>
<tr>
<td>Strategies used for engaging employee’s creativity</td>
<td>Leadership and Skill Development.</td>
</tr>
<tr>
<td>Core competencies of employees</td>
<td>Work Engagement</td>
</tr>
<tr>
<td>Key performance indicators (KPIs)</td>
<td>Workplace Environment</td>
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<tr>
<td>Cross-functional learning for Talent Management</td>
<td>flexible working schedule</td>
</tr>
<tr>
<td>E-learning for Talent Development.</td>
<td>Recruiting ahead of the curve’</td>
</tr>
<tr>
<td>Individual Development Plans(IDPs) for key performers</td>
<td>Employee’s uniqueness</td>
</tr>
<tr>
<td>Goal-alignment metrics for Strategic Talent Management.</td>
<td>Promotion-from-within policy’</td>
</tr>
<tr>
<td>Talent pool</td>
<td>Talent Management Model</td>
</tr>
<tr>
<td>Right workforce in right places as per business demands.</td>
<td>Attrition rates</td>
</tr>
<tr>
<td>Succession Planning for Talent Management</td>
<td>Learning and development</td>
</tr>
<tr>
<td>QRT’s (Quick Reaction Teams) for Crisis Management.</td>
<td>Inside Moonlighting</td>
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</tbody>
</table>
To assess the awareness level of an organization about Talent Management and linkages between various independent activities like Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, Contemporary People Policies and their overall impact on the Talent Management process, following features were used in the questionnaire: The researcher had developed questionnaire of total 59 items in Part-1, which included demographic variables, and statements related to Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, and Contemporary People Policies.

**Part 2: Open ended questions**

This part of the questionnaire includes open ended statements to invite suggestions from the respondents pertaining to Talent Management in their organisations. The questions included in this part were regarding Talent Management practices used in the organization according to the employees and their views regarding Talent Management as an important tool and its practice required for an organization.

**3.10 Reliability and Validity**

**Reliability:** Reliability test was carried out to study the properties of measurement scales and the items that compose the scale. It calculates a number of commonly used measures of scale reliability, and also provides information about the relationships between individual items in the scale. Intra class correlation coefficients can be used to compute inter-observer reliability estimates. Therefore, reliability test means consistency with which the instrument gives similar results.

The internal consistency indicator used to estimate the reliability of the questionnaire is done by Cronbach’s alpha. Cronbach’s alpha is a coefficient of internal consistency. It generally increases with the increase in inter-correlations among the test items and thus, it
is known as internal consistency estimate of reliability of test scores. It’s value varies from 0 to 1 and generally a coefficient value greater than 0.7 (Anderson Black, 2010) indicates satisfactory and statistically acceptable. The formula used to compute Cronbach’s alpha is:

\[
\alpha = \frac{((K \times \text{avg(cov)})}{\text{Avg(var)}}
\]

\[
1 + \frac{(k-1) \times \text{avg(cov)}}{\text{Avg(var)}}
\]

Where K indicates the number of items, avg (cov) indicates the average covariances among the items and avg (var) indicates the avg variance. So, alpha depends upon both the number of items and the correlations among them. Even when the average correlation is small, the reliability coefficient can be large if the number of items is large.

After receiving the 348 responses from the sample of 464 respondents, the scale reliability of the developed variables was tested by deploying the statistical test, Cronbach’s alpha. The reliability of the questionnaire was checked both construct wise and overall. Cronbach’s alpha for 59 statements was 0.817 which is very good (DeVellis, 2011). The results of the test are depicted in the following table.

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
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<tbody>
<tr>
<td>Cronbach’s alpha</td>
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<tr>
<td>.817</td>
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</table>

**Validity:** Validity is an assessment to measure the degree to which a variable or construct
measures what it is supposed to measure. It is different from reliability in the context that reliability measures the extent to which the measurement scales give the consistent results. Within validity, the measurement does not always have to be similar, as it does in reliability. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

For the Validity test, two types of tests have been used in the present study:

i) Content Validity;

ii) Construct Validity.

i) Content Validity: It is the extent to which a measuring provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. In the present study, panel of experts have reviewed the questionnaire and according to their suggestions, items of the questionnaire have been redesigned.

ii) Construct Validity: It involves the theoretical and empirical support for the interpretation of the construct. Such lines of evidence includes statistical analysis of the internal structure of the test including the relationship between responses to different test items. Convergent validity is the extent to which the scale correlates positively with the other measures of the same construct (Malhotra and Dash, 2010). Discriminate validity is the extent to which a variable doesn’t correlate with each other form which it is supposed to differ. There is a lack of correlation among different constructs.

3.11 Tools and Techniques Used

For the purpose of achieving the objectives, Descriptive statistics, Percentage Analysis, Frequency Distribution, Mean, Factor Analysis, Pearson Correlations, Regression Analysis, ANOVA, KMO and Bartlett’s Test, Multivariate Analysis, and The Levene’s Test of Equality.
• **Descriptive Statistics**
  Descriptive analysis deals with summary measures relating to the sample data. Frequency distribution, Mean, Standard deviation and Percentages have been used as descriptive statistics as per need of the objectives, which have been supported by Pie chart diagrams and graphs wherever necessary.

• **Correlation Analysis:**
  Correlation analysis is the process of studying the strength of relationship with available statistical data, for this purpose, software like SPSS is used to determine whether a relationship between two variables is present and how strong it could be. This test is useful when a researcher wants to establish if there are any possible connections between variables. It is often misinterpreted that Correlation analysis determines the cause and its effect; however, it does not depend upon the variables that are not present in the research which could have impacted on the results. If Correlation is found between two variables, it shows that there is a systematic change of one variable according to the systematic change in the other and the variables alter together for a certain period of time. Correlation analysis is used in the present study to check relationship between Talent Management and other independent variables namely, performance management, employee engagement, training and development, workplace environment, shared services, and contemporary people policies.

• **Regression Analysis**
  Regression analysis is used to test whether an overall relationship exists between the dependent variable and a set of independent variables. It can be used to measure the relative importance of various independent variables in explaining the dependent variables. It helps in estimating the values of dependent variable after knowing the value of independent variable. In the present study, Regression analysis is used for understanding the extent to which relationship between independent variables (Learning & Development, Work Place Management,
contemporary people policy, Employee Engagement) and dependent variable (Talent Management Process) exists in the study.

- **Factor Analysis:**
  Factor Analysis is a process “in which the values of observed data are expressed as functions of a number of possible causes in order to find which are the most important”. The key concept of Factor analysis is that various variables have similar patterns of responses as they are all associated with an indirect variable. For example, individuals might respond similarly to questions regarding type of work done, reason of leaving, which are all associated with the latent variable. It is also used for reducing the large number of variables to small, establishing dimensions between measured variables and constructs and provide construct validity evidence. One aspect in Factor analysis that needs mention in detail includes KMO and Bartlett's Test which plays an important role in accepting the sample adequacy. In the present study, it is applied to explore philosophy and factors driving proactive Talent Management strategy in the organisations.

- **ANOVA**
  Analysis of variance (ANOVA), is a collection used to analyze the differences among group means and their associated procedures. With the help of ANOVA, it is possible to investigate the differences in various categories within each of these factors. In this technique, the total variation in the dependent variable is broken into two parts-one which can be attributed to some specific causes and the other that maybe attributed to chance. Once the analysis of variance test is finished, the researcher performs the additional tests on the methodical factors that measure the contribution to the data set’s in consistency.

- **MANOVA**
  Multivariate statistics for dependent variables is used to test the Talent Management strategy on overall performance of the organisation. In overall organisation achievement, HR dimensions such as performance management,
employee engagement, training and development, workplace environment, shared services, and contemporary people policies. Basically with the help of MANOVA, we tested impact of efficient Talent Management model on organizational achievement tangibly. Organisation performance achievement includes HR dimensions of organisations such as Performance Management, Shared Services, Learning and Development, Employee Engagement, Workplace Management, Infrastructure, Contemporary People Policies. Thus MANOVA technique is used to test the Talent Management model on organisation achievement. The MANOVA technique is used to observe whether use of TM Model really helps organisations to improve their organizational performance tangibly. There is a theoretical linkage if a organisation follows proactive Talent Management strategy, their employee’s performance will be better, work-life balance will be better and employee engagement is more, and talent development needs are easily identified. Hence Multivariate effect (how the independent variables impact upon the combination of dependent variables) and Univariate effect were observed with the help of this technique. Univariate effect describes the effect of independent variables against each dependent variable separately.
References:

