CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

Literature survey is a process of developing an insight into both the conceptual and research based studies available on the area and the topic chosen. The objective of such as a review is to understand the importance of the topic and find out research gaps, if any, in the chosen area. Thus, the review of literature in the present study consists of published research and conceptual based studies available in India as well as abroad. The organization of the review was done on the basis of chronological arrangement of the studies related to talent management. Through there were innumerable studies on the topic, the researcher discussed the most important studies on choice basis. The review of literature sheds light on the study on talent management and highlights the issues that may be pertinent to the study. Hence, the contributions of the following authors are worth mentioning.

2.2 REVIEW OF LITERATURE

Patiraj Kumari and Prakash Bahuguna (2012)\(^1\), in their study have expressed that Oil and Gas being the most important source of energy is considered the life line of any economy. Today the sector is at cross roads. On one hand, the demand for oil and gas is constantly increasing and on the other hand, there are certain issues such as green house gas emission and climate change, pricing, security of supply and constantly increasing budgets of exploration and production that are pressing the industry severely. However, high on the list are the work force related issues. Such a scenario has put oil and gas companies into war for talent. In countries like India, the situation is very complex.
Besides the challenges, the international oil majors, companies in India are finding it very challenging to locate and attract the right skills. Probably the reasons may be lack of awareness among people about the importance and attractiveness of the sector, declining interest of the people towards science and technology, high degree of risk associated etc. The challenge for them is to develop rigorous talent management system, which will ensure the availability of the right people for the industry and create high performance work system to enhance productivity and profitability.

James Kehinde (2012)², in his study has said that Talent management is a new but difficult phenomenon to measure and to categorize due to different organization perspective about what constitute talent in the staff within the firm. Also the impact of talent management on the organization performance is equally a problem especially where only strategic staffs are treated as talent of the firm.

Prabir Chandra Padhy (2012)³, in his study has viewed that exit interviews provide an excellent opportunity and comment relating to talent retention strategies by minimizing the gap between management perception and employee aspiration. Meritorious people often leave organizations because they are denied the opportunity to grow and advance. Wherever it is happening, the organizations need to know and respond accordingly. Preferably, they have to be conducted face-to-face, in order to promote better communication and understanding between the two sides. The HR department should devise various methods that could facilitate workplace alliances helpful in molding the people who feel isolated from the mainstream. The exit interview is something more than a damage control exercise, with a definite objective of building up a work climate by assimilating the diverse attitudes and aspirations. Undoubtedly, the interviews are an excellent catalyst for identifying specific mistakes and improving opportunities in the vital area of management development and succession. Done correctly, they can be a win-win
situation for both the organization and the leaver. It is widely felt that the findings of the exit interviews can motivate the management to concentrate on the job of nurturing the organization, rather than crisis management in the wake of high staff turnover.

Ted Glenn (2012), in his study has analyzed that the capacity to recruit and retain highly trained, qualified staff as central to public service renewal and success in the 21st century. And yet, despite the consensus behind this priority, students of Canadian public administration know little about the strategies and programs that are in place to attract, recruit, retain and transition key public servants in this country. The article tries to address this gap by describing talent management, one approach to getting the right people in the right place at the right time currently in use in British Columbia, Canada, New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario and Saskatchewan. The article concludes with some observations about the present and future of talent management in Canada's public sector.

Lesego Pee Jay Koketso and A. A. Braam Rust (2012), in their study have said that Local government municipalities in South Africa are faced with a serious challenge of service delivery. Research continues to point to a plethora of problems in the public service that lead to the failure of municipalities in the country to deliver services to the local population. One of the problems emanating from research is poor talent management strategies that fail to retain key talent in the public service. The aim of the study was to explore perceived challenges to talent management at the City of Cape Town municipality. A qualitative research method was adopted for the study with the semi structured interview utilized as the data collection tool and conducted on twenty senior managers at the municipality. Data collected was subjected to the content analysis method. Challenges facing talent management at the City of Cape Town municipality included failure to retain key talent, lack of employee recognition, succession planning and management problems,
and sluggish career management strategies. These talent management challenges were found to be connected to the dependent variables of the study like pay satisfaction, turnover and intention to turnover theories, organizational commitment, employee engagement and motivation. To overcome these challenges, it was recommended that the City of Cape Town municipality must devise a strategy that will ensure that highly talented employees are retained for the longest time within the employ of the organization. This, inter alia, included the recommendation that senior managers must ensure that they recognize the individual input and efforts of those they lead.

Kapil Choudhary and Garima Tiwari (2012)⁶, in their study have said that Talent is a scarce resource which keeps one apart and help the management to identify the key employees of the organization. Amongst all the available resources, human resource is of prime importance and plays a vital role in the organization success. A well-developed human capacity base is not only an asset that enables society to promote forward-looking ideas, initiate and guide action, and build on successes, it also makes them attractive destinations for investment and intellectual collaboration, both of which, if managed appropriately, will lead to positive returns. A solid higher education base is crucial for such transformation to take place. The study is motivated to find out that how educational institutes are keeping a track for the intellectual capital and can them organization can do better. As the processes of globalization take shape, it is becoming abundantly clear that full, effective, and beneficial participation in the world that is emerging will depend, in no small measure, on the ability of societies to build and take advantage of their human resource capabilities. The purpose of the study is to propose mechanisms to retain faculties, that are feasible under present conditions, and to gauge their effectiveness in offsetting the risk of staff loss commonly associated with capacity building efforts in the organization.
Bhanupriya Gidwani and Tariq Aziz (2012), in their study have expressed that the challenge of talent management has two facets to it. First, is how to find new people and second is how to retain the present workforce. A lot has been written about the acquiring and retention strategies of talent. In case, all strategies fail to retain the talent, an unsought dimension of talent management, i.e. talent transition or exit management evolves. The increased acceptance of modern concepts and practices of talent management has made it necessary to give attention to this aspect of talent management also.

Dmitry Kucherov and Elena Zavyalova (2012), in their study have expressed that the employer brand could be a key factor of competitiveness for a company in a contemporary labor market. The purpose of this paper is to identify the features of human resource development practices and talent management in companies with employer brand. The authors examined three economic indicators. An employee survey was conducted to study the human resource development system in the companies with employer brand and in companies without the employer brand. Also, the survey was conducted among applicants about their job preferences and identified that employer brand could be a strong factor for attracting talent to the company. The results show considerable differences in terms of economic indicators, human resource development practices and talent management in the companies with employer brand in comparison with companies with employer brand. The potential advantages of employer brand for a company were identified. The results of the study strongly supported that the companies with employer brand gained a number of economic advantages due to lower rates of staff turnover and higher rates of human resource development investments in training and development activities of employees. Also, the authors found out that in the companies with employer brand internal recruitment practices, internal training programs and highly efficient incentive activities were widespread and employees were actively involved in the
decision-making and management processes. This paper is the first large-scale study in Russia that examines the relationship between the human resource development system and employer brand and enables companies to modify their human resource development policies and practices in order to become attractive employers in an era of the so-called war for talents.

Folke J. Glastra and Martha Meerman (2012), in their study have expressed that the lack of career movement of members of ethnic minority groups in work organizations has been widely documented. The purpose of this paper is to gain insight into conditions for the realization of diversity goals in the case of talent development. In a case study of management development in the Dutch national tax administration, the practice of fostering vertical mobility of ethnic minority personnel through diversity management has been analyzed. The authors make use of theories regarding effective diversity management and career advancement of ethnic minority employees. Data were collected through semi-structured interviews with 12 participants in the management development course, and a further 25 functionaries involved in the project. With regard to diversity management as a means of fostering talent development of ethnic minorities, the authors conclude that key success factors mentioned in the literature such as top-level commitment and strategic integration, are insufficient and overrated conditions. More important are non-issues in the formulation of diversity strategies, organizational alignment of relevant organizational players, strategic coherence and organizational culture. The case study design used in this research facilitates case-sensitive analysis, but is limited in estimations of validity and explanatory strength of factors mentioned in the literature, as it is in generalizing across organizations. Interventions aimed at fostering ethnic diversity in talent development should start with precise analysis of cultural and organizational conditions and processes underpinning standard practices of talent and career development, and not only seek
strategic integration and top management commitment but arrange for broad-based organizational alignment. While there are many theoretical and normative models tracing diversity outcomes to organizational conditions and diversity management strategies, there is a dearth of empirical studies in this field. The case study explores the merits of these models and adds new insights on an empirical basis.

Christoffer Ellehuus, (2012)\textsuperscript{10}, in his study has viewed that how organizations can support their leaders in taking on the challenges of their leadership roles, including how to effectively manage talent on a larger scale as they move up the ranks. The author aims to discuss the findings of a study by Corporate Executive Board into the support required to move from being a business leader to a talent champion. This study is built upon previous Corporate Executive Board research, which had shown that the way managers manage their teams can have a significant impact on key business outcomes. It aimed to explore practical ways for organizations to support executives in making the leap from managing an individual team to facing the challenge of leading a business unit or business function comprising a broad portfolio of talent effectively. In 2009 Corporate Executive Board undertook a 360-degree survey of more than 8,000 business leaders based in North America, Europe, Asia, and South Africa exploring managers' skills, their knowledge, the proportion of time they spent on tasks related to their role and their attitude towards talent management. The survey was also opened up to their own managers and their direct reports. Corporate Executive Board followed this by interviewing hundreds of heads of HR globally, to determine how involved business leaders are in succession planning and their accountability for talent and business outcomes. The research found that there are four distinct types of managers when it comes to talent management, ranging from those who are committed and effective talent managers to those who are neither. The data showed that while strong talent management can raise employee effort levels by 25 per
cent above average, less than a fifth of senior executives have the required levels of commitment to talent management alongside the effectiveness in delivering talent management practices required driving these outcomes.

Vinita Sinha (2012)\textsuperscript{11}, in his study has viewed that Information technology is rapidly changing. This increases the complexity of IT management and challenges to employers especially in the post recession world. The economy is back on track but it has been a very slow economic recovery. The present article is a review of the post recession strategies adopted by leading organizations. It has observed from the survey that there is a need to adopt appropriate strategic plans and new talent management policies and changing information technologies to deal effectively with the global changing scenario. The key findings of the article are that the economy has posed many challenges for businesses and IT – including the need to make sure they are prepared for the upturn.

Swapna and Rose (2012)\textsuperscript{12}, in their study have analyzed that Business transformation is a key executive management initiative that attempts to align an organization’s initiatives relating to people, process and technology more closely with its business strategy and vision. In order to bring business transformation, talent management is very much necessary. Talent management is identifying, recruiting, hiring and developing people with strong potential to succeed in an organization.

Höglund and Mathias (2012)\textsuperscript{13}, in their study have expressed that the direct and indirect linkages between human resource management practices and human capital within a talent management framework. The study extends previous research on the direct effects of human resource management to examine how employee responses to human resource management practices mediate the linkage between human resource management and human capital. The paper applies psychological contract theory as a lens to assess
employee perceptions of the extent to which talent qualities are rewarded and the effect of such perceptions on employee-felt obligations to develop skills. The results indicate that human resource management practices are positively related to employee-perceived talent inducements and those talent inducements fully mediate the direct relationship between skill-enhancing human resource management and human capital. What is more, psychological contract obligations to develop skills partially mediated the relationship between talent inducements and human capital. These results imply that the differential treatment of employees based on criteria constituting talent can have positive effects on employee motivation and felt obligations to develop skills and apply these in service of the organization. The presented framework and empirical findings reflect a dynamic view of talent management in which talent is not only a label granted to a static group of employees. Through the lens of the psychological contract, talent management can function as a framework within which to define, communicate and engender the development of qualities considered important for the achievement of present and future organizational goals.

Guerci et al (2012), in their study have viewed that many companies have implemented talent management systems in recent years, and the issue has lately been subject to the attention of scientific literature, from different theoretical perspectives. In particular, human resource development literature advanced a few critical perspectives on talent management, discussing its real impact on human resource development practices. This article reports the results from case studies on four Italian companies, focusing the managerial practices they implemented for managing talent. The results show that, in the Italian context, talent is managed for very different organizational objectives, with the general aim to foster a segmented approach to the workforce and to commit top and line managers to human resource development activities. The results are compared with
existing literature, and both implications for human resource development practice and human resource development theory are highlighted.

Stahl, Gunter K. et al (2012)\textsuperscript{15}, in their study have expressed that one of the biggest challenges facing multinational companies is building and sustaining a strong talent pipeline. To learn how leading multinational companies are facing up to the talent test, the team of authors examined both qualitative and quantitative data at leading companies from a wide range of industries. The research drew on 18 in-depth case studies, including IBM, General Electric, Procter and Gamble, Shell, Siemens, Infosys and Samsung. The companies the authors studied held two distinct views on how best to evaluate and manage talent. One group assumed that some employees had more value or potential than others and that, as a result, companies should focus the lion's share of corporate attention and resources on them, the second group had a more inclusive view, believing that too much emphasis on the top players could damage morale and hurt opportunities to achieve broader gains. Although organizations must pay attention to recruiting, employee development, performance management, compensation and reward systems, and retention, the authors found that competitive advantage in talent management does not just come from identifying key activities for example, recruiting and training and then implementing best practices. Rather, they found that successful companies subscribe to six key principles, alignment with strategy, internal consistency, cultural embeddedness, management involvement, balance of global and local needs, employer branding through differentiation. Adopting a set of principles rather than best practices may challenge current thinking, but the authors argue that best practices are only best in the context for which they were designed, what works for one company may not work in another. The principles, by contrast, have broad application.
M. Suratkumari and B Jaisheela (2011)\textsuperscript{16}, their study have expressed that the industries in services sectors, engaged in talent management, are strategic and deliberate in how the source, attract, select, train, develop, promote and move employees through the organization. The term Talent Management means different things to different people. To some it is about the management of high worth individuals or the talented whilst to others it is about how talent is managed generally i.e. on the assumption that all people have talent which should be identified and liberated. Talent Management decisions are often driven by a set of organizational core competencies as well as position specific competencies. The competency set may include knowledge, skills, experience and personal traits. Talent Management is a professional term that gained popularity in the late 1990s. It refers to the process of developing and fostering new workers through on boarding, developing and keeping current workers and attracting highly skilled workers to work for your company. Talent Management in this context does not refer to the Management of entertainers. This paper examines the Talent Management in South Central Railway which has a large bearing on the overall development of an individual and the organization.

Opas Piansoongnern et al (2011)\textsuperscript{17}, in their study have expressed that the talent management strategies and employee engagement implemented in three leading cement companies in Thailand ranged from the largest to smallest ones. In depth interviews conducted with multi level employees involved in managing talent including executives, potential employees, and human resources staff, while 350 questionnaires were also distributed for an investigation of factors influencing employee engagement. The findings revealed that robust talent management planning, well supports of top management, fair salary, good safety and health insurance, training opportunity, career advancement,
organizational unity, a balance of work and daily life, and other environmental factors were crucial factors that keep talent rooted to organizations.

Priyanka Anand (2011)\textsuperscript{18}, in her article explores and understands the talent management innovations, practices and processes in a major telecoms company in India, Bharti Airtel. The paper is based on a study of the organization's talent management practices and a survey of executives, including in-depth interviews with two key talent management executives, and a study of employees' perceptions of the organization's talent management and its impact. The research revealed the organization's vision and methods for integrating talent management processes. Talent management is an important element of the development process for employees and is an organization wide practice. The process of effective management of the talent pool has led to enhanced employee engagement, reduced attrition, and proportionately increased the average tenure of employees. The talent management strategy and processes have contributed in varying degrees to development and growth of employees. This research is an elementary study posing the need for further research into the organization wide practice of managing talent. The research addresses how talent management is perceived in a successful organization and examines the recognition and growing acceptance of talent management practices. Talent management is widely adopted by multinationals operating in India, however, most Indian organizations are either currently or soon to adopt the practice. They are dealing with issues such as whether talent management is an offshoot of human resource processes or an independent developmental process, and how it will create a competitive advantage and enhance employee engagement. This case study shows how the adoption of talent management processes on an organization wide scale not confined to the human resource function has helped the organization improve retention and development.
Lesley Uren (2011), in his study has viewed that what talent management might need to look like to meet the future needs of organizations and the requirements of the upcoming generation of talented individuals. The author, from specialist consulting and executive search firm Jackson Samuel, shares findings into how organizations can improve their performance by adopting a more strategic and personalized approach to talent management. Jackson Samuel spoke to senior human resource people from 44 companies based in the UK and internationally, and also to 110 talented individuals across the length of the talent pipeline university students, graduate trainees, middle managers and more senior talented executives. Focus groups and in-depth interviews were conducted and questionnaires were completed. Analysis involved a combination of both quantitative and qualitative methods and market segmentation. Businesses can significantly improve their bottom-line performance by using a segmented approach to talent management. The research shows that organizations that understand what their most talented individuals want from their relationship with their employer, and then segment their talent population and differentiate the Employee Value Proposition for them, deliver up to 66 percent higher total shareholder return than those organizations that do not. Talent segmentation will allow organizations to get a greater degree of differentiation in the following pragmatic and simple ways: it helps an organization choose who to focus on and to create definitions for these different populations of talent; and it enables organizations to really understand what the talented individuals within each population want from their relationship with the organization.

David G. Collings et al (2011), in his study has viewed that while talent management has gained a central place in the managerial discourse, academic research in the area has lagged behind. This paper considers talent management with a particular focus on the European context and sets the scene for the special issue which it precedes.
Given that North American colleagues premise much of our understanding of talent management on work, the paper and special issue are intended to provide a European contribution to the field. We hope that through empirical insights from the European context combined with the theoretical approaches adopted in the various papers, we will at minimum provide a point of departure for the field of talent management in the European context.

Eoin Whelan (2011), in his study has viewed that how social network analysis can support talent management initiatives in knowledge intensive work environments. Drawing on network analysis and interview data from the research and development division of two European-based multinational firms, this paper illustrates how social network analysis can aid talent management interventions on two fronts through talent positioning, responding to a talent raid. These findings show that talent management efforts not only need to go beyond identifying key positions but also need to consider the connections between the individuals occupying complementary key positions. This paper contributes to the advancement of the talent management concept by integrating a social network perspective into the research agenda. The extant literature has tended to focus upon the individuals' attributes when deciding who is to be deemed 'talented'. In contrast, social network theory posits that it is the ties and relationships between individuals and not individual attributes that really matter.

Chung Hee Kim and Hugh Scullion (2011), their study have expressed the link between Corporate Social Responsibility and Global Talent Management is conspicuously absent from existing research on Corporate Social Responsibility. Our comparative study of Corporate Social Responsibility and Global Talent Management in the UK and Korea is one of the few empirical studies to examine the link between Corporate Social Responsibility and Global Talent Management strategy and how this relationship may
vary in different national contexts. Our data revealed that Corporate Social Responsibility link with Global Talent Management strategy is taken more seriously in the UK than in Korea. The reason for this is not primarily a matter of the management competences required to connect it with strategy. Rather, it is more closely related to the country’s institutional and cultural contexts which lead businesses to demonstrate Corporate Social Responsibility in certain ways and influence people's views on responsible business. Implications of this cross-national research for both researchers and practitioners are discussed in the conclusion.

Pamela Bethke-Langenegger et al (2011)\textsuperscript{23}, in their study have expressed that the effects of different types of talent management strategies on organizational performance. The other introduced four different strategies and show how they affect organizational performance. For this purpose, the other uses a particularly detailed dataset of 138 Swiss companies. The other find that talent management focusing on retaining and developing talents has a statistically significant positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders. Moreover, talent management practices with a strong focus on corporate strategy have a statistically higher significant impact on organizational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and, above all, corporate profit, more so than any other areas that talent management focuses upon.

Salvador Vivas-Lopez et al (2011)\textsuperscript{24}, in their study have expressed that The phenomenon of globalization and the intensification of change mean that firms increasingly require an internal structure that fosters the genesis and application of new knowledge. If the firm's objective is to achieve continuous learning then organizational variables and managerial purpose through talent management are essential for access to superior knowledge assets. This study takes an in-depth look at the relationship between a
political phenomenon talent management and a natural one within a particular organizational framework. The aim is to obtain evidence of the effect of organizational variables on learning and knowledge from the perspective of large Spanish firms.

Anthony McDonnell et al (2011), in their study have expressed that in recent decades, interest in talent management has continued to grow among practitioners, consultants and academics. Conceptual development and subsequent empirical analysis has been limited and struggled to keep pace with the plethora of management consultancy reports in the area. More recently, global talent management has come to the forefront due to the increasing importance and challenges multinational enterprises face in satisfying their talent demands. This paper analyses the operationalisation of the talent identification stage in global talent management. In so doing, it is found that the use of talent pool segmentation is becoming a popular means of identifying and managing talent. Multinational enterprises face a number of challenges in ensuring that it is an effective system.

Schuler Randall S. et al (2011), in their study have expressed that the need for multinational firms to be as competitive in the global marketplace as possible has increased dramatically over the past twenty years. For international human resource management this has meant many strategic opportunities to international human resource management. An excellent example of such an opportunity is that which exists regarding the management of talent. This opportunity began to develop in the late 1990s with the advent of the challenge of global talent management. During the past few years this opportunity has expanded to include challenges dealing with talent shortages, talent surpluses, locating and relocating talent, and compensation levels of talent. Together, these conditions are all global talent challenges. In this article we describe these several global talent challenges and the strategic opportunities they present to firms and propose the
implications of these for firms and for the field of international human resource management.

Preece, David et al (2011), in their study have expressed that many human resource apologists have long shown concern about the status and legitimacy of the occupation in the eyes of executives and other actors, and, arguably, this has not been unconnected to the range of titles it has been given over the years. For some time, commentators debated whether there was an element of management fashion about these title changes, or whether they reflected some real change at the level of practice. Talent management has recently emerged as a focus of interest in human resource management, although differences exist over its definition and rationale. The contribution examines Talent management in similar terms. Drawing upon the management fashion literature and an empirical study of seven companies in Beijing, it analyses the role of fashion setters and followers in the fashion-setting process. Talent management recent emergence and the paucity of empirical material, it is too early to be definitive, but on the basis of our analysis we argue that, whilst in some of these organizations Talent management did exemplify certain characteristics of management fashion, it could not be adequately explained by management fashion theory alone. The companies embraced Talent management because they thought it could address their need to attract, retain and motivate talented people in an intensifying talent war.

Srinivasan, M.S. (2011), in his study has viewed that in the emerging and future world of business, the key factor of success will be not capital or technology but talent. There is at present a growing volume of literature on talent management. Discussions in literature are focused on retaining existing talent or in other words manifest talent. Not much of creative attention is bestowed on the other aspect of talent management: how to manifest the hidden talent in the average employee or in other words, harness the unman
fest talent. This article examines both these dimensions of talent management in the light of an integral and evolutionary vision of human development.

McDonnell and Anthony (2011)\textsuperscript{29}, in their study have expressed that the most critical outstanding issues faced by practitioners in undertaking effective talent management. In spite of the global financial crisis, talent management will continue being one of the most important challenges faced by organizations in the coming decade. Workforce demographics and skills shortages are likely to make the 'war for talent' fiercer than ever before making effective talent management a competitive necessity. While talent management is rapidly developing as a research field, there are many areas and questions that need to be explored. These questions are likely to have a particularly important applied benefit as they represent some of the key challenges organizations are grappling with in effectively managing their talent. The article asks researchers in the field to consider the questions proposed in developing future research agendas.

Berger et al (2011)\textsuperscript{30}, in their study have expressed that create a culture of excellence a talent management process must have 3 elements that include, a talent management creed with a publicized set of principles, values and mutual expectations, a strategy and a system for implementing the creed and the strategy. It also notes the creed of companies like Johnson and Johnson, Microsoft and Starbucks.

Brotherton and Phaedra(2011)\textsuperscript{31}, in their study have expressed that the professional services firm Towers Watson which found that companies are acknowledging the recovering economy by focusing on obtaining employees from talent management programs. Specific talent management priorities focused upon by companies are examined, including leadership development programs, career planning, and coaching and mentoring.
Stuart Woollard (2010), in his study has viewed to identify issues around the use of the concept talent management and its implementation in an international context. It also highlights techniques/solutions for better international talent management, which can be utilized by those who are responsible for managing a global workforce. This paper draws on past and current research in the area of talent management, particularly around its various definitions and the reasons for organizations failing to adequately manage and develop their key talent in a global context. It also uses a current case study on one of the leading US multinationals, which faces significant strategic and financial costs due to its inability to manage key globally mobile talent. It includes the steps taken by the organization to try and improve its international workforce management techniques. This paper is not an exhaustive list of research and case studies applicable within the subject matter. The main case study does not include outcome data. The paper is useful for human resource practitioners, particularly those who are part of a global business, as it will enable them to consider some of the challenges of managing a global workforce. Through the issues and examples highlighted practitioners can evaluate solutions for their organization.

Iles, and Paul et al (2010), in their study have expressed that human resource development practitioners have long shown concerns about the status and legitimacy of the occupation, and, arguably, this has not been unconnected to the range of titles human resource development has been given over the years. This paper considers whether talent management, as a recently-emerged area of interest for human resource development, can be argued to display features of a management fashion. On the basis of a review of three main perspectives, we conclude that it is too early to say with regard to two of them, talent management recent emergence and the paucity of empirical material, but that talent
management displays features of institutionalism in talent management talk in the business and professional literature.

Little Bob (2010)\textsuperscript{34}, in his study has viewed that the development of talent management systems and their evolving relationship with learning management systems and learning content management systems learning content management systems. The paper uses factual reporting to provide the overview. While the traditional learning management systems is in decline, the learning content management systems has much in common with and can augment a talent management system. Technological developments are having an effect on these relationships. Talent management systems are becoming increasingly important for would-be successful large companies. The capacity and the business requirements of the learning management systems are changing. The learning content management systems offers a number of advantages for the modern business over the learning management systems and can collaborate with a talent management system to achieve strategic business objectives. Competency data and competency management - lie at the heart of building competitive advantage in the modern business world.

Ogden and Garrett (2010)\textsuperscript{35}, in their study have expressed that leadership skills in personnel management geared towards reducing cost to help hospitals survive and thrive in a tough economy. It notes that strong healthcare leaders can engage workforce in greater productivity through talent management. It adds that leadership development can help hospitals reduce turnover of talented staff, preserve quality and control costs, and increase productivity.

Tymon et al (2010)\textsuperscript{36}, in their study have expressed that the challenge of global talent management is critical to firm success. Even with the global economic slowdown of
2008 and 2009, there are continuing challenges in attracting, managing, and retaining talent, especially in the developing regions of the world where economic activity has outpaced the availability of skilled employees. To examine this situation, we develop and test a model of talent management across 28 Indian firms involving 4811 professional-level employees. The intrinsic rewards experienced are a critical element in employee retention, satisfaction with the organization, and career success. We explored four antecedents of intrinsic rewards: the social responsibility of the employer, pride in the organization, manager support, and performance management. We found support for the importance of intrinsic rewards as a mediating variable, as well as for the moderating role of certain hygiene factors. Our research suggests multinational, international, and national employers may have non-pecuniary mechanisms to promote retention and employee satisfaction, even in challenging labor market environments. We conclude by proposing implications for research and global human resource management practices.

David G Collings and Kamel Mellahi (2009), in their study have expressed that despite a significant degree of academic and practitioner interest the topic of talent management remains underdeveloped. A key limitation is the fact that talent management lacks a consistent definition and clear conceptual boundaries. The specific contribution of the current paper is in developing a clear and concise definition of strategic talent management. The other also develop a theoretical model of strategic talent management. In so doing we draw insights from a number of discreet literature bases. The paper should aid future 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 researchers in framing their research efforts in the area. Additionally, it aids managers in engaging with some of the issues they face with regard to talent management.
Deborah R Phillips and Kathy O Roper (2009)\textsuperscript{38}, in their study have expressed that Real estate organizations are now recognizing the value in attracting and retaining the best, brightest employees in order to achieve higher than average market share and elevated profiles. In the era of the knowledge worker, talent narrowly defined as a core group of leaders, technical experts and other key contributors are quickly becoming an organization's most important asset. As real estate companies continue to compete for the top tier talent, their strategies must become more integrated. Based on review of existing literature and expert panel interviews, a framework for integrating talent management strategies focused on multiple generations. There is clear evidence that innovative recruiting techniques must be geared to attracting the new generation of workers. Additional attention should be given to increasing employee engagement for Generation Y, while at the same time developing strategies focused on knowledge transfer and reverse mentoring. In an effort to address the growing talent shortages in real estate, coupled with the exiting of retirement of workers, aggressive strategies must be adopted and the framework provides a holistic approach to achieving competitive market share while addressing critical talent issues. This paper provides real estate practitioners with strategic systems and processes to attract and retain talent in an increasingly competitive market. Practical strategies are presented with a holistic framework.

Qun Ren and Philip Hardwick (2009)\textsuperscript{39}, in their study have expressed that the Chinese online game industry is facing a scarcity of talented professionals and talent mobility. How to recruit and retain talented employees is a tough question that each game company has to face. Presently, most companies adopt high investment in research and development and monetary reward for solving the problem. In this paper, the authors aim to identify factors that contribute to the talent exodus. With the qualitative approaches, the authors aim to find the reasons why employees of different levels leave their working
place. In the findings, the authors point out that monetary reward, training, employee involvement and motivation at work are the critical factors for the loss of talented staff and for the adjustment and implementation of the organization’s human resource management strategies. Recommendations are put forward in terms of the disadvantages of human resource systems of the Chinese online game companies.

Sharma et al (2009), in their study have expressed that the talent management strategy based on competency profiling becomes a critical impact area within the field of strategic HRM. The study discusses an Indian pharmaceutical organization, the environment and the issues arising in context to talent management. The study discusses a well designed talent management strategy. The talent mindset has helped the organization in recruiting the best talent from the best pharmaceutical organizations. The attrition of the top and valued talent segment has come down. Some of the key positions have been filled through succession planning. Research limitations/implications - The case study is in a lesser known but emerging sector of the Indian economy the case has concentrated on attracting and developing and retaining key talent, it does not concentrate on developing average talent into key talent. Practical implications - The implications lie in whether to grow talent or buy talent. What signal through a communication strategy should a HR manager give when determining for talent segmentation? How to develop talent and retain employees when there are not challenging options available in the infernal labour market? Originality/value - This paper provides insights to HR practitioners on how to attract, acquire and manage talent in a tight infernal and external labour market. It also provides empirical support for and theoretical understanding of, the strategic HRM literature on talent management theme.

Leisy et al (2009), in their study have expressed that Talent management has a direct and quantifiable connection to overall business risk management, business
improvement and cost management. In fact, there are serious potential pitfalls in not having the right people with the right skills in the right jobs at the right time. An amalgam of forces is bringing talent management to the forefront of today's human resource risk concerns—forces that include the ongoing crisis in financial and economic markets, changing business strategies, ups and downs in recruitment as well as retention and an aging workforce. But perhaps the most powerful force at play is globalization. With many organizations now viewing the entire world, not just a single country or region, as the milieu in which they conduct business, managing talent optimally is an increasingly complex and critical goal. The most basic talent management programs focus almost entirely on filling open positions with qualified individuals. But at the other end of the continuum, and far more likely to contribute to an organization's success, is a fully integrated approach that addresses all segments of the talent management life cycle—recruitment, development, retention and transition—and aligns each segment with the organization's vision, mission and values. Also, any organization that maintains a global presence needs to maintain a truly global perspective, striving for consistent implementation of an integrated talent management program throughout the world.

Pan suk kim (2008), in his study has viewed challenges and strategies of attracting and retaining the best in government, particularly from the perspective of government in developing countries or transitional economies. This article first touches briefly on the technical and practical issues of how to attract and retain the best, followed by an elaboration of current trends in human resource management. It also looks at a case of the Korean experience on human resource management, followed by discussion of the theoretical and policy implications on human resource management. Various kinds of best practices and new ideas are available through diverse venues around the world, but it is difficult to determine what really works for whom and how. It is not feasible to apply the
same reform strategy to all countries. The challenge is, therefore, to find out what is applicable to the specific country; and how things can be applied while minimizing negative consequences. Points for the practitioners under rapidly changing circumstances around the world with increasing pressure on performance and innovation in government, old-fashioned personnel management must be significantly transformed, in order to attract and retain the best in government as well as to win the war for talent. Thus human resource managers should initiate far-reaching, much needed change in talent management in terms of how they source, attract, select, train, develop, retain, promote, and move employees through the organization. In order to make government the model employer of choice, human resource managers need to make a new Copernican transition in finding a new way of human resource management

Julia Christensen Hughes and Evelina Rog (2008)\textsuperscript{13}, in their study have expressed that what is meant by talent management and why it is important particularly with respect to its affect on employee recruitment, retention and engagement, as well as to identify factors that are critical to its effective implementation. This article is based on a review of the academic and popular talent management literatures. Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management. This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming in increasingly short supply. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment.
Hospitality organizations interested in implementing a talent management strategy would be well advised to: define what is meant by talent management; ensure CEO commitment; align talent management with the strategic goals of the organization; establish talent assessment, data management and analysis systems; ensure clear line management accountability; and conduct an audit of all human resource management practices in relation to evidence-based best practices.

Bernadette Scott and Sheetal Revis (2008) in their study have expressed views on providing a selective bibliographic review of developments in career management and in particular, notions of talent from both an organizational and hospitality graduate perspective. It also aims to embrace the recruitment, retention and progression of talent across an industry, where success is ultimately dependent on the capabilities of employees to deliver at the point of service. A thematic analysis has been undertaken of selected bibliographies as they contribute to current thinking in the area of graduate careers and talent management in the hospitality industry. Emergent themes have provided a framework to aid a deeper understanding of implications and practical applications. It concludes the need for committed, professional, motivated and developed graduates in the attainment of immediate and long-term objectives, so crucial for hospitality organizations, to combat retention issues. Practical implications - Informs the potential of talent management as a driver of competitive advantage, within an industry where investment in people is a priority to ensure quality of service provision. The paper provides an applied perspective on the management of talent within hospitality, highlighting the need for increased industry-wide recognition and adoption.

Norma D'annunzio (2008), in his study has viewed that managers' views on the challenges and opportunities around the talent management pipeline in a range of hospitality and tourism organizations. The paper seeks to focus on drawing out key issues
and suggesting practical actions arising from these. The paper draws primarily on a number of in-depth interviews with senior managers representing a wide range of sectors in the industry. Managers' views are summarized and quotes used to illustrate key themes. Each stage of the talent management pipeline is explored and the findings reveal a number of contextual, strategic and operational concerns around the implementation of talent management policy and processes. Findings indicated clear commitment towards the value of talent management, but revealed that some policy areas were felt to be underdeveloped. Approaches to talent management were organization specific, and driven by internal expertise and available resources. Organizations would fit and tailor their talent management approach to their own context. A number of practical implications emerge from this paper specifically relating to defining, attracting, retaining developing and transitioning talent. The paper provides a senior management perspective on talent management and allows the reader a unique insight into the complexities of managing talent in the hospitality and tourism sector, highlighting the issues that organizations are facing.

Gillian A. Maxwell and Samantha Maclean (2008)⁴⁶, in their study have expressed that the operational implications and strategic actions involved in talent management in Scotland. The paper is based on a literature review and focus groups comprising members of the Board of the Scottish Tourism Forum. This paper finds that, in an industry with generally high labor turnover and rather negative public image as an employer, talent management in attracting, developing and retaining people - has significant potential to contribute to changing approaches to managing people and to improving opinions on careers in this sector. Practical implications are that: individual businesses adopt talent management approaches that best suit their business, employees and customers; industry bodies and leaders present exemplary practice in TM; business strategies including talent
management initiatives are actively supported by senior and operational managers in organizations; and educators develop, in liaison with the industry, toolkits for the implementation and evaluation of talent management initiatives. Any practitioner or academic interested in gaining insight into the practice and potential of talent management, especially in the Scottish context, will find the paper valuable.

Guthridge, Matthew (2008)\textsuperscript{47}, in his study has viewed that talent management issues faced by international business enterprises. Research into the personnel management systems at multinational corporations is assessed with an eye toward understanding the difficulties of moving management talent between countries. Logistical issues facing senior managers with opportunities abroad are considered. The doubtful place of overseas experience in facilitating career growth in multinational corporations is presented as a barrier to the development of international experience. The relationship between the internationalization of talent development in management and financial success in multinational corporations is noted.

Altman and Wilf (2008)\textsuperscript{48}, in their study have expressed that the organizations trying to set up talent management process, the essential guide to managing talent but real success comes when we engage the hearts and minds of individuals. Individuals joining an organization need to feel that they are valued and that their contribution will make a difference. The new paradigm is talent management, which focuses on developing and retaining good people. Companies that are known to practice talent management have a better chance of attracting recruits at all levels. One of the challenges they face, is to identify and develop the next generation of talent

Stevens and Howard P.(2008)\textsuperscript{49}, in their study has viewed that talent management and demonstrates how a Six Sigma approach can minimize five common pin points. A
talent audit system can help address the first pinpoint reducing unwanted turnover by accurately and systematically predicting the effectiveness of hiring the right talent and avoiding the wrong talent. A talent audit system is also useful for revealing data that are definable, measurable, and actionable to assist with succession planning, which is the second pinpoint. According to Stevens, the third pinpoint losing top talent often is caused by job dissatisfaction because of job mismatches. A talent audit can help address the main causes of poor job fit. The fourth pinpoint occurs when the right person is matched to the wrong job. Through a talent audit database, organizations can benefit from a complete inventory of strengths and weaknesses for employees in all key positions. By identifying managers who could thrive in certain roles, organizations can improve the job match of both managers and subordinates. The final pinpoint involves training the wrong personnel. A comprehensive inventory of employees' strengths and weaknesses, such as those found in a talent audit database, could help organizations to customize their training to the individuals who will most benefit.

Rosenberg and Janice (2008)\textsuperscript{50}, in their study have expressed views on the importance of new talents in the real estate management industry and offers suggestions on how property owners and managers can recruit ideal and effective employees. Most companies are struggling in hiring entry level positions, particularly the middle and upper level management. The author suggests that real estate managers can explore various initiatives of recruiting qualified candidate, such as professional research firms, online classifieds, through referrals or simply selecting on current employees, and marketing the company.

Bersin and Josh (2008)\textsuperscript{51}, in their study have expressed that Financial services managers are tempted to cut expenses in difficult times but talent management is one area where they should proceed with caution, according to Josh Bersin of Oakland, Calif-
based Bersin and Associates. Even as credit problems roil the industry, banks need to continue their focus on talent management as a strategic issue, Bersin says. Improved coaching, skills-based workforce planning, competency models and performance management are some of the practices he recommends for improving talent management in financial services.

Snell and Alice (2008)\textsuperscript{52}, in their study have expressed that the importance of talent management in a company. It refers to policy which deals with the manpower of an institution which includes recruitment, career development, and compensation. It is a strategy which involves organizational commitment, management and technology. A discussion regarding the risk a business might encounter with the absence of talent management is also tackled.

Lesley Uren (2007)\textsuperscript{53}, in his study has viewed that the key findings of a new research report that investigates talent management processes, identifies the challenges to implementation and highlights the best practices for achieving a culture of talent management commitment rather than compliance. The research draws on the experiences of 57 organizations, from a range of industry sectors and operating across international marketplace.

Michael Baker et al (2006)\textsuperscript{54}, in their study have expressed that human resource return on investment is still important, as is the need to create business cases for human resource programs. But, as companies move toward profitable growth, the focus is no longer on strategic cost reduction and human resource transformation, but on talent acquisition, management, retention.

Lewis et al (2006)\textsuperscript{55}, in their study have expressed that if the volume of literature in the popular and practitioner press is any guide, practitioners in the field of human
resources are now primarily in the business of talent management. The paper addresses the question by reviewing problems with the definition of talent management and the lack of data supporting many practitioner claims. An outline research that supports a systems oriented definition of talent management that focuses on the strategic management of talent. We then outline future avenues of research to further develop the field of talent management and tie it more closely to the large volume of work in strategic human resources management

Oakes and Kevin (2006)\textsuperscript{56}, in their study have expressed that the human resource human resource and learning technology convergence in the U.S. Some business enterprises are beginning to realize the need to align their training and human resource departments and functions. The nation's leader in health insurance, Aetna, has implemented an integrated business process that combined corporate goal setting, learning and individual performance plans to solve multiple problems. The abundance of installed learning management systems has enabled some to forecast that talent supervision systems will probably utilize these platforms.

Chris Ashton and Lynne Morton (2005)\textsuperscript{57}, in their study have expressed that getting the right people in pivotal roles at the right time should be nothing new to human resource professionals, but done effectively, talent management can create long-term organizational success. Here, Lynne Morton and Chris Ashton show how to align talent management strategies to business goals, integrate all related processes and systems and create a talent mindset in your organization

Anuradha Deb and Andy Ranaweera, (2005)\textsuperscript{58}, in their study have expressed that many companies claim to focus their resources on the development of their people, but few can match the learning culture at Indian IT company, Mahindra BT. Its focus on
education and development had led to a rapidly growing business with enviable employee recruitment and retention rates.

Jay Romans and Lucy Lardner (2005), in their study have expressed that in Japan, talent management means overhauling its approach to talent from hire to retire. It created a new culture of accountability and engagement that helped the company exceed its target to double sales in five years.

Anna Rappaport (2003), in her study has viewed that With Baby Boomers aging and fewer thirty something in the employment ranks, the graying of the workforce is right around the corner. With it will come a host of issues loss of human capital, talent shortages, ageism, and culture clash among them that will force employers to rethink many of their practices for acquiring and managing talent. Employers can take specific steps now to cushion the impact of the aging of their workforce, and those who act too late may find themselves at a competitive disadvantage.

Donahue and Kristen B. (2001), in their study have expressed that talent management is not something that executives delegate to the human resources department. Senior leaders need to make it an integral part of their job. To do so, they need to follow these recommendations Segment the different performance levels in a company's talent pool, invest in social capital, differentiate the free agents from the loyalists and do not forget the person's ability to materialize what he knows into something that is appropriately novel and the person's passion. To encourage creativity among employees, senior leaders need to match employees to the work they are doing, give freedom to their work, provide sufficient resources, and send the right signals to them.
2.3 RESEARCH GAP

The results from various reviews focused on the need for talent management practices in various sector. The research gap from the review has been identified that attempts are being made to examine the impact on performance after employees receive talent management practices. However, the review reveals that no effort has been made to analyze the impact of organizational performance through talent management practices in automobile industry and to managers particularly. The present study focused on evaluating the importance of talent management and its impact on organizational performance of Automobile industries and in manager's level particularly in the study area.

2.4 CONCLUSION

The study on talent management has attracted many researchers and academicians throughout the world in the recent years. It has fascinated much research in India. There has been continuous research and contributions in the field of human resource management practiced by organizations of both small and large-scale industries in India as well as abroad. One interesting and widely accepted fact is that nobody ignores the power of talent management in influencing the employee’s performance, which leads to organizational success.