PREFACE

Talent Management has become one of the most burning issues for organizations. Globalization, talent mismatches and knowledge economy has ensured that talent is the supreme source of competitive advantage for organizations. Over and above the presence of multi generations Baby Boomers, Generation X and Generation Y at the workplace is creating additional pressure on the organization to revamp their talent management practices. The rise and continuous augmentation of Gen Y at the workplace is again a source of challenge for corporate. Gen Y are large enough cohort to be ignored but parallely lack the requisite industry skills because of which their skills are in short supply.

Practioners press is seasoned with articles on talent management and employee engagement but there is disturbing lack of clarity around the meaning and scope of the terms talent and employee engagement. There is again no universal definition of talent and employee engagement.

Understanding the complexity of today’s times complemented by the embracing of the start-up revolution, there is urgent need to tap, utilize and leverage the potential of Gen Y for organizational and individual benefits, by way of impact full talent management practices, which would lead to their better engagement.

Against, this backdrop the study sought to examine the relationships of talent management practices with employee engagement with special focus on Gen Y. The researcher was also interested to learn about the relationships of employee
engagement drivers with employee engagement. Gen Y professionals those born between 1980-2000 employed with IT/ITES sector of Pune, NCR, Gurgoan, Bangalore, Ahmedabad and Gandhinagar were considered for the same. The responses were welcomed from Gen Y professionals with experience of at least one year and above with the current organization.

The study is of value as it would assist organizations to improvise their talent management practices with a view to enhance the engagement of Gen Y. India has the youngest demographic dividend across the world. Talent attraction and its retention is one the most pressing global challenge ensnaring the organizations. The said study could also provide organizations the needed fillip to ponder upon the effectiveness of talent management practices in light of the characteristics of Gen Y.
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The said part in the research endeavour would be my personal favourite as I would be able to pen down with utmost sentiments and express my humble gratitude and thanks to all those individuals who have either been the driving factors for this said research work or have supported me by and large in one or the other way in the successful execution of the research journey embarked four years ago.

First of all I would like to thank my almighty, for providing me the opportunity for higher studies. Thank you for the gift of optimism, knowledge, wisdom and courage throughout the work.

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Sir, I acknowledge your paternal approach in carrying out my research work with utmost honesty.

This section provides perfect platform to thank all my family members who have selflessly supported me with rock solid confidence. I take this opportunity to thank them one by one.
Words fall short of recognizing the efforts of my father in law and mother in law Mr. K.K Chhaniwal and Ms. Krishna Chhaniwal without whose support I could have never reached here. They have been and will be enduring source of motivation for me throughout my life. Papa and Mummy who are the biggest strength of my life. My parents Dr. N.K Sankhla and Ms. Saroj Sankhla and sister in laws Dr. Vani and Ms. Veena deserve special thanks for their moral support.

As my research journey progressed towards the data collection activity, my sister and brother in law Deepa and Manish took charge of the activity and helped me in the best possible manner be it by way of making the questionnaire more appealable for better online responses or networking with their associates for getting responses. Without their active support I would not have crossed the data collection hurdle successfully. Deepa and Manish I thank both of you from the bottom of my heart for all the endless support.

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Last but not the least I take this opportunity to thank one and all who in one or the other have helped me in the successful completion of this research journey.

Poonam V. Chhaniwal
CERTIFICATE BY GUIDE

This is to certify that the thesis titled” Impact of Talent Management Practices on Employee Engagement with Special Focus on Generation Y” submitted by Poonam V. Chhaniwal, Assistant Professor at V. M. Patel Institute of Management, Ganpat University is the bonafide work completed under my supervision and guidance for the award of the degree of Doctor of Philosophy (Ph. D.) in Management. The work is carried out at V.M. Patel Institute of Management, Ganpat University and the work is up to my satisfaction.

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DECLARATION BY CANDIDATE

The thesis titled “Impact of Talent Management Practices on Employee Engagement with Special Focus on Generation Y” is submitted in fulfilment of the requirements for the award of the degree of Doctor of Philosophy (Ph.D.) in Management to Ganpat University, Mehsana. I declare that this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that this thesis has not been previously or concurrently submitted either in whole or in part, for any other qualification to Ganpat University or other institutions.

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PRE-SYNOPSIS CERTIFICATE

This is to certify that the thesis titled “Impact of Talent Management Practices on Employee Engagement with Special Focus on Generation Y” submitted by Ms. Poonam V. Chhaniwal fulfil the suggestions given by doctoral committee during pre-doctoral seminar held on 1st February, 2016, vide Ganpat University letter no. Ref.: F.No. 89/GNU/Ph.D./216/2016 are duly incorporated in this thesis.

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THESIS APPROVAL CERTIFICATE

The Ph.D. thesis titled “Impact of Talent Management Practices on Employee Engagement with Special Focus on Generation Y” submitted by Ms. Poonam V. Chhaniwal has been approved for the award of the degree of Doctor of Philosophy under the Faculty of Management, Ganpat University, and Gujarat, India.

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