Various articles on different aspects of talent management appeared in different journals or magazines, but they are restrictive in nature and do not give a comprehensive picture. A brief review of some of the relevant literature is as under:

2.1 International Review

Heinen and Neill (2004) stated that managing the talent is difficult and time-consuming, but very rewarding. Senior management has best intentions for developing people but failed to invest the time and resources needed to realize the benefits. Organizations with long-term and sustained success are those that focus on growth and achievement by attracting and retaining the best talent. An organization should create the best business strategy, make the right acquisitions and invest in the right programs. However, if the organization does not acquire and develop the necessary talent strategies, the synergies from business transactions will fail to materialize and investments will not earn desired returns. They considered that the talent management is a business task, not a human resource or administrative task. They gave more preference to ‘A’ grade employees and focused on developing talent pools and career path as also tried to create a balance between organization and individual needs. They also introduced talent review session annually for high potential professionals to review the talent policies.

Blackman and Kennedy (2005) discussed about the likelihood of growing pressure between representative movement and ability improvement which rose because of ability administration techniques. This examination depends on Australian Public Service Commission wherein they utilized discourse, survey and meeting technique for information accumulation. It was contended that the between connection between the expanding patterns to create ability administration systems joined with aptitude deficiencies and the mentalities of ’Age Y’ workers prompts the results being possibly a decrease rather an expansion in authoritative ability. They concentrated on potential issues with the usage of ability administration frameworks which rise through excessively quick advancement, lessening being developed viability, sentiments of disparity by those not perceived as 'gifted' staff and absence of help inside the association. They additionally examined the answer for maintenance of gifted
individuals which are progression arranging, vocation advancement, great compensation and work life balance.

**Meyer (2005)** expressed that fascination, development and maintenance of talent are the keys to progress for current administration based learning organization. The most critical factor that impacts a man choice to stay or leave an organization is the organization with their supervisor, personal satisfaction and duty. Other key components are open doors for self-improvement and vocation advancement. The way of life of the organization as far as encouraging advancement and the idea of the work itself is essential. All associations, regardless of whether substantial or little, have a commitment to the nation and to themselves to develop the expert aptitudes required for financial development and upper hand. Achievement of talent management relies on legitimate enrollment, determination and execution administration.

**Lewis and Heckmen (2006)** recognized three unmistakable strains of thought with respect to talent management. As a matter of first importance are the individuals who consider talent management as a substitute of HRM. They additionally restricted their concentration to specific HR practices, for example, enrollment, determination, initiative, improvement, progression arranging, and so on. A moment point of view underlined on advancement of talent pool concentrating on anticipating representative/staffing needs and dealing with the movement of workers through positions. The primary concentrate is on comprehension of inward workforce. The third point of view concentrated on administration of gifted individuals. They contended that all parts inside association should load with 'An' entertainers (top evaluating). It isn't suitable to fill all positions with top entertainers. On the off chance that such talent management is connected to any association, it is hard to separate talent management from traditional human asset administration. They likewise expressed that there is an absence of lucidity in regards to definition, extension and general objectives of talent management.

**Lockwood (2006)** expressed that worldwide organizations should persistently put resources into human capital. In the part of business accomplice, HR pioneers work intimately with senior administration to pull in, procure, create and hold the ability. The talent lack presents both financial and social difficulties as talent crosses outskirts. Workforce patterns, for example, moving socioeconomics, worldwide supply chains, maturing workforce, expanding worldwide versatility and forward looking associations
must reconsider their way to deal with talent management to best bridle talent. They were decidedly situated to prevail in a profoundly aggressive commercial center. The discoveries proposed that hierarchical culture, representative engagement and administration advancement significantly affect ability maintenance. Talent management likewise offers a pathway toward maintaining extraordinary business comes about. Research demonstrated that 85 percent of HR experts in American organizations work straightforwardly with management to actualize talent management systems

Stahl (2007) studied how leading companies in North America, Europe, Asia developed and sustained strong pipelines. Total number of Multinational Corporation used for the research is 37. Based on depth case studies (interviews with 312 senior executives, HR professionals, and line managers in 20 companies) and a web based survey (263 professionals in 20 countries), human resource professionals identified various effective practices that help companies to attract, select, develop and retain the talent. The study suggested that competitive advantage comes not primarily from designing and implementing best practices, but rather from proper internal alignment of various elements of company talent management system as well as their importance in value system of firm, their links to business strategy and their global coordination.

Devine and Powell (2008) connected talent management with vocation arranging and progression arranging and furthermore specified that talent management process must be reviewed legitimately. Six key points of view were recognized that seem to shape an association's way to deal with talent management by means of the aggressive viewpoint (distinguish gifted individuals and give them what they need generally contender will poach him), the procedure viewpoint (concentrate on process that streamline individuals execution), HR arranging point of view (perfect individuals to the correct employments at right circumstances and making the best decision), the improvement viewpoint (grow high potential ability), the social viewpoint and the change administration viewpoint (help change the hierarchical culture, initiative styles and expert/administration capacities).

Blass and April (2008) focused on large scale research project which involved case studies of 20 large complex organizations and a survey of the membership of the chartered management institute (CMI) in UK. The key issues that were identified regarding the development of talent in organizations were that more opportunities were
available than were being taken up by the importance of line managers and a reluctance amongst some individuals to gain international experience. They identified five dimensions of talent management *i.e.* Development Path - How are people developed once they have been identified as talent; Development Focus - Where does the focus of the organization’s development activities lie; Support - How much specific support is provided to the talent pool within the organization; Influence on Career - Who and what have the most influence on an individual’s career; Connected Conversations - How many individual discussed their career options with others.

**Collings and Mehlani (2009)** developed a clear and concise definition of strategic talent management. The study aided the future of research in the area of talent management, through helping researchers to clarify the conceptual boundaries of talent management and providing a theoretical framework that could help researcher in framing their research effort. They stated that firm performance depend upon talent management strategy. Talent management strategy includes such as work motivation, organization commitment and extra role behavior. They developed the 4th strain of thought of talent management “identification of key positions which have the potentials to differentially impact the competitive advantage of the firm”. They also identified a new formula: \( P = f(A,M,O) \) Here, \( P=\text{Production} \), \( A=\text{Talent} \), \( M=\text{Motivation} \), \( O=\text{Opportunity} \).

**Beechler and Woodward (2009)** examined the ‘global war for talent’. They focused on organization responses to talent management. They searched more than 400 contemporary academic and business press articles and suggested that the approaches to the ‘talent war’ based on a scarcity state of mind and action, often characterized by a tactical and exclusive top talent or star focus are being challenged by the emergence of a more evolutionary paradigm. This new worldview received more key, imaginative, helpful and generative methodologies which they depicted as inventive talent arrangements. They depicted different issues associated with talent management framework, for example, statistic shifts, globalization, financial atmosphere, high esteem aptitudes and parts, sex and age. This paper additionally featured the suggestions for future research in instructing, inquire about, initiative styles and contrast in rewards in the region of worldwide war for ability.

**Schuler (2010)** stated that the organizational environment is global, complex, dynamic, highly competitive and extremely volatile. Organizations are also facing several global
challenges including talent flow, managing two generations of employees (older or mature workers) and shortage of needed competencies. This study concluded that organizations have to be global and that systematic in managing their human capital. They highlighted several challenges in global talent management and several drivers of those challenges. These drivers are Regiocentroism, International Strategic Alliances, and Required Competencies. He also highlighted the potential role of ‘International Human Resource Management’ in facing the selected challenges of talent management.

**Sween (2010)** explained that a holistic approach in talent management is a strategic component of the overall organizational strategy. It is based upon the talent management drivers which includes continuous work environment improvement, open climate and consistent communication. These drivers become the core building blocks for an overall talent management strategy that includes such as culture, managing performance, workforce planning, career development and fluid business drivers. Embedded within the organizational strategy is a holistic talent management approach that promotes a competitive edge for future sustain talent of companies which can continuously address talent issues. Talent management is not a one-time initiative but rather exists to support the overall organizational goals and strategy.

**Plansoongnern and Anurit (2011)** researched that talent management techniques and worker engagement in three driving bond organizations in Thailand ran from the biggest to littest ones. Inside and out meetings led with multi-level representatives associated with overseeing ability including administrators, potential workers and HR staff while 350 surveys were additionally circulated for an examination of components affecting worker engagement. The discoveries uncovered that talent management arranging bolsters top administration, reasonable pay, wellbeing and medical coverage, preparing opportunity, professional success, hierarchical solidarity, adjust of work and day by day life and other ecological elements were critical elements that keep ability attached to associations. He isolated the authoritative engagement into four factors, for example, statistic factors, transformational administration factors, hierarchical culture components and nature of work life.

**Yakub and Khan (2011)** attempted to think about the view of the college understudies about business marking and distinctive courses through which bosses employ and deal with the future ability. They additionally thought about significance of ability administration and understudies approach for the potential business. They utilized
survey technique for information gathering on the premise of likert scale. Test size of this examination consider comprises 100 respondents from three colleges of Rawalpindi and Islamabad. The consequences of the examination showed that the relationship of business marking enables ability administration to improve authoritative allure. Finding of the investigation demonstrated that understudies are very much aware of association enlistment systems and they want to join those associations where they can discover better profession development. Research demonstrated that positive relationship of business marking for hierarchical engaging quality and respondents have given more significance to inviting and casual culture and indicated more goal to join a lofty boss.

**Ingram (2012)** distinguished internal level and external level possibilities of talent management programs. Inner possibilities are budgetary state of organization, representatives’ attributes, organization history, organization culture and organization structure. Outer possibilities are state of economy, work economic situation and national culture. He utilized poll, meeting and dialog technique for their exploration. Research questions asked what are authoritative level and outside possibilities of talent management and how would they impact talent management program. He utilized 3 vast organizations situated in Poland for their examination. This paper inferred that more grounded weight ought to be put on looking into inside possibilities.

**Lekha (2012)** stated that skilled workforce not just enough in today’s changing economy. Instead a lot needs to be done to retain them. Losing knowledgeable and trained staff can cause serious damage to the company’s progress and performance in the market. The attrition rates of the employees of some companies actually match their revenue growth rates. This is giving a severe headache to the top management and HR department. Talent management is a mindset that should be embedded in the DNA architecture of an organization. Talent management is an exceptionally cognizant, think approach attempted to pull in, create and hold individuals with the bent and capacities to meet the present and future hierarchical needs. The paper attempted to understand all the complexities and challenges of talent management that need to be faced by the companies to build a solid foundation for the future. He described that talent management is clearly the key to survival and sustainable competitive advantage in the fiercely competitive market of this globalized era.
Kehinde (2012) examined the effects of talent management on organizational performance. The questionnaire was used as the survey method of collecting primary data for the study. Correlation coefficient, t-distribution and descriptive analysis were the methods used to analyze the data gathered. The examination uncovered that that talent management has positive effect on the hierarchical general execution. It likewise uncovered that talent management plot has affect on the execution of the multinational and the national firm however the little and medium scale firms have not been picking up from this new system inside the Nigerian business condition. Research demonstrated that 95 percent of organization connected talent management or incompletely applying talent management.

Nassir et al. (2012) examined the talent management in two leading companies in Malaysia. The objectives of the study were to understand the practice of talent management, to examine the definition of talent management, to identify the approaches of talent management applied by the companies, to determine the differences of talent management approaches, to identify the problems in managing talent in the companies and lastly to identify the effectiveness of the talent management practiced by these companies. In depth interview with the relevant personnel’s were being conducted. Constant comparative analysis technique of data analysis was employed in analyzing the data. The study found that all the companies have started using the talent management programs.

Kimani and Waithaka (2013) concentrated on combination of new specialists, creating and holding existing laborers and in addition drawing in experienced and qualified people to work for association. The examination embraced elucidating outline. The investigation focused on a populace of 159 administration representatives working at Kenya broadcasting enterprise, in Nairobi broadcasting House. Relapse models were utilized to inspect how compensate framework, association culture, profession advancement and work put condition influenced the execution of talent management in the state organizations. Illustrative measurements and inferential information examination strategy were to break down the information accumulated with the assistance of poll. The discoveries showed that reward framework, organization culture, profession advancement and work put condition influenced execution of talent management in the state enterprises.
Paulo and Simon (2013) specified that need for pulling in, holding and spurring ability is an exceptionally old test for every aggressive association, just in the most recent decade ability administration has been getting expanded consideration as a field of study. The target of this paper was to present another idea of ‘Talenting’ in its multifaceted system created by 7H's-Hiring, Health, Happiness, Hygiene, Head, Heart and Hand. The initial four H's are identified with the association. The following three H's are identified with the individual and his/her ability to focus on the association. Past the 7H"s, there is the idea of a development and a yearning for the eighth H "Expectation". They likewise built up another recipe: Performance = f (Opportunity X Capacity X Willingness).

Rana and Abbasi (2013) examined the influence of talent management and employee turnover intention on organizational efficiency in telecommunication sector of Pakistan. 350 questionnaires were distributed to the executives, assistant managers, managers, senior managers and general managers. Simple random sampling technique was used to collect the data. Data analysis technique used regression, correlation and other bivariate techniques. Results suggested that organizational efficiency was negatively correlated with employee turnover intention in telecommunication sector of Pakistan. High employee turnover created concern about organizational image. According to results of the study, talent management had direct impact on employee turnover intention and organizational efficiency.

Kamil and Salleh (2013) discussed about that talent management has turned into another advancement of human asset hones. The significance of talent management practices to improved business exhibitions. They utilized 21 Islamic banks and 12 Takaful administrators for their examination. This article depended on writing survey and talk on significance of talent management rehearses. They inferred that viability of talent management hones rely on right human capital at opportune time and right work environment. They concentrated on building up the human capital and setting them up to confront any condition. They additionally gave guidance for future research with respect to challenges associated with execution of talent management.

Noori and Bezanaj (2013) concerned about appointment of highly talented staff and encourage them to remain in the organization, therefore talents must be managed properly in order to achieve the best results. They divided talent management in five parameters- performance management, reward and recognition, communication,
employee development and open climate culture. The research work includes employees of private banks of Iran. They used questionnaire method for data collection with 48 closed questions. The results proved that ‘reward and recognition’ has the highest rank and ‘communication’ has the lowest rank in current system of private banking industry of Iran.

Tee Ng (2013) examined the responses and challenges of Singapore higher education system against the backdrop of talent war. A main challenge is to attract foreign students and to face this challenge, they have introduce scholarship, tuition grant scheme and service obligation scheme. Challenges involved were cultural differences, local sentiments to influx of foreign talents and government control. Method discovered to face these challenges were government providing scholarship to local students also believe foreign student in Singapore increase competition and motivate local students to perform better.

Abbasi et al. (2013) attempted to force the association for the advancement and usage of talent management instrument in the pharmaceutical business in Pakistan that gives devices to accomplishing reasonable upper hand in the present very aggressive condition. Information gathered from pharmaceutical association were for the most part gotten by and by scientist through review survey and organized meeting. The principle finding from the examination was that talent management practices will expand the execution of the association. Another related zone found was that talent management would expect human asset exercises, for example, enrollment, choice, instructing, tutoring, learning and advancement, execution management and also pay and reward management

Iqbal et al. (2013) explained the relationship between different talent management activities and traditional human resource management practices. They examined the relationship between employee’s emotional talent and talent management practices and their impact on these practices on organization performance. Questionnaires method was used for data collection and included 130 HR professionals in 25 different listed companies of Pakistan. They concluded that organizations where top management considers talent seriously performed better on all the facets of talent management. They provided direction for future research in talent management at organization level like global talent challenges and extent of coverage and at individual level career management and global teams.
Mohaimen (2013) connoted three differentiated new thoughts for overseeing gifts in Bangladesh and to acquaint with the talent management strategies as an utilitarian toolbox. Subjective research approach was utilized to accomplish the goals of the examination. The 50 HR manager speaking to different organizations had taken part in the investigation. A semi-organized meeting utilized as a part of information gathering. Discoveries proposed that Bangladesh is confronting an absence of skilled representatives with the blast of quick moving buyer merchandise ventures. Offering a higher compensation isn't the main essential factor persuading the gifted representatives working with an association however different sorts of inspiration, for example, profession way, vocation improvement, and open correspondence is imperative.

Veloso et al. (2014) examined contextual analysis of two organizations working in Brazilian market one in the electrical vitality area and other in the pharmaceutical division, both of which showed up in the rundown of 150 best organizations to work for in brazil in 2012. These organizations distinguished the experts they thought to be ability, through the use of poll to the representatives, with 51 articulations. The outcomes were utilized to examine the connection between maintenance variables and aims to stay in the organization. Results demonstrated that maintenance factor clarified 86 percent in organization and 83% in organization B, of the variety in the variable "aim to stay in the organization".

Anwar et al. (2014) endeavored to distinguish the key significance of ability administration and part of talent management in hierarchical adequacy. They additionally analyzed the relationship among fascination, maintenance, engagement and talent management. Study was elucidating and subjective in nature. Unstructured arrangement of question were being requested that by bank supervisors test the part of talent management in banks viability. Results uncovered that powerful talent management techniques had a critical and positive association with hierarchical execution. Talent management had positive and solid relationship with upper hand, execution and talent position inside the saving money division. It was prescribed that practices like fascination, enlistment and engagement assume an essential part while overseeing talent in the banks.

Sart (2014) checked the members with the assistance of semi organized meetings. The populace was made out of 390 college understudies going to two unique colleges in Turkey who had addressed the vital talent management evaluation. Two evaluation
were given to the understudies i.e. the key talent management and the advancement potential evaluation. A control bunch was utilized wherein the understudies got just a development potential evaluation. The examination displayed that the evaluation helped most of the members to get more associated with the requirements of the market to have a more prominent effect on the present society since they turned out to be more mindful of their own aptitudes, gifts abilities and objectives.

**Tajuddin, Ali and Kamaruddin (2014)** examined the use of talent strategy as a hedging strategy is able to manage banking talent risks in Malaysian banking sector. The study proposed to use Talent Management Practices (TMP), Employee Value Proposition (EVP) and Talent Brand Strategy (TBS) as variables along with 12 indicators of Malaysian banking talents by testifying for their direct and indirect relationships. The five research objectives and questions of the study were fulfilled by employing the Structural Equation Modelling (SEM). Findings of this study suggested that it was timely for the local banks to enhance their talent strategy as this can deliver as business strategy, for instance, facilitating in innovating the operating structure of financial instruments. Additionally, due to the acute shortage of banking talents in Malaysia, there is a strong need to use talent strategy in managing banking talent risks. This is necessary for the local banks to remain competitive and profitable for a long term in this era of global banking.

**Lekha and Thomas (2014)** stated that each employee is valuable and with time their added experience makes even more valuable. He mentioned that dynamic global business environment, together with the ever-growing, challenge of a highly mobile workforce, required a well-planned, meticulous approach towards talent management. They discussed about skill shortages and the ageing population was also helping organizations to focus on the talent management issue. It may not be possible to simply go out and recruited new people to meet operational needs. Many leading companies have decided to develop their own people, rather than trying to hire fully skilled workers.

**Lekha and Thomas (2014)** described about talent retention. Losing knowledgeable and trained staff can cause serious damage to the company’s progress and performance in the market. Research objectives were to understand the concept of talent management. Second objective was to identify the reasons for talent attrition and last objective was examined employee retention plan and strategies for talent retention. The
methodology used for this study was exploratory in nature. Their study based on secondary information. The study covered the existing concept of talent management, the reasons for massive attrition rates, employee retention plan and employee retention strategies.

**Eva (2015)** analyzed the key strategies for talent management aligning success to any organization with a perspective from Bangladesh. Findings revealed that talent pool to be retained through proper remuneration, good work environment, participative decision systems and alignment with organizational strategy for the success of the organization. This study also found that successful organizations need to consider long term plan, clear definition of talent, identify required skills for talents, target groups for implementing the talent management strategies for grand success of the organization.

**Bayyoud and Sayyad (2015)** considered that talent is most critical source of success in an organization. They mentioned that many researchers found a key missing factor for talent management in Palestinian companies. Better product quality, system efficiency resolutions to problems and innovation for growth can only be best achieved when the human factor in companies are best managed. Talent management is one approach to maximizing this human capital in Palestine. Management has to be dealt with both art and science, from the same perspective, as the talent management has something to do with both art and science.

**Manghuso, Murei and Nelima (2015)** determined the effect of talent retention on employees performance, assessed how talent attraction impacts, effect of learning and development on employees performance in beverage industry in Kenya. The study adopted a descriptive research design in which the target population of 2,500 employees of Del Monte Kenya. The study used stratified sampling method to select 83 employees according to their job cadres. Descriptive statistics such as the standard deviation, percentages and frequency distribution were used. The study established that the job retention motivated the employees of Del Monte leading to ultimate performance and recommended that the management should ensure the work environment was attractive to the employees so as to motivate, thus leading to better performance.

**Karunathalika, Yajid and Khatibi (2015)** reviewed the literature in order to identify, how talent management strategies impact on organizational performance in private
sector organizations in Sri Lanka. They highlighted that talent management is a new phenomenon of foregoing human resource management to achieve organizational performance. Human resource professionals have accepted that only talent is the valuable and longer resource to face the competition in business world. Talent management strategies mainly consist of identifying talent strategies, developing talent strategies and retaining talent strategies.

**Gitonga, Kilika and Obere (2016)** examined the relationship between talent management strategies for Generation Y which included HR planning, HR procurement, HR retention, HR development and the competitive advantage of commercial banks in Kenya. Total no of sample size were 258 respondents. The data collected were analysed using both descriptive and inferential statistics with multiple linear regression analysis to test the hypotheses. The study revealed that talent management strategies of HR Planning, HR Procurement, HR Development and HR Retention contributed to a fairly good extent (Mean = 3.8) so as to contribute to competitive advantage of Commercial Banks in Kenya with a percentage level of 56.3 percentage. The results of the hypotheses found that there exists a statistically significant, but negative relationship between HR planning strategies and competitive advantage ($\beta=-0.323$, $p<0.05$) while that of HR Development strategies had a weak relationship that was not statistically significant ($\beta=.162$, $p>0.05$). However, there was a strong positive and statistically significant relationship between HR retention strategies and competitive advantage ($\beta=.599$, $p<0.05$). There was also a positive statistically significant relationship between HR procurement strategies ($\beta=.322$, $p<0.05$).

**2.2 National Review**

**Sinha and Sinha (2008)** tried to understand the concept of talent management and factors that lead to the high turnover rate of faculty. They also suggested the ways to reduce the turnover rate of faculty. The research design used for the study is mainly descriptive. A number of management institutes in the city of Lucknow and adjoining places to collect a sample of 70 respondents randomly. The sample size was purposely kept small due to the constraint of time and resources. A multiple-choice structured questionnaire was used for the collection of primary data. Findings of the study were 85 percent of institutes experienced recruitment difficulties. 77 percent of institutes experienced retention problems. 53 percent of employees leaving their employer
reported greater promotion or development opportunities outside the institute. 60% of directors said they would not reemploy their ex-workforce. Therefore right organizational context for talented people.

**Khatri et al. (2010)** examined how to retain the employees by managing their talent in organization. They mentioned that talent strategy is as important as any other part of an organization’s overall strategy regardless of the business conditions. Unfortunately, the harsh glare of the downturn has exposed the fact that the talent planning and management capabilities of many organizations are not equal to the challenges that lie ahead. They stated that companies that can train their people will have a better chance to survive during and after the economic downturn.

**Janardhanam et al. (2011)** identified the huge demand of engineering graduates in India, but supply is always less than the demand. This problem further aggravates if the quality of engineer graduates produced was not at par with their international counterparts. Second need was to retain and develop the talent within the company together with attracting the best of the talent. They covered the existing Indian scenario in terms of developing, retaining and attracting the talent. The primary data were collected using structured questionnaire. Secondary data was collected from different journals, textbooks, websites, etc. Finding showed that most important area where organization needs to improve is creating policies that encourage growth and development opportunities followed by aligning the employees with the vision and mission of the organization and identifying the gaps in the current employees and candidate’s competency level.

**Sumathi (2011)** tried to find out the existing Indian talent scenario so as to analyze its emerging challenges and trends in textiles industry. They described about how to attract talented individuals to work for the organization and place right people in the right positions and to ensure a pool of readily available talent. They also tried to identify various upcoming trends and challenges of talent acquisition management and the ways to retain the best talented employees. The primary data was collected through questionnaire method. Data regarding the company information was taken from the database of the company. The researcher adopted simple random method for the study which includes 100 respondents out of 477. The sampling method adopted is simple random sampling. They concluded that research by effective performance management system is a key tool of communication and motivation within the organization. There
should be the strong support from management for carrying out fair and transparent performance appraisal system.

**Kukkudi and Anitha (2011)** tried to find out various challenges and trends of talent management and different way to attract, develop and retain the talent. Companies included Hewlett Packard, Infosys and Wipro. Primary data were collected through questionnaire. They concluded that people are biggest assets in any enterprise. It is necessary not only to invest in them but also to sustain them. Well-structured talent management systems improve employee relation with management and enhance organization effectiveness.

**Kumar (2012)** described that employee shortages, skills gaps and the rapid pace of change have made it impossible for recruitment alone to secure the talent necessary to stay competitive. He described that this task can be simplified by using a competency-based approach to define and compare the organization’s desired state with its current state in terms of skills, knowledge, behaviors, performance, and the metric and motivational processes associated with them. This foundational information empowers the HR team, executives and managers to evaluate the existing talent management processes (such as performance appraisals or 360-degree assessments) and drive out the information needed to define clear requirements and priorities for their talent management strategy. The competency-based approach was also fundamental to building the talent management “system-of-record” comprised of company jobs, employee and company competencies and skills, and broader employee information commonly called the “talent profile”.

**Kumari and Bahuguna (2012)** described that demand for oil and gas is constantly increasing and on the other hand, there are work force related issues. Such a scenario has put oil and gas companies into war for talent. The objective of this study was to examine the impact of talent management on employee creativity, employee motivation, employee career and employee competency development. Numbers of respondents were 598 chosen from different oil and gas companies. They used two sets of questionnaires for their research. They used multiple regression method to analyze the collected data. Basic problems of this sector are lack of awareness amongst people about the importance and attractiveness of the sector, declining interest of the people towards science and technology, high degree of risk associated, lack of institutions offering specialized courses specific to oil and gas industry *etc.* The key human
resource challenges faced by the industry are bulk retirement, attrition, attracting talent and inadequate supply of talent from institutes. The results of the study illustrated that talent management is directly and positively associated with employee engagement.

Saxena (2012) mentioned the role of the teachers acquired significance in shaping society and in bringing revolutionary changes in the development of the country. They tried to find the factors that lead to the high turnover rate of female faculty also suggested ways to reduce the turnover rate of female faculty. This paper studied the female job retention in technical institutes who work hard at irregular hours in the midst of their domestic caring responsibility. Faculty of engineering and technological institute was taken as a sample. A questionnaire was developed on five point (likert scale) to know the opinion of female faculty members. Collected data were analyzed through percentage and mean score. Responses of 70 out of 75 respondents were interpreted and presented in percentage. Research found that most of the female faculties leave institute because of organization culture, workload and organizational politics.

Venkateswaran (2012) addressed the research gaps by identifying the effectiveness and strategies of talent management on organization performance in software companies and the extent to which software company success associated with talent management strategies. The research design used in this study was descriptive and conceptual. They covered a survey of 112 organizations to investigate how talent management strategies affect organizational performance in software companies. The finding of the investigation was talent management hones with a solid concentrate on business system and its arrangement with general business objective it was proposed that management and people need to build up measurements and convey the effect of the association with talent management endeavors.

Pinto and Dhulla (2012) examined the talent management practices of banks with regards to motivation and satisfaction. The study was conducted on 60 employees and 6 HR Professionals of banks selected on the basis of randomized sampling technique. The findings highlighted the importance of work culture, HR system and opens new horizons to widen the concept of talent management. The means of three organizations (private bank, government banks, and cooperative banks) were significantly different from one another. They proved that government bank employees are more satisfied as compared to cooperative and private bank employees. The result showed that layoff
threats, quick turnover, less welfare schemes, less scope for vertical growth, increase job dissatisfaction and employees are less motivated to work in such an environment. Indian middle class is very protective towards family members. Therefore, private sector banks must launch special schemes to safeguard the interest of family members of employees.

Ingram (2012) identified the internal level and external level contingencies of talent management programs. Internal contingencies are financial condition of company, employees’ characteristics, organization history, organization culture and organization structure. External contingencies are condition of economy, labour market condition and national culture. He used questionnaire, interview and discussion method for their research. Research questions asked what are organizational level and external contingencies of talent management and how do they influence talent management program. He used 3 large companies located in Poland for their research. This paper concluded that stronger pressure should be put on researching internal contingencies.

Rani and Joshi (2012) described talent management as three key components i.e talent identification, talent development (internal and external talent development and talent engagement, motivation and retention. They tried to find out contribution of talent management as a strategic tool for the organization and compared the talent management process of selected IT organization. Statistical tools used were mean, median, correlation and ANNOVA. 55 questionnaires were distributed among two telecom companies. (Infosys and Tech Mahindra). Finding of the study showed that more than 60 percent of respondent view organizational culture as main driving force for new and existing talent.

Mathur and Mathur (2012) mentioned about Indian pharmaceuticals who have two options for hiring and developing it i.e. organically and inorganically. If companies want to do it inorganically i.e. hiring the best talent from the industry from outside the country, retaining, transitioning them according to the Indian culture and getting the best out of them could be a much complicated task. Second option was to organically develop the talent within the company. Once the staff is hired, companies should deployed the same at right time and place. They suggested that Indian pharmaceuticals should recruit raw potential and then try to meet this potential into fresh cadre of individual who have the talent to deal with a changing situation can use creativity in overcoming challenges instead of getting paralyzed by it.
Deshpande (2012) tried to identify the challenges of talent management and find out the ways to retain the best talent in IT companies. This study was concerned to IT companies so the researcher had collected the data both from the primary and secondary sources. A structured questionnaire was designed to examine the level of expectation of the employees from the HR professionals regarding talent management, problems faced by the employees in working in the companies as well the problems faced by the HR professionals in retaining the employees. The researcher approached 25 HR Professionals and 40 employees in the IT companies. They found that 76 percent of the employees have a clear knowledge about the company’s vision, mission and objectives. 85 percent were clear about their role and responsibility. Most of the respondent were satisfied by job description, salary review, health care benefits etc. Base pay (57 percent) and job security (53 percent) are in top priority for the employees in coming year. 91 percent of the employees want more training in their specified job.

Iyria (2013) developed a conceptual framework which covered dependent variable (organization performance) and independent variable (talent attraction, talent retention, leadership and development and career management. He tried to understand the existing talent management practices of technical educational institutions in India. He also highlighted the need and scope of talent management experts (TME) in Technical Educational Institutions. A qualitative evaluation had been utilized for this research leveraging subjective methods such as interviews and observations to collect substantive and relevant data. A semi-structured interview with the Management members of Technical Educational institutions had been used in collecting primary data. Snowball sampling, focus group method, participant observation, document analyses method also used to analysis the data. Findings of the study were existing talent management system in technical educational institution is vague and doesn’t follow any system.

Narwal (2013) stated that globalization forces organizations to face new adaptive challenges. To achieved the change and adaptation forced by the new global setting, organizations need managers who also have the talent to lead and transform the organization. Managers who also have leading skills are very rare but the experience has amply demonstrated that most leading skills can be developed. Organizations started to employ talent management‖ as a tool to nurture the leaders vital for their survival in the global make up. The study underlined the increasing need for leadership
in contemporary organizations and argued how talent management can help to develop this vital resource called leadership. He focused that all the managers are not good leaders but the experience has verified that managers can develop leadership skills.

Rao (2013) mentioned that retention of talented people at all level in the organization is key to success and more and more it was acknowledged that brand, leadership, recognition and good people practices was key to retention. He also mentioned that talent management more importantly helps in the development of talent and is crucial to our growth as an emerging economy. It implied a huge responsibility for HR, SDF, leadership, government and SMME to build the nation capacity and skills. He also defined success factors for a talent management system such as invest in people, fair compensation (includes bonuses, incentives and hot skills premium), good job designs (job given according to employee knowledge), planned approach and proper retention.

Hanif and Yunfei (2013) highlighted the role of talent management with HR generic strategies to retain talent, reduce employees turnover and to achieve perceived outcomes of a firm by implementing succession planning, employers branding, motivation and development of policies effectively and efficiently. Sample size of 200 respondents was undertaken. Questionnaire was floated to HR manager at different levels for data collection. Dependent variable was employee retention and perceived HR impact on firm performance. Independent variable was talent retention, talent management. Control variable was industry, parent source and firm size. They concluded that retention of talent depends upon best salary packages, training and development, satisfaction of employees, retirement benefits, employee development, compensation and benefits and nature of jobs.

Nawaz (2013) stated that research on talent mobility has been done in different type of companies but much research has not been done in software companies. These study was conducted to know the talent mobility impact on employee performance. The research was conducted in five reputed IT companies in Bangalore. 150 questionnaires were administered at the rate of 30 respondents from each company by email and informal discussion using convenience sampling method. It was concluded that talent mobility helps in increasing business performance; talent mobility helps the decision makers to place right talent in the right roles at the right time in the organization.
Kaur (2013) analysed how to retain the employees by managing their talent in Indian supermarket (Big Bazaar). The survey was conducted through questionnaire and scheduled interview with in the various Big Bazaars located in Punjab (India). Universal sampling method used to collect to analyze the information. The sample size had been taken as 220 out of total population of 500. From the analysis, it was found that the talent management program are creating a good work culture as well as enhances the values of employees and decrease in turnover of employees.

Oladapa (2014) explained the challenges and success of talent management programs in America businesses. This paper divided the talent management into five major categories i.e. recruitment, performance management, succession planning, training and development and employee retention. He tried to find the relationship between talent management and employee retention. Retention of employee depends upon three factors such as advancement, job security and compensation. Sample included HR personnel, senior manager and directors from 36 organizations of America. He used questionnaire method to collect data and used both open ended and close ended questions. The findings suggested that most of the American organizations using talent management program and their effectiveness depends upon organization attitude toward talent management program.

Dhanabhakyam and Kokilambal (2014) aimed to bring out talent management practices adopted in four major industries i.e. Banking, Healthcare, Manufacturing and IT industry. They identified common practices of talent management in these industries. There have been many practices adopted by different industries in order to manage the talent available with them such as team building, training, identifying talent, talent development, constant feedback etc. Talent management starts with the recruitment process, alignment of the workforce to the organization, develop the people and get constant feedback to help in performance of an individual or an organization. Secondary data were collected from database like EMERALD, EBSCO, PROQUEST, GOOGLE SCHOLAR. They concluded that talent management practices will differ across different levels and industries and hence proper care has to be taken to ensure that right approach is taken for better results.

Sireesha and Ganapavarapu (2014) provided ten basic truths about employee behaviour i.e. respect employees, clarify objectives, develop an integrated and proactive talent management strategy, increase awareness, maintain account talent,
measure business impact, distraction, prepare future leaders, simplify performance management, support people at different phases of career growth and evaluate potential and experience. The processes that reinforce and support these ten fundamental principles then we will result in a steady and lasting improvement in workforce productivity. They also mentioned about survey of global talent management practices, the most effective processes for identifying talent and increasing visibility of high potential candidates are assessment processes with open and frank discussions.

Chaturvedi (2014) tried to distinguishing and building right parameters of talent value chain, an unmistakable upper hand can be worked for association sustenance. This paper helped in making particular capacities of manager as a brand and fitting the representative offer. It likewise encouraged in making association to learn, best case scenario to grow its learning skyline as for reason for association, its effort, effect on others, utilizing the expertise exhibit, and boosting the assortment and development in association. It additionally helped in amplifying the commitment of talented employees by empowering and empowering information sharing and it’s recharging; creating different speculation style, involvement and additionally viewpoints

Garg and Rani (2014) mentioned that talented employee with high potential can make a significant difference to the current and future performance of the organization. They tried to identify the concept, importance of talent management. They also explained the steps in talent management process i.e. workforce planning, recruiting, onboarding, performance management, training, succession planning, compensation, critical skill gap analysis. They also mentioned the shortage of right skills talents in sectors such as IT and leisure, and a more prominent gap in manufacturing and engineering construction.

Allugubelli (2015) tried to gain a better understanding of the individual’s talent. Survey method used to collect detailed information regarding the characteristics of the individuals. The empirical results showed that knowledge capture and acquisition, training and mentoring, communication skills, leadership development, career development, job identification have been identified as the antecedents of the individual’s talent. The responses towards talent management practices are different from person to person and they need to know the importance of talent management practices
Baguant (2015) addressed the topic of talent management in Dubai with emphasis on the emiratisation process as well as diversity management. The data presented is mainly from the Federal report which aimed at developing policies for emiratisation process. The study mentioned that challenge is not only to manage talent locally, but also globally. In other words, competitive economies require attracting and retaining the best talent in both local and global labour markets. The significance of national competitiveness is particularly salient for economies that have the potential to be highly flexible on their recruitment and detainment of expatriate workers.

Chauhan and Bhatt (2015) identified the factors which are affecting talent management activities. The data are collected from the people who are working in the private sector insurance companies of Gujarat. Factor analysis is used as a tool of analysis. Talent management system not only helps to retain the intellectual assets but also maintains and sustains the employees. They also mentioned that talent management system starts right from the recruitment of the employees till their retirement. It includes the various factors like performance management system, motivation, career development, compensation and rewards.

Jindal and Shaikh (2015) endeavored to comprehend the significance of behavioral training. Behavioral training goes for creating aptitudes for self-direction of cerebrum action. Behavioral training is getting more concerned in light of the fact that it's not your ability but rather your state of mind which make you fruitful in work. They depicted the significance of behavioral training for talent management in organizations. They were more worried about program like tutoring and instructing which can be the talent management system for organizations. They concentrated on pioneers with whom individuals most need to work in an association they likely have this ability to radiate energetic emotions.

Raina and Bhaduria (2015) mentioned the growth of technical institutions in the country is phenomenal. They found a kind of disconnect between the students and themselves. This disconnect can be in terms of knowledge, skills, curriculum, mindset, attitude etc. The paper focused on the 3 main areas i.e. knowledge, attitude and skills on which the institutions need to work so that the students become industry ready. Apart from using structured questionnaires, interviews were also conducted to gain an insight of what they expected from the institutions imparting technical education. The interviews were semi-structured and addressed the key issues related to knowledge,
skills and attitude. Descriptive statistical techniques *i.e.* mean and standard deviation were used. Of the three parameters knowledge, attitude and skills, the major gap between the expectation and perceived satisfaction was seen for skills (Mean score 1.82). They concluded that there is a scope for improvement in terms of improving the skills of the students.

**Rabbi, Ahad, Ali and Kousar** (2015) distinguished three segments of talent management *i.e.* talent attraction and selection, talent retention and talent development. They concluded that organization ought to have talent and talent to perceive the general population that may make esteem and convey the upper hand for the organization. Talent management additionally went for creating and sending the correct individuals at the correct activity on the perfect time and giving them the correct condition to flaunt their capacities in a most ideal manner for the organization.

**Rajkumar** (2015) analyzed the talent management with uncommon reference to Kerala dissolvable extractions in Palani. He endeavored to comprehend the difficulties and patterns of talent management and part of initiative to hold draw in and oversee talent. He utilized both essential and auxiliary information. The inspecting strategy utilized as a part of this investigation was non-likelihood examining. Add up to no of respondent were 100 (10% of aggregate population). Discoveries of the investigation demonstrated that 40 percent of the representatives emphatically consented to talent management include individual and authoritative improvement in light of a changing and complex working condition. 70 percent of the representatives emphatically concur that organizations will have the capacity to break down, plan, figure and execute strategies for success in light of exact workforce and market information. 60 percent of the workers consent to representative advancements. 50 percent of the workers concurred the organization distinguishing the people who have unique learning of significant worth to the organization.

**Vivekanandan, Ashwini and Parthasarthy** (2015) studied the relationship between talent management in reducing occupational stress among the employees of print media with special reference to Daily Thanthi (A leading Tamil Newspaper in South India), at Tiruchirappalli in Tamil Nadu, India. A sample of 100 employees was taken up for the study. Four hypotheses have been formulated and examined by using ANOVA and Correlation. The hypotheses related findings showed that there is no significant variance among the age, designation and educational qualification of the respondents.
The results indicated that there is a meaningful relationship between talent management and its components (support management, give rewards and encourage employees in reducing the work-related stress).

**Rachel, Pavithra and Imran (2016)** examined the impact of talent management on organization culture. They tried to know how talent management influences the organization and its employees. They also accelerated the development of employees by concentrating on career growth. They found that impact of talent management on organization performance were cost cutting, maximum output, time saving techniques and perfection increased. They also identified impact of talent management on employees were recruitment, retention, employee development, leadership and high potential employee development and workforce planning.

**Goswami (2016)** depicted the conduct of people in their authoritative part which plainly sketched out the idea of talent management. She observed that the greater part of the organization are concentrating on learning forms by the people inside the organization so the talent management should be possible in the correct ways of addressing the future difficulties. The progressive direct teaching not only assistants in raising the levels of the affiliations yet likewise it settles up the data of the general population at each position. She additionally demonstrated connection between talent management practices and representative maintenance

**Sharda (2016)** analyzed the relationship of talent management association with organizational performance parameters so as to touch base at a top to bottom comprehension of talent management hones in pharmaceutical firms. The attempted to investigate the talent management practices of pharmaceutical firms, to inspect their qualities and limitations, to distinguish the viability of TM practices and frameworks, and guide their association with hierarchical execution parameters. Theoretical structure of talent management in light of essential information and surviving exploration, and understandable distinctive frameworks of talent management utilized by associations. The examination uncovered that distinctive associations had an alternate comprehension of the concentration of talent management, the practices they utilize, the supporting instruments and engineering they have set up and the level of connection with business methodology and firm execution
Sundarapandiyan and Babu (2016) expressed that talent management ought to be fused into advanced education courses which will create and upgrade the potential graduate's capabilities. This will likewise help these graduates to have the capacity to perform and meet future talent desires. At the hierarchical level, it is imperative to discover current parts of individuals and ranges of abilities expected to scale to the test. Authoritative evaluation permits filling of hole between its present stand and where it should be.

Veluchamy, Krishnana and Harikumar (2016) shown how industry human asset experts approach the test of attracting, recruiting, selecting, preparing, inspiring and holding shrewd individuals effectively in spite of staggering rivalry with their rivals. The range and area hubs have been chosen after a gritty examination in 21 organizations from different businesses. Information were broke down utilizing (FRM). They guaranteed the powerful recognizable proof and confirmation of newcomers HR experts ought to have the capacity to upgrade work life adjust of representatives and to enhance manage talent of manager. They found that a large portion of the associations don't have talent particular activity set up and they don't give need in light of talent. Absence of correspondence exists between HR experts and representatives. The associations need to obviously distinguish, create, include, and perceive key individuals.

Rampal and Arora (2017) confronted a major test in drawing in and holding gifted workers in thermal power segment. The disclosed about how to pull in the new talent, hold the current talent and preparing and advancement of workers in thermal power parts. They endeavored to build up a connection between the talent management rehearses with the activity mentalities of representatives working in thermal power segment. Age gathering, area, gender, soundness of the representatives and so forth assume vital part being developed of workers

Tyagi, Singh and Aggarwal (2017) clarified about significance of learned and qualifying individuals in instructive organizations in India. They recognized fundamental purpose behind lack of equipped and qualified resources in instructive establishments. They reasoned that instructive foundations concentrating on the most proficient method to hold the talent and how to create them. The other thing which added to workforce maintenance and enlistment are benefits, strong conditions, life partner business openings and compensations.
2.3 Research Gaps

The foregoing review reveals that most of studies were conducted in the context of foreign countries, based on small sample, analyzed different forms of relationships without comparing their inter relationship. Meyer (2005) focused on retention factors i.e. relationship with their boss, quality of life and commitment, opportunities for personal growth and career development. Lewis and Heckmen (2006) searched about definition/meaning of talent management. Pinto and Dhulla (2012) examined the talent management practices of banks with regards to motivation and satisfaction. Kumari and Bahuguna (2012) examined the impact of talent management on employee creativity, employee motivation, employee career and employee competency development in oil and gas sector. Kamil and Salleh (2013) described the talent management practices in Islamic banks. Kimani and Wathaka (2013) indicated that reward system, organization culture, career development and work place environment affected implementation of talent management in the state corporations. Chauhan and Bhatt (2015) analysed the factors affecting the talent management practices on employees in private insurance sector. Dhanabhakyam and Kokilambal (2014) aimed to bring out talent management practices adopted in four major industries i.e. banking, healthcare, manufacturing and IT industry. No study has been conducted covering the problems faced by the organizations and employee’s performance based in talent management practices. Likewise, no comparative study has been conducted which explained the way to identify, attract, retain and develop the talent in private banking and insurance sectors in the states of Haryana and Delhi. Therefore, the present study titled “A Study of Talent Management Practices of Indian Service Sector” is undertaken to fill the gap in the existing literature.

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